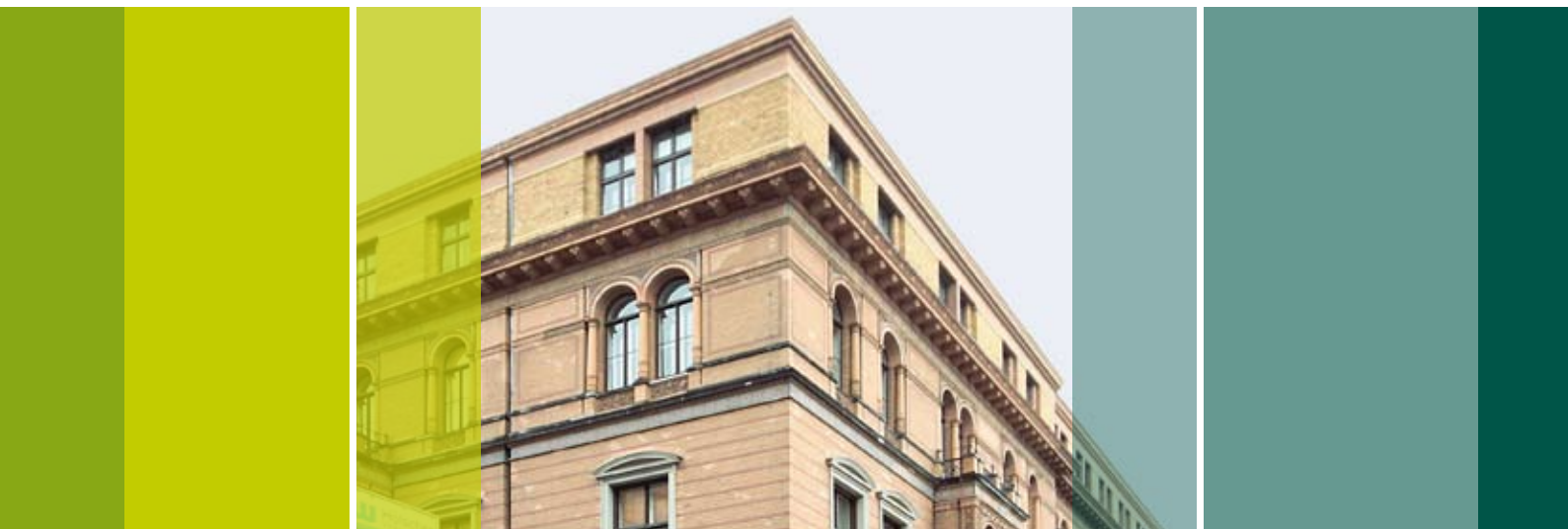




HUMBOLDT-VIADRINA
School of Governance



HUMBOLDT-VIADRINA School of Governance

thinking.acting.realising



Thinking in Action

What is the idea behind the **HUMBOLDT-VIADRINA School of Governance**? What is it that defines this School, and in what ways is it unique? When we started this project several years ago, what was it we hoped to achieve? These are the questions that we continue to ask, and the questions that put this enterprise to the test.

We are moving from administration to design. With the foundation of the **HUMBOLDT-VIADRINA School of Governance**, we have broadened Alexander von Humboldt's notion of unity in research and teaching to also include the idea of a 'forum.' It is within this forum that the development and transfer of theoretical knowledge provides the basis for action. The School's new threefold approach to study is what will inspire students to act on those problems that exist in the spaces between politics, business and civil society.

We initiate and we implement. Over the past few years, we have conceptualised and successfully implemented several projects within the forum setting of the **HUMBOLDT-VIADRINA School of Governance**. Our degree programme is oriented around practical action, concrete changes and effects: A fundraising concept that remains on the drawing board is of little use, but in application one is able to test if it has the potential to effect change.

In this way, the **HUMBOLDT-VIADRINA School of Governance** is an institution built upon diverse foundations: we conduct applied research and offer a practically oriented Master of Public Policy degree, while, in acting as a forum, we bring people together who collectively address the challenges posed by society today. We are an independent and critically oriented actor, who contributes, becomes involved and, ultimately, effects change. We will measure actions against actual outcomes, not only relying on abstract, theoretical standards.



It is the idea that first made the **HUMBOLDT-VIADRINA School of Governance** unique in concept that now serves as its motivation as a School:

We not only think, we act!

Founders:

Prof. Dr. Alexander Blankenagel
Stephan Breidenbach
Prof. Dr. Gesine Schwan

For the European University Viadrina Frankfurt (Oder)

Dr. Gunter Pleuger
President

For the Humboldt University Berlin

Prof. Dr. Dr. h.c. Uwe Jens Nagel
Vice President for International and Academic Affairs



Real, Concrete Needs

Why Good Governance?

Addressing global questions and local problems requires **collaboration between governments, the private sector and civil society**. How does systematic “campaigning” motivate citizens to participate in developing a sustainable municipal energy policy? How does one establish a Corporate Social Responsibility strategy within a small-scale German business? How does one create a certification system that will improve working conditions in the textile industry?

Individual actors, lone governments or institutions can no longer adequately address these types of problems autonomously. Important impulses towards change must now come from a multitude of national and international organisations, which together form the network of actors commonly understood in the concept of “**governance**”. In order to successfully respond to today’s most pressing concerns and prepare to address similar issues in the future, it has become vital for the **political, the private and the public sectors to work together**.

The development of an **accountable and dialogue-oriented style of leadership** in advocacy groups, businesses, governments and organisations is a prerequisite for the successful cooperation of governments, the private sector and civil society.

Traditional academic schooling is no longer enough to train leaders in politics, the private sector, and civil society to meet all of the obstacles that modern society presents. Furthermore, facilitating and improving the communication between different sectors in society now requires independent actors, who develop innovative approaches to change, beyond the limits of single academic disciplines.

These are the demands that the **HUMBOLDT-VIADRINA School of Governance** is committed to meeting.



Problem-Solving Approach

Why the HUMBOLDT-VIADRINA School of Governance?

Acting as a forum as well as a teaching and research facility, the **HUMBOLDT-VIADRINA School of Governance** develops new approaches to leadership and initiates innovative processes of change. The School moderates between the perspectives found in distinct academic disciplines and social spheres.

As an institution, the **HUMBOLDT-VIADRINA School of Governance** 's unique contribution lies in developing concrete solutions to political and social problems, with a special focus on their practical realisation and (when necessary), modification. The School thereby strengthens cooperation between governments, the private sector and civil society and helps to improve democratic decision-making processes.

With this enterprise, the **HUMBOLDT-VIADRINA School of Governance** unites the capacities of two of the most well established universities in Germany – the Humboldt University Berlin and the European University Viadrina Frankfurt (Oder).

The **HUMBOLDT-VIADRINA School of Governance**. Not just thinking. Acting:

- The integrated “Center for Peace Mediation” is an academically and practically involved player in international peace processes.
- A new methodical approach to legislative processes focuses on transparency and traceability and effectively integrates stakeholders' claims.
- In researching funding for non-profit activities, a growing internet platform for socially conscious projects worldwide – betterplace.org – was created.
- The project “Next NGO” identifies practical ways to improve the organisational capacities of NGOs alongside their relevant actors.



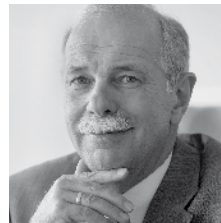
At the Fore

Founders

The **HUMBOLDT-VIADRINA School of Governance** was founded by a group of four core **initiators**:



Prof. Dr. Alexander Blankenagel
Humboldt University Berlin



Prof. Dr. Jürgen Mlynek
former President of the
Humboldt University Berlin,
President of the Helmholtz-
Association



Prof. Dr. Stephan Breidenbach
European University Viadrina
Frankfurt (Oder)



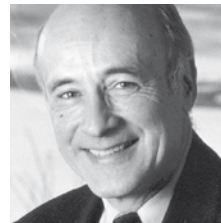
Prof. Dr. Gesine Schwan
former President of the
European University Viadrina
Frankfurt (Oder)



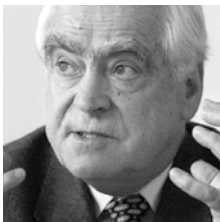
Advisory Board



Kofi Annan
former General Secretary of the
United Nations



Prof. Dr. Joseph S. Nye
former Dean of the John F.
Kennedy School of Government,
Harvard University



Prof. Dr. Peter Eigen
Founder and Chairman of the
Advisory Board of Transparency
International (TI), Chairman
of the Extractive Industries
Transparency Initiative (EITI) and
former Director of World Bank



Prof. Dr. Mary Robinson
President of the Ethical
Globalization Initiative, former
President of the Republic of
Ireland and United Nations High
Commissioner for Human Rights



Pascal Lamy
General Director of the World
Trade Organisation (WTO)



Dr. Richard von Weizsäcker
Federal President of Germany
(retired)



Guiding Principles

How does the HUMBOLDT-VIADRINA School of Governance work?

All of HUMBOLDT-VIADRINA School of Governance 's activities are guided by the following principles:

Problem Solving

Complex problems are important opportunities to reshape and rearrange. Problem-solving is an open, understanding-based process that seeks to arrive at a consensus in addressing even the most complicated issues; successful problem-solving will try to work from a shared perspective to find joint strategies and techniques to approach complex conflicts.

Multidisciplinary and Multi-Perspective Approach

Knowledge of problem-solving methods is a necessary component of many social disciplines, as well as something demanded by many concrete situations. The ability to apply these methods effectively is the key to finding long-lasting solutions to various challenges and obstacles.

Process Orientation

Only with the application of adequate procedures and processes can the development of solutions to complex problems be successful. This requires the joining of distinct disciplines and actors in a dialogue that will concentrate their methods and knowledge; what is therefore needed is a readiness for and willingness to engage in an open and productive dialogue.



Learning

Problem-solving is a vital aspect of any given learning process, as well as a departure point for addressing complex new challenges. Policy that reflects and integrates ongoing change is the core element of a “learning society.” **HUMBOLDT-VIADRINA’s** educational programme therefore places particular importance on the development of both individual and collective learning skills, as well as on the ability to adjust problem-solving strategies according to new demands made by changing situations.

Intercultural Understanding

Attempts to address cultural differences influence countless aspects of society, and affect everything from urban planning to the international strategies employed by companies and governments. In order to be able to properly identify and assess the ‘cultural’ facets of certain projects and decisions, a certain sensitivity to and ability to work within intercultural issues and contexts is vital; it is at the same time necessary, however, for thinkers to be able to critically examine all of those claims made on the pretext of ‘cultural difference’.

Political Orientation

In the development of political problem-solving, the logic of distinct approaches must be considered; political design is an interactive process between those who shape policy and those who are influenced by its designs. It is those who are directly affected by policy who most often organize themselves, and, both individually and in small groups, uncover and implement effective solutions to problems.

The **HUMBOLDT-VIADRINA School of Governance** wants to put these goals and principles into practice in three areas of activity – forum, teaching and research.



The Threefold Approach

Forum, Teaching, and Research

The **HUMBOLDT-VIADRINA School of Governance** combines a forum setting with teaching and research into a single entity, drawing on the groundwork laid by the Humboldt University Berlin and the European University Viadrina.





Studying with Impact

Forum for Political and Social Reforms

In regards to political and social reforms, a substantial amount of knowledge has already been accumulated by various actors and within distinct academic disciplines. Now the task at hand is to combine and productively enhance the existing expertise of distinct groups, such as scientists, ministries, NGOs, businesses, policy experts and members of public administration.

In order to meet this goal, we need to foster alternative forms of dialogue and to build new alliances between governments, the private sector and civil society. What does this mean? The **HUMBOLDT-VIADRINA School** provides a platform where governments, the private sector and civil society can exchange information, aggregate knowledge and develop new approaches to reform. Specific challenges are discussed and solutions are created together, combining various viewpoints and perspectives. At the same time, new forms of dialogue and innovative techniques allow for a process of mutual learning.

The **HUMBOLDT-VIADRINA School** acts as a catalyst for reform, effecting change in social structures and cooperatively shaping and implementing political projects.

An example: With capital procurement costs amounting up to 50% of the invested funding, the financing of the non-profit sector is desperately in need of more efficient structures. For three and a half years, scientists and actors from the private sector and civil society, coming together in forums run by the **HUMBOLDT-VIADRINA School**, have been developing solutions to this problem. A noticeable achievement of this work can be seen in the founding of the internet platform betterplace.org, which came into being as a result of one of **HUMBOLDT-VIADRINA School**'s solution-finding processes. Since November 2007, this platform for worldwide social projects contributes to the creation of effective and long-term funding of non-profit social activities.



Studying with Impact

Study Programme

The Master of Public Policy Degree provides **engaged and committed future leaders** from the worlds of politics, business, civil society and administration with the skills to:

- Develop, implement, and communicate strategies for individual policy areas;
- Bring ideas to life in private, political, or civil society organisations and shape and guide processes of change;
- Conceptualise and implement projects and activities in the public sector and political realms.

Over the course of the **four-semester-long study programme**, students will learn to:

- Formulate and address complex new questions;
- To move among different dimensions of a complex challenge;
- Proceed effectively with the resources available;
- Integrate the distinct expectations of various stakeholders into one effective solution.

Students will combine their multidisciplinary knowledge and work through relevant subjects based on their own distinct perspectives.

The heart of this programme lies in the **hands-on project**. Students will address problems related to their own organisations and, during the course of the MPP degree, develop and implement solutions to these problems in their daily work environments. Students will thereby acquire the **concrete and practical skills needed for dealing with complex decision-making processes**. For the organisation in which the student works, this innovative problem solving and implementation process will entail a real added value.

In working on their projects, every student will be able to rely on the guidance and support from their personal adviser.

Students will leave the **HUMBOLDT-VIADRINA School of Governance** experienced and trained as leaders, able to effectively apply the tools needed to competently and sustainably manage organisations.



Study Structure

The programme's central goal is to support the common good by solving concrete problems through the interplay of politics, business and civil society.

The curriculum will focus on:

- Educating students in the conditions for action within the area of Public Governance;
- Teaching both the methods and options for action needed to facilitate effective change.

In order to receive the Master of Public Policy (MPP) degree, students are required to have completed a total of 60 credit points (ECTS). One ECTS credit point requires approximately 30 hours of coursework. This estimated amount of work is designed to take both presence-required courses and distance learning courses into account, and also includes study and preparation time. The content of the modules will educate students in the fundamentals of reflecting on the hands-on project that students will later implement in their own organisations. From this work, it may also be possible to derive a topic for one's Master Thesis.

The 60 ECTS are distributed as follows:

• Introductory Week	2 ECTS
• Modules	27 ECTS
• Project Realisation	12 ECTS
• Master Thesis	15 ECTS
• Electives (chosen within the context of project implementation)	3 ECTS
• Oral Exam	1 ECTS

This study programme is designed to take place over the course of two years.



Thinking with Impact

Research

Research conducted at the **HUMBOLDT-VIADRINA School of Governance** aims to facilitate and improve cooperation between governments, the private sector and civil society by developing innovative concepts. Its research profile is guided by the School's overall mission statement and can be characterised by the following principles:

Practical Applicability

Questions and issues that originate from practical concerns are addressed and will be embraced by scientists and practitioners in politics, business, and civil society with regards to the practical application of research.

Innovative Approach

Innovation arises from dealing with a question or problem, not from a given solution. The **HUMBOLDT-VIADRINA School** uncovers new questions and problems relevant across disciplines, thereby making room for innovation.

Multi-Sector Approach

Actors from various social spheres, and not only specialists, are to be included in the process of conceptualising and implementing projects.

Multidisciplinary and Multi-Perspective Approach

The themes that the **HUMBOLDT-VIADRINA School** hopes to address will require specialized knowledge from distinct academic disciplines and diverse social actors. Applying an 'understandings-based' system of problem-solving, the **HUMBOLDT-VIADRINA School** integrates the different interests and skill-sets of involved participants and makes them practically applicable.

Pilot Project: Implementation Guidance

Whenever possible, a newly developed problem-solving strategy will be put to test and improved by way of a pilot project. The **HUMBOLDT-VIADRINA School** will itself take over the operational responsibility for the practical implementation of such projects.



Current Areas of Research

The **HUMBOLDT-VIADRINA School of Governance** identifies relevant topics in accordance with the School's distinct research profile. Currently, the following research questions are of primary concern:

Law-Making

In the study of legislation, the development of new techniques and methods for successfully drafting legislation is examined. The overall process begins with the identification of regulatory needs and ends with the implementation and evaluation of new bodies of rules.

Peace Mediation / Mediation in Peace Processes

Applying academically sound methods, the Center for Peace Mediation supports international peace processes. Key instruments for a constructive monitoring of peace processes and the development of long-term solutions to a conflict situation are taken from an interest-based model of conflict resolution.

Financing Social Causes

The effective procurement of funding for non-profit organisations and social businesses is at the centre of this research area. In addition to other successes, research has resulted in the creation of betterplace.org, an international internet platform for worldwide social projects.

Effective Justice

The research project on 'Effective Justice' deals with the question of how civil trials can be improved and accelerated to the satisfaction of all parties. Visualization techniques can for example help to make decision-making processes more transparent.

Next NGO

This research project's aim is to identify practical ways of improving the organisational capacity of nongovernmental organisations.



Supporting Impact

Friends and Benefactors

Excellent research, an academic program centred on its applied value, and a forum for political and social discourse: all are of great value, and all entail high costs. A professional school therefore has to rely on the assistance of its friends and benefactors. The success of the **HUMBOLDT-VIADRINA School** is already being shaped by numerous honorary supporters who believe that Germany should have a university that becomes involved, contributes to innovation and stimulates change. Together with well-known advocates, friends and benefactors, a team exists that works collectively with each other towards a common goal.

The **HUMBOLDT-VIADRINA School** convinces with an innovative study concept, efficiently implemented by a lean and flexible base of employs. Nevertheless, only a portion of the necessary costs of such an endeavour can be covered by tuition fees and small donations. Therefore, the **HUMBOLDT-VIADRINA School** has established its own 'circle of friends.'

Whether un-bureaucratic financial support or thematic sponsorship, whether substantive cooperation or donation, there are countless ways to become a friend and support of the **HUMBOLDT-VIADRINA School**. Friends and supporters are of course always invited to all events hosted by the School. Commitment to the School will not go unnoticed: in addition to your honorary place on the house's own Wall-of-Fame, there will be many other opportunities for your support to be lauded.

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Governance Foundation Spending Account

Account number: 417 23 22 02, BLZ 360 800 80, Dresdner Bank Essen



Library

The **HUMBOLDT-VIADRINA School of Governance** situated in Berlin-Mitte is home to the only interdisciplinary library in Germany focused on the subject of civil society, philanthropy and the nonprofit sector, whose contents are open to the public, free of charge.

The stock currently includes about 12,000 books, as well as magazines, annual reports of various foundations, unpublished degree dissertations, informative literature and also relevant internet and conference documents. The collection is all bibliographically documented and can be looked up in an Online Public Access Catalogue. The library is systematically divided into subject matter in an open access area.

Substantial contributions by the Robert Bosch foundation (1999 to 2002) and the Mercator foundation (2003 - 2005) have made it possible to continually improve and extend the library stock. Since 2002, the yearly budget for acquisitions amounts to 10,000 Euros. Donated books, essays and reviews are always welcome.

Contact:

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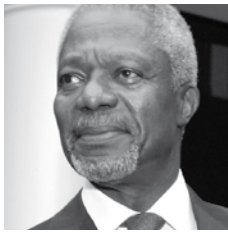
Opening hours:

Monday, Tuesday, Thursday, Friday
9.00 am to 3.30 pm

Wednesday
noon to 6 pm, by appointment

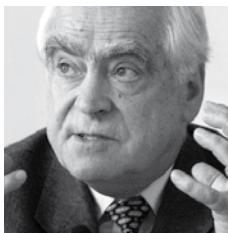


Voices



“We need young people who want to shape the global world in a sustainable way and for the well-being of all. Young people, for whom the **HUMBOLDT-VIADRINA School of Governance** would be an ideal partner. I wish them the best of luck on their journey towards this goal and I am happy to be able to support them.”

Kofi Annan, former General Secretary of the United Nations



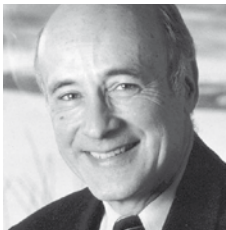
“Civil Society organisations have become key players on the world stage, but their potential for creating and shaping a just and sustainable world economy has hardly been exhausted. Finally, with the help of the **HUMBOLDT-VIADRINA School of Governance**, civil society, politics, and economics can act on equal terms.”

Prof. Dr. Peter Eigen, Honorary Professor at the Free University Berlin / Founder of Transparency International



“The **HUMBOLDT-VIADRINA School of Governance** not only wants to identify problems, but to also find practical solutions to them. I think this is an approach which should set an example.”

Pascal Lamy, General Director of the World Trade Organisation (WTO)



“I have been waiting a while now for a governance school to be established in Germany which will combine excellence with the will to substantially improve democracy. I therefore thank the founders of the **HUMBOLDT-VIADRINA School of Governance** for taking this courageous step and wish the School much success.”

Prof. Dr. Joseph S. Nye, Dean and Professor of the John F. Kennedy School of Government/Harvard University



“Germany has long shown a reluctance to promote young executives on the international level. I am pleased to hear that with the establishment of the **HUMBOLDT-VIADRINA School of Governance**, this reluctance is waning and I wish all the best success in the school’s endeavours.”

Prof. Dr. Mary Robinson, Former President of Oxfam International / former President of the Republic of Ireland



Photo: Helmut R. Schulze

“Even in times of crisis, a society cannot afford to stall or slow down its progress; it must have the willpower to continuously improve, both for the purposes of democracy as well as for the good of the people. The **HUMBOLDT-VIADRINA School of Governance** has created a space wherein such improvements can be brought to life.”

Dr. Richard von Weizsäcker, President of the Federal Republic of Germany (retired)



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The Master of Public Policy degree is a joint study programme between the European University Viadrina Frankfurt (Oder) and the Humboldt University Berlin, administered through the **HUMBOLDT-VIADRINA School of Governance gGmbH**.



EUROPA-UNIVERSITÄT
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