Prof. Dr. Ingeborg Schramm-Wölk, President of FH Bielefeld:

» Studying, teaching, conducting research: We see ourselves as a learning community where the seriousness of teaching, learning and the application of science may indeed be thoroughly enjoyable. «
WITH A PRACTICAL APPROACH:
Bielefeld University of Applied Sciences (FH Bielefeld) works closely together with the industrial and business communities and social and cultural institutes in the region.

THREE STUDY LOCATIONS:
The proximity of our three locations promotes interdisciplinarity and interchange of teaching and research.

EDUCATIONAL OPPORTUNITIES FOR EVERYONE:
Studying is also possible without university entrance qualification or vocational baccalaureate diploma.

VARIOUS STUDY MODELS:
Apart from the classic full-time study programmes, FH Bielefeld offers practice-integrated and sandwich courses alongside part-time programmes for people in part-time and full-time employment.

EXCELLENT CAREER OPPORTUNITIES:
Train with a practical dimension in one of the strongest business locations in Germany.

E-LEARNING:
With the uni-wide portal ILIAS, teaching and learning are also possible via the internet.

IDEAL LEARNING CONDITIONS:
Small study groups allow us to provide guidance and support. Designated study centres, the university library and student workplaces create the right learning environment.

INTERNATIONAL:
FH Bielefeld has over 100 partner universities worldwide.

DOCTORAL RESEARCH PROGRAMMES:
FH Bielefeld currently cooperates with Bielefeld University in two doctoral research programmes. External doctorates are also possible.

FAMILY-FRIENDLY UNIVERSITY:
FH Bielefeld has its own nursery called »EffHa« which also provides child-care outside of the normal hours of day-care facilities while parents study.
Founded in 1971, FH Bielefeld was one of the first Universities of Applied Sciences in the first wave of FHs to open in Germany.

- 3 Campuses: Bielefeld, Minden and Gütersloh
- 5 Faculties:
  - Design
  - Campus Minden
  - Engineering and Mathematics
  - Social Sciences
  - Business and Health
- 10,063 students (as of 11/2016)
- 661 international students
- 210 professorships
- 210 research assistants
- 211 technicians and administration staff
- 37 Bachelor programmes
- 17 Master programmes
- 2 Certificate programmes
- 3 Research institutes
- 5 Research interests
- 2 Doctoral research programmes
- 1 Research laboratory
- System-accredited by the AQAS accreditation commission: FH Bielefeld takes responsibility for quality assurance and continuous improvement of study programmes.
- Certified as a family-friendly university
**SIX DIFFERENT STUDY MODELS**

**FULL-TIME:**
The full-time degree is the »classic« course with classroom teaching in the lecture term alongside preparation and follow-up work, written papers and home assignments in the non-lecture period. Practical projects, work placements and additional options, such as language courses, may be included, depending on the study programme.

**PRACTICE-INTEGRATED:**
In practice-integrated courses, students are enrolled at FH Bielefeld and also employed in a company. Work placements and lecture periods at the FH alternate on a quarterly basis. On-the-job work can be done as part of vocational training or in a study-related internship. It is also possible to study while you work.

**FULL-TIME WORK – PART-TIME STUDY:**
As a part-time course, the full-time work – part-time study degree links specific open-university elements with classroom attendance (generally) on Saturdays during the teaching term which means that the course can be combined with an apprenticeship or a full-time job.

**WORK-RELATED LEARNING SANDWITCH PROGRAMME – DUAL:**
Taking a dual-qualification, means combining an academic course with vocational training. The Nursing study programme, the only dual-qualification sandwich course currently available at FH Bielefeld, combines university teaching, vocational training in nursing schools and hands-on experience in hospitals. On Campus Bielefeld, FH Bielefeld cooperates with the central academy for professions in the health-care sector. On Campus Minden, the FH cooperates with the academy for health-care professions in Mühlenkreis district clinics. While vocational training may also be combined with the academic course in the practice-integrated study programmes, it is a must on the collaborative study programmes.

**COLLABORATIVE:**
This model combines an apprenticeship as a craftsman or journeyman with a Bachelor’s degree. In Bielefeld, the degree in Mechanical Engineering is offered in combination with technical and vocational training in the »Metal« industry; on Campus Minden an apprenticeship in a classic building profession is combined with the Bachelor programme in Civil Engineering.

**PART-TIME:**
To underscore the »family-friendly university« aspect in the Social Work study programme, the FH offers a flexible study model which makes it easier to combine family and study. The content of the full-time course can be spread over nine semesters instead of six. True to our motto of being a »family-friendly university«, FH Bielefeld is planning to offer further part-time study programmes.
With its broad fields of study and degree programmes as well as first-class teaching and learning conditions and infrastructure, Bielefeld University of Applied Sciences is on an ideal footing for the years ahead. «

Prof. Dr. Ulrich Schäfermeier, Vice President for Study and Teaching:

» Applied Mathematics, full-time, Bielefeld
» Architecture, full-time, Minden
» Biotechnology and Instrumentation Engineering, full-time, Bielefeld
» Business Administration, full-time, Bielefeld
» Business Administration, practice-integrated, Bielefeld
» Business Information Systems, full-time, Bielefeld
» Business Information Systems, practice-integrated, Bielefeld
» Business Law, full-time, Bielefeld
» Business Management, part-time, Bielefeld
» Business Psychology, full-time, Bielefeld
» Childhood Education, full-time, Bielefeld
» Civil Engineering, collaborative, Minden
» Civil Engineering, full-time, Minden
» Computer Engineering, full-time, Bielefeld
» Design, full-time, Bielefeld
» Digital Logistics, practice-integrated, Gütersloh
» Electrical Engineering, full-time, Bielefeld
» Electrical Engineering, part-time, Bielefeld
» Electrical Engineering, practice-integrated, Minden
» Vocational Training Nursing, full-time, Bielefeld
» Vocational Training Therapy, full-time, Bielefeld
» Industrial Engineering and Management, full-time, Bielefeld
» Industrial Engineering and Management, practice-integrated, Minden/Gütersloh
» Informatics, full-time, Minden
» Infrastructure Management, full-time, Minden
» International Studies in Management, full-time, Bielefeld
» Mechanical Engineering, collaborative, Bielefeld
» Mechanical Engineering, full-time, Bielefeld
» Mechanical Engineering, practice-integrated, Minden
» Mechanical Engineering, part-time, Bielefeld
» Mechatronics, full-time, Bielefeld
» Mechatronics/Automation, practice-integrated, Gütersloh
» Nursing, dual-qualification, Bielefeld/Minden
» Project Management for Construction, full-time, Minden
» Product-Service Engineering, practice-integrated, Gütersloh
» Renewable Energies, full-time, Bielefeld
» Social Work, full-time & part time, Bielefeld

» Applied Automation, part-time, Gütersloh
» Applied Social Sciences, full-time, Bielefeld
» BioMechatronics, full-time, Bielefeld
» Business Administration, full-time, Bielefeld
» Business Information Systems, full-time, Bielefeld
» Business Law, part-time, Bielefeld
» Contract Drafting and Management, full-time, Bielefeld
» Design, full-time, Bielefeld
» Electrical Engineering, full-time, Bielefeld
» General Management, part-time, Bielefeld
» Industrial Engineering and Management, part-time, Gütersloh
» Informatics, full-time, Minden
» Integral Construction, full-time, Minden
» Mechanical Engineering, full-time, Bielefeld
» Molecular Biotechnology, full-time, Bielefeld
» Optimisation and Simulation, full-time, Bielefeld
» Vocational Education Science in Nursing and Therapy, full-time, Bielefeld
» Technical Business Management, part-time, Bielefeld

» Business Law and Management (Profile: Gender Management), Bielefeld
» Labour Law and Personnel Management, Bielefeld
The Higher Education Act of North-Rhine Westphalia allows students to pursue a doctorate at a University of Applied Sciences in partnership with a university. FH Bielefeld currently collaborates with Bielefeld University in two doctoral research programs. Doctorates may also be obtained externally, with the doctoral candidate being supervised by a Professor from another university while research work is performed at FH Bielefeld.

Prof. Dr. Christian Schröder, Vice President for Research, Development and Transfer:

» We perform high-level research with a special emphasis on applied sciences in regional and international networks. «
Faculty of Design students live out their creativity in the degree courses of Photography and Media, Graphics and Communication Design and Fashion. The Faculty enjoys a high national and international reputation, largely due to the research activities and interests in »Perception Forms of Photography«.

At the fashion show and the craftwork exhibition, students and graduates of the Faculty of Design present their creations to the public every year. These events are always cultural highlights in Bielefeld.

Fachhochschule Bielefeld
Fachbereich Gestaltung
Lampingstraße 3
33615 Bielefeld

gestaltung@fh-bielefeld.de
Minden campus is located in monumentally-protected, former artillery barracks.

Around 1,600 students are enrolled in the Bachelor and Master courses dedicated to Architecture, Civil Engineering and Informatics as well as the practice-integrated study programmes Electrical Engineering, Mechanical Engineering and Industrial Engineering with Business Studies. Thanks to intelligent computer-aided construction technology, the new premises which opened in 2015 meet the demanding requirements of Energy Efficiency class A. The building itself also serves as a research object for intelligent construction technologies.
In the main building on Bielefeld Campus and in Gütersloh, the Faculty of Engineering and Mathematics has over 3,000 students and 21 Bachelor and Master programmes.


As an alternative to conventional classroom study programmes, work-study, collaborative and practice-integrated study models are also offered. Two of the three research institutes of the FH Bielefeld - the Institute of System Dynamics and Mechatronics (ISyM), and the Bielefeld Institute for Applied Material Research (BfAM) engage in successful research and development in the Faculty.
The Faculty of Social Studies offers two Bachelor programmes: Social Work and Pedagogics of Childhood, as well as the Master programme in Applied Social Sciences. The fundamental components of all the different sciences which lead to a degree in Social Work or Childhood Education are practical orientation and study-related work placements. The Master’s course follows a Bachelor’s degree and is multidisciplinary and application-oriented. Research, application and profile development are the central elements of this course.
With around 3,300 students, the Faculty of Business and Health is the biggest Faculty at FH Bielefeld. In numerous Bachelor and Master programmes from Business Administration to Business Law and from Business Information Systems to Business Psychology, students can study all aspects of the economy full-time or part-time while holding a job. The Faculty’s degree course in International Studies in Management is also partly held in the English language.

The study programmes of the School of Nursing and Health, for example the dual-qualification sandwich programme in Health-Care and Nursing, is offered in Bielefeld and also on the Campus Minden. The Faculty also trains prospective teachers in the fields of Nursing and Therapy. The research institute for educational and health-care research in the health sector – called InBVG – is part of the Faculty.
FH Bielefeld dedicates its research profile to the global social challenges of the future, paying particular attention to such urgent issues as climate and energy, health, mobility and communication.

The diversity of Bielefeld University of Applied Sciences can be seen from the wide range of humanities, arts, natural sciences and engineering subjects on offer in the prospectus. This diversity forms the basis for the distinct interdisciplinary nature of the research initiatives.

FH Bielefeld creates and promotes internal research networks in the form of research interests and institutes in order to intensify its research profile, consolidate research activities, and ensure stronger and more structured pooling of competences and attain additional synergy.

Only research activities which meet fixed criteria and successfully undergo regular assessment are financed. There are currently nine research networks, three institutes and six research focuses at FH Bielefeld. There are also numerous research projects, some involving other universities, institutions or companies and other external partners.

INSTITUTE FOR EDUCATIONAL AND HEALTH-CARE RESEARCH IN THE HEALTH SECTOR (InBVG)
InBVG is a cooperation between research scientists of the School of Nursing and Health who concentrate on different areas of health-care, therapy, the health sciences and the educational sciences. In various research and development projects, current issues and challenges facing the health sector are explored, and action plans are devised.

BIELEFELDER INSTITUTE FOR APPLIED MATERIAL RESEARCH (BfAM)
BfAM’s activities focus on basic research into the physical properties of innovative materials and also on the intelligent linking, advancement/industrialisation of widely known methods and materials. The research activities are structured by the following three areas of competence “Application and test of new materials in Electrical Engineering and Electronic Engineering”, “Characterisation, application and test of new construction materials”, and “Modeling and Simulation”.

INSTITUTE OF SYSTEM DYNAMICS AND MECHATRONICS (ISyM)
The Institute of System Dynamics and Mechatronics (in short: ISyM) stands for synergetic cooperation between engineers from the fields of Mechanical Engineering, Electrical Engineering and Information Technology in model-based system development, system dynamics and control technology and mechatronics. Their objectives are to advance methods and procedures, and transfer them directly to industry. The Institute’s research strategy also aims to tap into entirely new application and technological fields such as medical technology and biomechatronics.
PARTNERSHIPS

PRACTICE-INTEGRATED COURSES
In the practice-integrated study programmes, FH Bielefeld works very closely with companies from all industrial sectors. The flexible study concept allows companies to train their own recruits in cost-effective and needs-oriented manner. Work placements (of about three months in each case) merge course content and hands-on application. This way, students are familiarised with their future tasks and gradually take on responsibility. Around 300 companies already cooperate with FH Bielefeld in practice-integrated courses. Partnership often leads to further collaboration in research and development projects, for example.

IT’S OWL
»Intelligent Technical Systems OstWestfalenLippe«, in short »it’s OWL« is the term for a partnership of 174 companies, universities, scientific competence centres and business-related organisations in the region of Ostwestfalen-Lippe (East Westphalia - Lippe). It was founded in 2011 with the objective of devising innovations in the fields of automation, automotive and mechanical engineering. One of “it’s OWL” partners at FH Bielefeld is the Institute for System Dynamics and Mechatronics (ISyM).

MIELETEC LABORATORY
In 2011, FH Bielefeld and the Gütersloh domestic-appliance manufacturer Miele opened the Mieletec-laboratory. Since then, students can work as research assistants for Miele and study for their Master’s degree at the FH at the same time. »This way, we succeed in involving students in practical research early on. We gain fundamental insight into the physical causal chain through the intermesh of experiment and simulation, thus paving the way for future leaps and bounds in technology«, said Prof. Dr. Christian Schröder, Vice President for Research and Transfer, who runs Mieletec-laboratory together with Prof. Dr. Sonja Schöning.

MINT-MENTORING
In the MINT-Mentoring programme, students of the MINT subjects (Mathematics, Informatics, Natural Sciences, Technology/Engineering) can optimise their professional and practical orientation and meet potential employers. Companies are made aware of new recruits and enhance their attractiveness as employers. The programme is a combination of mentoring in partner-tandems and placement projects in a regional company which is supplemented by network activities and qualification possibilities. The corporate network OWL Mechanical Engineering is responsible for implementation of the programme with the participation of all universities in Ostwestfalen-Lippe (East Westphalia - Lippe).
REGION

CAMPUS BIELEFELD
Bielefeld University, Bielefeld University of Applied Sciences, the construction and real estate management of NRW and the City of Bielefeld joined together in 2010 to raise public awareness of Campus Bielefeld. Campus Bielefeld is the home of the two universities with a total of 31,000 students (as of winter semester 2016/2017). Teaching started in the new FH building in September 2015. One initiative to evolve from the Campus Bielefeld partnership is the Campus Festival which attracts around 20,000 visitors every year.

BIELEFELD CITY OF SCIENCE
In spring 2015, Bielefeld City Council gave the go-ahead for elaboration of the »Scientific Centre Bielefeld« strategy concept. A kick-off workshop followed in August 2015, in which over 100 representatives of universities and science, business, associations, clubs, government and public institutions contributed their expertise and elaborated initial ideas and suggestions to advance and establish Bielefeld as a scientific centre regionally and nationally. Since October 2015, over 60 participants have been working in five working groups on topics such as »Science as a value-adding factor «, »Campus Development«, »Communication between science/universities and urban society«, »Culture of Welcome« and »Mobility concept for the campus (on the campus and between campus and city)«.

CAMPUS OWL
In January 2016, the five state-owned universities in the region of OWL (East Westphalia-Lippe) – the Universities of Bielefeld and Paderborn, Bielefeld University of Applied Sciences, Ostwestfalen-Lippe University of Applied Sciences and the Hochschule für Musik Detmold signed a cooperation agreement. This was the founding moment of the new association called »Campus OWL – network of the five state-owned universities in East Westphalia-Lippe«. The partnership provides a framework for projects in teaching and research and also administration. It is also a platform for development of new ideas for collaboration. »Campus OWL« is designed to increase the visibility of the scientific region of OWL.

STUDIENFONDS OWL
As a co-operative project of the five state-owned universities in East Westphalia-Lippe, the OWL Study Funds foundation is unique in Germany. The rectors and the presidents of the universities are the founders and Board of Directors of the foundation. The objectives of the foundation are to support students in Ostwestfalen-Lippe in sustainable manner with financial aid and constructive ideas, to build up a network between sponsors and beneficiaries and, by doing so, strengthen the university and business location of OWL going forward.
FH Bielefeld has close ties with more than 100 partner universities in 35 countries worldwide. The International Office advises students on how to organise and finance a period of residence overseas, and it also awards scholarships. International degree-seeking students as well as exchange students are supported and helped by student tutors to master their first steps in Bielefeld and Minden and at Bielefeld University of Applied Sciences. As part of the Consortium of Education and Training Partnerships Westphalia – Lippe, the International Office also provides information on work placements in other European countries for students and graduates of FH Bielefeld, Bielefeld University, Siegen University and the Ostwestfalen-Lippe University of Applied Sciences.

Rostyslav Khodorouskyi, International Student, Rzeszów University of Technology:

» FH Bielefeld has an incredibly nice learning programme for Erasmus students in German and in English. In Bielefeld I feel at home. «

GETTING TO BIELEFELD

There are more than 650 international students at FH Bielefeld. The wide range of undergraduate and postgraduate courses on offer are open to foreign applicants with good knowledge of German.

Around 140 exchange students come to FH Bielefeld for one or two semesters every year. The International Office supports all international students with issues like application, entry into Germany and adjusting to student life at a German university.

The Business School’s European Summer School gives international students an opportunity to get a first impression of what FH Bielefeld can offer. Over a six-week period, they learn all about the economic and political diversity of the European Union in a blend of theory and practice. The summer school is taught by Business School staff and visiting professors from abroad.

ERASMUS+ and other partnerships enable university lecturers from partner universities in other countries to come to FH Bielefeld as guest lecturers.

HOW TO APPLY

International applicants who are interested in completing a course at FH Bielefeld can apply for a place via uni-assist. Admission is subject to university entry qualification and C1-level German language proficiency according to the Common European Framework. B2-level German is sufficient for some subjects.

Exchange students wishing to spend one or two semesters in Bielefeld must apply by 15 May for the following winter and by 15 November for the following summer semester. Application is via the International Office.
Sooyoung, International Student, Hallym University, South Korea:

» Bielefeld is a great place for students to study, to work and to enjoy. I met wonderful friends at the FH Bielefeld. «
The International Office looks after international students on their way to Bielefeld; they give advice on support programmes and scholarships, and they answer organisational questions about entry into the country, right of residence, insurance and other topics.

Student tutors answer questions on student life and take part in the leisure and culture programme organised by the International Office. On local excursions, visits to museums and theatres and trips to other German cities, international students touch base with their peers and get to know Bielefeld and other parts of the country.

The Buddy Programme

Studying at a German university is a particular challenge for international students. Not just the course, but everyday life in a foreign country presents new tasks: registering your place of residence, opening a bank account, the first tutorial with a professor – all call for support!

That’s why the International Office offers the Buddy Programme. The Buddies are more experienced students who want to make life easier for new international students. They provide support with all matters concerning arrival in Bielefeld, complying with public authority requirements, and organising studies and free time. The Buddy Team also arranges excursions, parties and other leisure activities during the semester.

Apart from providing practical assistance, the Buddy Programme is designed for the interchange of languages, cultures and experiences.

Songul, International Student, Université Paris-Est Créteil Val de Marne:

>> The International Office at the FH Bielefeld is always supportive and so nice. Thank you for this amazing adventure I will never forget. «

GOING ABROAD

Whether semester abroad, internship, summer school or language course: all students should have the opportunity to go abroad during their course. FH Bielefeld has over 100 partner universities in 35 countries worldwide. The ERASMUS+ programme enables students to study for one or two semesters at a partner university in another European country. With PROMOS and other support programmes, and university partnerships, it is also possible to study for a term in China, Mexico or Canada.

Advice and financial aid can also be provided for internships and shorter terms abroad. The International Office advises students on organisation and financing, and awards scholarships.

DOUBLE DEGREE PROGRAMMES

International orientation in the courses on offer and in teaching is becoming increasingly paramount. The Bachelor programme International Studies in Management offers the possibility of a double qualification on a study visit to the University of Paris-Est Créteil in France or at the Czech University of Life Sciences Prague. Students graduate with the German Bachelor and the French Licence D’Administration et Échanges Internationaux/ Bachelor of Science.
Since July 2015, a uniform flexitime regulation applies for all academic and administrative staff at the FH. Child-care is also a vital issue. The children of FH employees have their own nursery called »EffHa«. Students may also leave their children in the day-care facility if there are spare places. Students can also take advantage of free care for their children outside of the normal hours of other day-care facilities. The Equal Opportunities office also organises and finances holiday care for the children of students and employees. A three-week support facility is offered in the summer holidays when many nurseries are closed.
As an institution, FH Bielefeld also has a social responsibility over and beyond teaching and research. When devising the university’s self-image, the FH developed a five-pillar concept for social responsibility which is aimed at students, employees and the regional environment. All forms of social engagement are to be systematised and become more transparent, and organised in a more sustainable manner.

THE FIVE-PILLAR CONCEPT

1. Integration of social responsibility into the teaching programme
2. Use of student platforms for service learning
3. Accolades for lectures with implementation of social responsibility
4. Enhancing employer attractiveness
5. Professionalisation of university commitment to social responsibility

In concrete terms, the concept links social responsibility to the teaching programme and promotes student engagement in the region. Every year, a commitment prize is awarded for exemplary student contribution to society. Other objectives include advancing the professionalisation of social engagement and enhancing the attractiveness of FH Bielefeld as an employer, for example through certification as a family-friendly university.

FH Bielefeld has initiated an array of measures for the integration of refugees – which is certainly the biggest and most urgent current social project. Information and advice are provided for the refugees themselves and also for disseminators. In addition to German courses and the possibility of attending seminars and lectures as guest students, young people may also enrol as students of the FH provided they have appropriate university entrance qualification and sufficient knowledge of the German language.
FH Bielefeld has a conference area in the main building on Campus Bielefeld for miscellaneous events. Depending on seating and furniture, the 200 m², light-flooded conference hall holds up to 450 persons, and is available for hire.

The main auditorium with 450 seats and the prestigious foyer can be used together with the conference hall. Other lecture halls or seminar and meeting rooms can also be rented for events.

Please contact us for more details.

Fachhochschule Bielefeld
Hochschulkommunikation
veranstaltung@fh-bielefeld.de
Telefon +49.521.106-7753
**GÜTERSLOH**

**MAPS**

**FH Bielefeld**

**Study Location Gütersloh**

**Address**

FH Bielefeld

Schulstraße 10

33330 Gütersloh

**Key**

- Train tracks
- One-way street
- Pedestrian zone

**FH Bielefeld**

**Campus Map Minden**

**Address**

FH Bielefeld

Campus Minden

Artilleriestraße 9

32657 Minden

**Key**

- Main Building
- Offices, Administration, Central Student Advisory Service, Seminar rooms
- Auditorium building
- Construction engineering labs
- Hufschmiede
- Computer rooms, labs
- New building
- Offices, library
- Canteen
- Labs and workshops
- Construction engineering
- Offiziershaus
- Examination offices and Student Office, Faculty of Business and Health
- Student Council
- Seminar rooms
- **FH Bielefeld**

**FH Bielefeld**

**Campus Map Minden**

**Address**

FH Bielefeld

Campus Minden

Artilleriestraße 9

32657 Minden

**Key**

- Main Building
- Offices, Administration, Central Student Advisory Service, Seminar rooms
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- Canteen
- Labs and workshops
- Construction engineering
- Offiziershaus
- Examination offices and Student Office, Faculty of Business and Health
- Student Council
- Seminar rooms
- **FH Bielefeld**
» Optimal transport connections and immediate proximity to the university are first-rate prerequisites for stimulating interchange, conducive cooperation at all levels, and a university-wide campus life. «

Gehsa Schnier, Vice President for Finance and Personnel Management:

Key
- = Tram Line No. 4

Addresses
FH Bielefeld
Interaktion 1
33619 Bielefeld
Faculty of Design
Lampingstraße 3
33615 Bielefeld
Biotechnology and Instrumentation Engineering
Universitätsstraße 27
33615 Bielefeld

FH Bielefeld
Campus Map Bielefeld
Prof. Dr. Friedrich Biegler-König, Vice President for Planning and Infrastructure:

» With its wide range of courses and modern facilities, Bielefeld University of Applied Sciences is excellently prepared for the future. «