



Strategy 2016–2025

In its strategy 2016-2025, the School of Applied Linguistics defines how it will implement the ZHAW's higher education strategy. The school strategy concretises the university strategy in such a way that it provides a framework for the strategies of the institutes and the measures to be derived from them.

The strategy was developed cyclically in cooperation between the steering committee and the board of the school, with consultation of all employees of the school.

The following sections span the strategy between the three thrusts of the university strategy (competence-oriented, transformative, European) and the four dimensions of the university's performance mandate as well as the dimension of governance.

Identity

Applied linguistics identifies, describes, analyses and solves socially relevant problems in which linguistic communication plays an important role.

At the School of Applied Linguistics, we live this understanding of the discipline in the sense of the three ZHAW thrusts:

- **Competence-oriented.** At the School of Applied Linguistics, we enable people to communicate in a reflective and professional manner and in a way that can mediate between cultures, languages and discourse systems, between disciplines, between individuals and organisations, but also between individuals. This communication competence is a necessary prerequisite for recognising, describing, analysing and solving relevant social problems.
- **Transformative.** At the School of Applied Linguistics, we understand our environment as being shaped by global developments such as digitalisation and automation, internationalisation and migration, individualisation and changing conventions. Our focus is on recognising and critically reflecting on the opportunities and risks of these mega-trends and developing meaningful measures together with those involved. In this way, we create benefits for professionals and society.
- **European.** At the School of Applied Linguistics, we live a culture of questioning rooted in the European Enlightenment. We see it as a distinguishing feature in global networking: in an environment of globalisation, the culture of questioning leads to mutual learning. This requires intercultural understanding and thus the competence of intercultural translation – a strength that the school increasingly brings to the university and its stakeholders in European-based projects.

We encourage and promote constant exchange between researchers, teachers and practitioners with the aim of developing networks, gaining insights and working out solutions to problems that contribute to the further development of all areas of the school.

In doing so, we pursue a transdisciplinary approach and work in a practice-oriented manner throughout the entire performance mandate. Our role as a mediator is expanding to that of a pioneer. The prerequisite for this is that we live and exemplify values and attitudes such as curiosity, openness, courage, tolerance of mistakes towards ourselves and others, respect, flexibility and the willingness to listen and change perspectives.

We strive to be a leader in applied linguistics in research, teaching, continuing education and service.

Resources

The structure of the school will be further developed with the aim of conducting applied linguistics in three institutes which address socially central linguistic fields of action and which complement each other in such a way that the whole is more than the sum of the parts.

The school ensures that optimal framework conditions exist in all areas of performance for the fulfilment of the performance mandate, especially for research-based, competence-oriented and individualised teaching. In doing so, we strive to ensure that doctorates can be awarded in our research and work areas at the ZHAW.

With regard to the strategic thrust of competence orientation, the school pursues the goal of recruiting and qualifying academic staff in such a way that all teaching and research staff have substantial experience in the relevant professional fields and maintain a continuous exchange of experience with colleagues and practitioners. On the other hand, they should be familiar with research related to their area of responsibility.

In view of the strategic thrust of the transformative, European university, the school particularly promotes interdisciplinary and transdisciplinary projects in which several research and work areas are involved, which deal with issues relevant to Europe and which are aimed at EU funding.

Services

Teaching (Education and Continuing Education)

Teaching at the School of Applied Linguistics addresses current issues and future practical challenges from the transdisciplinary perspective of applied linguistics. In our programmes, we specifically promote the exchange between university and practice. This ensures a strong network between the school and the professional fields; at the same time, it guarantees that indications of problems and developments in the professional fields flow into research and teaching.

The organisational units offering the programmes are responsible for the strategic orientation, quality assurance and further development of the programmes as well as for the implementation of the framework conditions.

Students (BA, MA, MAS) are enabled to successfully exercise their profession, especially within the European labour market. They are able to apply the acquired knowledge and skills not only directly in their everyday professional life, but also to find solutions for new challenges and to anticipate changes and develop themselves accordingly. They are able to reflect on fundamental attitudes and thought patterns of the European scientific tradition and to weigh them against other models. We also design continuing education courses and programmes with this in mind.

Our courses are designed with individualisation, academic orientation and competence development in mind. The curricula and courses are equipped with didactic formats that strengthen an individualised and self-responsible design of studies (e.g. e-learning). The certificates of achievement focus on competence development.

Our continuing education programmes incorporate the professional experiences and observations of the participants.

Research

The research conducted at the school is anchored in the scientific tradition of European research.

It is active in areas that are relevant to professional fields, the economy and society and that are predestined to be addressed from a transformative perspective. The knowledge gained by the school is continuously incorporated into education, continuing education and services.

The school evaluates its research performance continuously and comprehensively and incorporates the evaluation results into further research development and promotion.

An increasing proportion of the school's research is networked at European level and receives EU funding.

Services

The School of Applied Linguistics offers services and consultations in the fields of language and communication that provide added value for education, continuing education and research and that can contribute to solving the major problems of society.

The focus is on assignments that concern problems in the European context.