Strategy 2022–2030
University of Basel.

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Contents

Executive Summary

With its Strategy 2022–2030, the University of Basel continues the aim of positioning itself as an outstanding teaching and research institution that has strong, clear ties both regionally and internationally. The strategy is oriented towards all members of the university, policy decision-makers in the supporting cantons, and the wider public.

Its specific objectives and measures are based on four key principles: Under the motto of **promoting agility,** the university seeks to connect decentralized spheres of action with agile leadership structures and efficient organization. **Opening up the university** refers to the aspiration to expand cooperation with partner institutions, maintain close contacts with politics, business and society, and make an active contribution to the social and cultural life of the region. The principle of **strengthening identification with the university** describes the commitment to fully engage all members of the university with its strategic objectives in a motivating environment, and with a vision that also inspires policy makers, the business sector and the general public. Finally, the University of Basel will make greater use of the **unique locational benefits** that characterize the culture and economy of the three-country region by cooperating even closer with local partners.

The University of Basel's exceptional academic performance will continue to increase its international visibility and appeal in the field of **research.** A new advisory board will advise the President's Board on strategic issues to develop research in new thematic areas. In connection with the **digital transformation,** the university will strengthen areas involving the latest technology and secure access to research-relevant data. Personal mentoring and coaching programs will focus on the promotion of the next academic generation, including a greater proportion of female staff in academic leadership positions.

Our **teaching** aims to equip students to operate independently, competently and responsibly in academia, business and society, as well as making them more creative and innovative. Thus, teaching will make greater use of a research university's strengths by offering fast-track models at the master's/doctorate interface, and by creating more wide-reaching graduate schools. A key focus is on engagement with the various dimensions of the digital transformation. The university aims to promote **lifelong learning** with an incentive scheme for the expansion of continuing education.

The university will also seek to further support and strengthen the **university community.** Students will have access to the latest technology platforms and suitable facilities for the various forms of teaching and learning. The university offers its employees and researchers a motivating environment in which to work. In a vital **culture of diversity and sustainability,** particular emphasis is placed on inclusion management and intercultural skills.

An expansion of **national and international partnerships** will further enhance the University of Basel's appeal. The aim is to increase student mobility and expand joint doctoral programs. Increased collaboration with other research-focused universities will strengthen specific research areas. In addition, the university seeks to assume a central role **in the regional innovation system,** to promote the establishment of spin-offs and start-ups, and to intensify the collaboration with companies, without compromise of teaching and research freedom.

To ensure the ideal teaching and research framework, the university must also focus on developing its **organization and infrastructure.** Along with modern governance, a key factor is investment in buildings and technical infrastructure, and the provision of a modern information supply.

The university aims to strengthen its societal impact with two strategic projects: as part of the Eucor alliance, **Bio-Campus Upper Rhine** will be established and expanded to become Europe's leading life sciences innovation cluster. The objective is to form a dynamic, innovative and networked ecosystem, with a high international profile beyond the border triangle of France, Germany and Switzerland. Meanwhile, the **Forum Basiliense** will create an international platform for addressing current, socially relevant issues within the context of interdisciplinary projects.

In the face of intensifying national and international competition for outstanding academics, cooperation partners and research funding, the university must actively develop and improve, if it wishes to remain internationally visible and attractive, which will require additional investment. To **broaden its financial base,** the university will expand and professionalize its fundraising activities. At the same time, it relies on **sufficient support from the sponsoring cantons and the federal government.** This is imperative in order to implement Strategy 2022–2030 and continue to develop and grow for the benefit of the region.

The University of Basel's regional and global context

The University of Basel's Strategy 2022–2030 sets the course for its successful development over the next 10 years, furthering the aim of positioning itself as an outstanding teaching and research institution that has strong, clear ties both regionally and internationally. The university, being both profiled and comprehensive, seeks to provide its staff with optimum research conditions and offer its students and doctoral candidates challenging, diverse study programs. It sees the increasingly fierce competition at a national and international level as an incentive to constantly improve and further increase its contribution to scientific progress, innovative strength and the appeal of the entire Basel region as a place to live and work.

The university can achieve its objectives only if all its members are engaged and committed. It also relies on solid support from the political, economic and social fields, and attaches great importance to national and international partnerships. This strategy is therefore primarily aimed at all members of the university who will support and implement its principles, objectives and projects. It is also aimed at the policy decision-makers in the two supporting cantons, which make a major contribution to the university's basic financing as part of their sponsorship. Finally, the strategy is aimed at the broader public and all those, which knows that a strong university is in the interests of the whole Basel region.

Strategy 2022–2030 begins with a brief description of the University of Basel, a review of the objectives and measures of Strategy 2014–2021, and an overview of the current environment and the challenges that the university will face in the future. The second chapter presents the overall principles that form the general framework for the individual strategic objectives. The following chapters focus on the objectives that are in line with the university's five core areas – research, teaching, students and staff, national and international partnerships, and university organization and infrastructure. Each objective comprises several areas of action, with potential implementation measures for each set out in italics. Chapter 8 introduces two major strategic projects that aim to further technical and social innovation

and enhance the university's societal impact. Finally, chapter 9 looks at the financing that will enable the university's Strategy 2022–2030 to be successfully implemented. To keep the strategy as current as possible, it will be reviewed after four years and amended if necessary.

A cutting-edge university rich in tradition

The University of Basel was founded in 1460, making it the oldest university in Switzerland and one of the oldest universities in Europe. It is an important center of European humanism, has preserved its humanist tradition to the present day, and will remain committed to it in the future. Over the course of the 20th century, it also grew into one of Europe's most successful research universities, with a particular focus on life sciences and medicine. As a traditional university, the University of Basel combines humanities and social sciences, natural sciences, life sciences, and medicine under one roof. This enables it to nurture diverse areas of knowledge in research and teaching, approach complex problems of our time from different perspectives and make contributions towards solving them.

The university offers its students a wide academic program based on the latest research findings. Modern didactic methods are used to teach students, with a professional and cultural diversity that supports their development and prepares them for challenging roles in industry, society and academia. The university enables students to develop and maximize their potential, and provides them with the necessary resources. It also considers the needs of the job market and maintains close contact with secondary schools and other institutions within the regional education system.

The university's core areas include independent basic research as well as research-based teaching. Alongside this, the university also carries out applied research and supports knowledge transfer. It has strong roots in the region, highlighted by its commitment to social development. It plays an active part in regional development through its teaching, research and other activities, including wide-ranging training and consultancy packages and numerous cultural and academic events.

From Strategy 2014–2021 to Strategy 2022–2030

When this strategy was first drafted, the University of Basel was in the middle of implementing Strategy 2014–2021; some of the content therefore draws on this earlier strategy. However, it also incorporates some new approaches required to overcome current challenges and maximize opportunities and potential.

The measures in the four core areas (research, teaching, talent promotion and organization) in Strategy 2014–2021 are naturally at different stages of their implementation. For the most part, these are ongoing academic tasks that remain valid in the long term.

Implementation of Strategy 2014–2021 and definition of five thematic focal areas (visual studies, European and global studies, nanosciences, life sciences, and sustainability and energy research)[1] show the university's commitment to a comprehensive strategic profile. In the humanities, visual studies and European and global studies have assumed a position of clear importance, with the digital humanities also growing well. Within physics, the nanosciences have become a key focal area, but quantum technology and molecular systems engineering have also developed into fields of excellence. Life sciences and medicine have traditionally been the main focus of the University of Basel, making the strongest contribution towards its research findings. Examples include the fields of molecular biology, neurosciences, infection biology, immunology and oncology, in which research has been conducted at the highest international level.

In addition to highly specialized research, the University of Basel's strengths include topics that require an interdisciplinary approach. Issues such as sustainability and energy research, or research into molecular, neurobiological and neurological bases of emotional and cognitive processes in humans, benefit particularly from the University of Basel's broad spectrum of expertise.

However, we have learned from Strategy 2014–2021 that strategic focal areas generally arise from the interplay of bottom-up and top-down processes, as areas evolve as a result of outstanding scientific achievements, significant social impact and major development potential. In order to retain the flexibility to invest in promising, up-and-coming areas, Strategy 2022–2030 does not specify thematic focal areas from the outset; instead, it aims to prioritize funding for those fields that demonstrate particular academic excellence, social relevance and dynamism.

A changing environment on a local, national and international level

In modern knowledge societies such as Switzerland, strong research universities such as the University of Basel are of key social and economic importance. They are essential institutions for preserving and reflecting upon cultural knowledge, they generate new knowledge with their basic research, they share this knowledge with future generations through their teaching, and they educate and train students for the local, national and international job market. They address issues relevant to politics, economics, society and law, thus helping to tackle social challenges. Through knowledge and technology transfer, they also enable the economy to be more innovative and competitive, and help to make the region more socially and culturally appealing. However, the universities can do justice to this role only if they are able to attract the best minds that produce outstanding research, excellent teaching and productive knowledge and technology transfer. They must also have an equally high quality reputation at a national and international level, providing their researchers and students with the optimum conditions in which to work and study.

> The University of Basel has strong roots in the region, highlighted by its commitment to social development.

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1) The focus on narrativity was not implemented. It was originally considered for a more extensive project financed by the federal government, which, however, was not carried out.

Societal changes

Significant transformations are taking place in regions and countries around the world; the economic, political and cultural significance of Asia is growing, while the demographic structure of European nations and the cultural self-determination between nation, federation, and globalization is changing, with many political, cultural, economic and social challenges. Various developments in the Middle East and in Africa also have a significant effect on European politics. The search for a Swiss and European position in this changed world situation, dealing with migration and conflicts, and ensuring sustainable development are just as much a central challenge as rapid technological progress. Disruptive technologies may well open up new opportunities, but they also lead to structural changes with long-term effects on existing ways of living and working that are difficult to predict.

It is the task of universities to research, reflect on and monitor these developments and their impact on society. The humanities and social sciences in particular will use their expertise in history, social analysis, culture, intercultural understanding and law to focus on these pressing issues. The same applies to the digital transformation – critical to future success – to which academia, the economy and society must align. Universities have to teach their students new knowledge and new skills to ensure they are well prepared for the job market.

> Research and development and excellent university teaching are increasingly important aspects of a location, as they make a region more attractive to both well-educated young people and innovative companies.

National and international competition in research and teaching

Research and development and excellent university teaching are increasingly important aspects of a location, as they make a region more attractive to both well-educated young people and innovative companies. In recent years, many countries have invested significant amounts of public and private funding in their university systems, and increased spending on research and development, thus intensifying international competition. China, for example, has increased public and private research funding by a factor of 30 over the last 20 years; its research spending had exceeded that of the EU by 2015, and by the end of 2018 it had possibly overtaken the US.[1]

These financial trends go hand in hand with Asia's rising academic performance, reflected in the proportion of academic publications by Asian academics and the number of Asian universities at the top of international league tables. This shows that it is not just universities but also entire academic and industry locations that compete for high visibility and the most attractive conditions for research and innovation. Even within Switzerland, which has a sophisticated interaction of competition and cooperation, several regions, including Zurich, the Lake Geneva area and Bern, are actively developing.

National and international competition not only affects research, but also teaching. In the autumn semester of 2018, after a long period of growth, the University of Basel recorded a slight drop in the number of students, the first for many years. According to current forecasts by the Swiss Federal Statistical Office, this may continue for the next few years.[2] This is caused by increasing variety in the Swiss university landscape, with more

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2) cf. OECD (2018): Main science and technology indicators. In 1996, China's research and development spending was USD 14 billion; in 2016, it was USD 451 billion. These figures include both public and private spending on research and development. They have been adjusted for purchasing power and reflect current prices. The prediction that China would overtake the US by the end of 2018 was based on the average annual increase in research spending over the last years, which was 18% in China compared with 4% in the US (cf. The Washington Post: China increasingly challenges American dominance of science, 3 June 2018).

3) cf. Federal Statistical Office (2018): Scenarios 2018–2027 for university students and graduates.

and more educational institutions competing for students' interest. The University of Basel sees this as a challenge in order to enhance its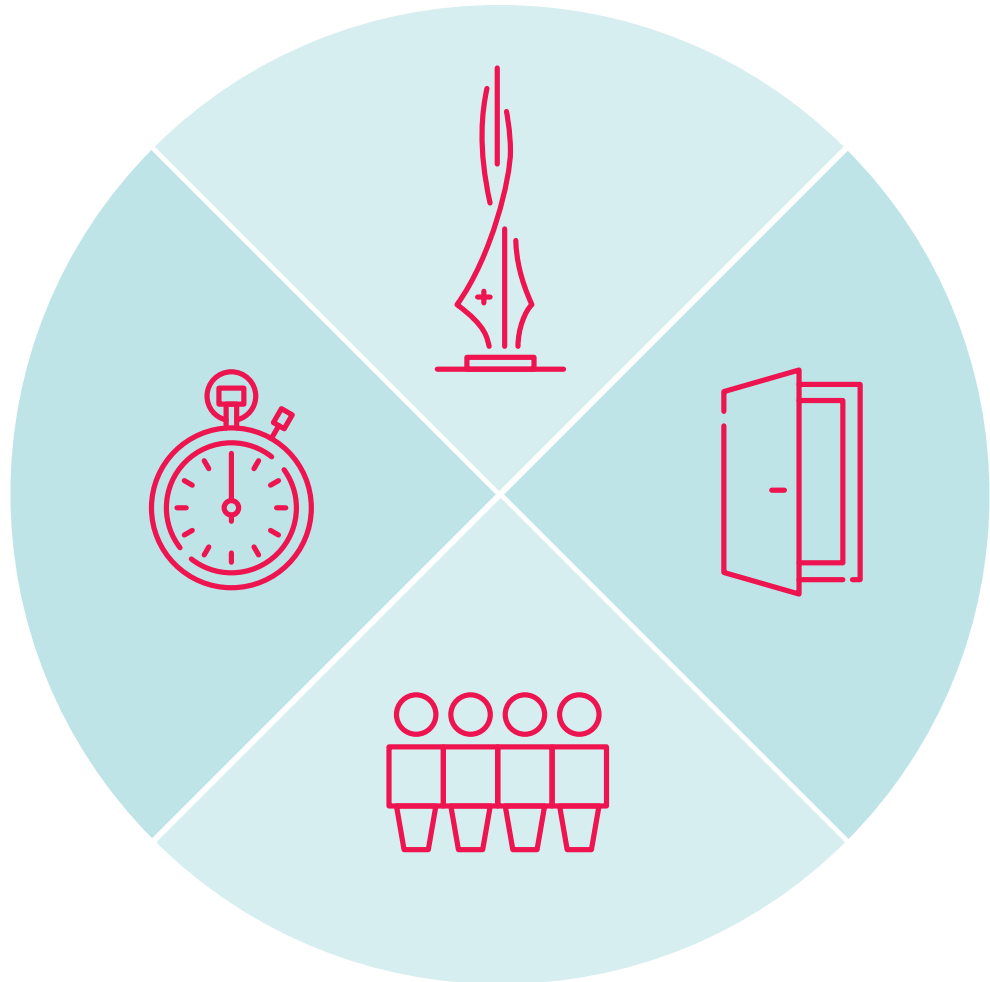 range of academic courses and offer degree programs of outstanding quality and depth, and therefore excellent career prospects. All disciplines contribute to the appeal of the academic program by enriching its interdisciplinary aspect, producing the very best, sought-after specialists.

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Increasing costs and demands on academia

In parallel with increasing national and global competition, the costs of conducting world-class research and therefore remaining competitive are also rising. This is due to the high cost of the research infrastructure required, particularly in the fields of life sciences, medicine and natural sciences. The handling of ever greater quantities of data, and increasingly in a digital form, also requires additional investment. Highly educated specialists and expensive technical solutions are needed to prepare, analyze and archive this data. In addition, the structural infrastructure and quality of the premises and laboratories are decisive in the attractiveness and efficiency of a university.

Scientific work is increasingly subject to government regulation. For research on humans or animals, universities have to comply with the strictest ethical requirements and factor in complex legal and technical conditions, such as those for personalized medicine. Increasing requirements in the guarantee of data security and access to research findings also drive research costs upwards. Open Science aims to support unrestricted, free access to academic information (publications, research data, etc.). Universities must bear these increasing costs in order to comply with regulations set by national and international research funding organizations.

The development of the University of Basel

As the 21st century continues, the University of Basel wants to remain one of the best research universities in the world, one which offers an internationally visible, inspiring academic environment with its outstanding and diverse basic research. It aligns its research-based teaching with the latest requirements of academia and the job market, providing its students and researchers with optimum support for their individual academic and professional journeys. Compliance with relevant quality standards is ensured by continuous monitoring and supported by a modern quality assurance and quality development system.

Furthermore, the university seeks to strengthen its part in knowledge and technology transfer, and play a more central role in the regional innovation system. The objective is to personify excellence in academia and commitment to innovation. As part of this, the university feels a duty to help resolve social challenges on a regional, national and global level. It endeavors to act in a socially and ecologically responsible manner, as defined in the United Nations' Sustainable Development Goals (SDG).

To ensure its future development within the framework of global changes, the University of Basel has developed four strategic principles. These principles form the basis of specific objectives and measures in the five thematic areas of research, teaching, students and staff, national and international partnerships, and university organization and infrastructure.

Promoting agility

As part of its four-year performance mandate and global contribution, the university currently has a high level of autonomy, which it has been able to leverage over the last few years to successfully advance its development. The international research landscape in which the University of Basel operates is subject to rapid transformation. This is particularly evident in the areas of natural sciences, computer science and life sciences. Interdisciplinary developments, such as digital transformation, globalization and increasing competition for funding, also lead to rapid changes to which the university has to adapt.

In order to react flexibly and proactively to new opportunities and changing parameters, decentralized spheres of action must be connected to agile leadership structures, an efficient organization and streamlined planning processes.

Opening up the university

The University of Basel has a long tradition of successful cooperation with other institutions, contributing significantly to its success in research and teaching, and its solid position in society. This includes working with other universities and research institutions in Switzerland and abroad, university hospitals and clinics and other public and private hospitals, companies, cultural institutions such as museums, with national churches, governmental and non-governmental organizations at a national and international level, federal offices, WHO, UNESCO and private foundations.

Over the next few years, these partnerships will become increasingly important. The university seeks to open itself up to further potential partner institutions without compromise of its teaching and research freedom. It will also seek to maintain close contact with politics, business and society, and actively contribute to the social and cultural life of the region by hosting public events and offering services such as training and consultancy.
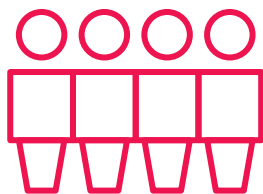
Strengthening identification with the university

To achieve its objectives and continue to perform at the highest level, it is imperative that the university's members all engage with its issues and are provided with a motivating environment. Students and staff should identify with the University as a place of study and an employer, and commit to its vision and strategy. They must feel part of a whole and be proud of "their university". At the same time, the relationships with the alumni as ambassadors of the university must be nurtured.

Equally, the university wants the local population and figures in politics and business to be enthusiastic about its vision and objectives. As one of the top research universities in the world, it assumes a key role for the region and wants to actively contribute towards making Basel more attractive as a location for academia and business, and as a place to live. This involves raising the profile of the University of Basel brand on a regional, national and international level, and increasing its visibility.
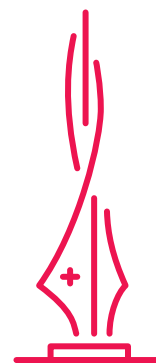
Use of locational advantages

One particular advantage of the University of Basel is its unique environment and surrounding area. It benefits from the cultural wealth of high quality art and music, and keen cultural patronage. It is also situated within the border triangle between Germany, France and Switzerland, and has long-standing connections to neighboring countries. In particular, the alliance of Upper Rhine universities, Eucor – The European Campus, which comprises the University of Basel, the universities of Freiburg im Breisgau, Strasbourg and Haute Alsace in Mulhouse, and the Karlsruhe Institute of Technology, is a key part of this geographic strength. Finally, the Basel region is one of the most productive and innovative locations in Switzerland and Europe, with a unique concentration of life sciences companies and significant private investment in research and development as well as outstanding university hospitals and clinics. In addition to the university, it also has other outstanding research and educational institutions (Friedrich Miescher Institute, Swiss Tropical and Public Health Institute, Department of Biosystems Science and Engineering of ETH Zurich, University of Applied Sciences North-West Switzerland).

Over the next few years, the university wants to make even better use of these unique locational advantages. First, collaboration within the Eucor alliance will be further developed and expanded, in order to make the degree programs more attractive. Second, contact and collaboration with local industry, particularly in life sciences, will be intensified with the aim of promoting knowledge and technology transfer and thus strengthening the location's innovative power.

Research

International visibility and appeal through academic excellence

A consistent culture of excellence is needed in all areas to remain successful in the competitive international research environment. As a relatively small university with high standards, it is imperative in the strategic development of research to focus on areas that have the potential for internationally competitive top-level research ("Strengthen strengths"). A focus on current academic topics with critical volumes of research and high levels of international visibility should start from the subject areas and develop across departmental and faculty boundaries. Appropriate measures then need to be in place to support these bottom-up processes, including start-up funding and organizational assistance. In addition to the individual performance of the researchers, the research environment is crucial to success. In order to attract the best people to Basel and retain them, the university must be able to offer attractive conditions.

**Identify and expand research areas
with significant potential**
Promote promising initiatives
To establish important areas and create new
impetus, the university should be able to use stra-
tegic resources quickly and flexibly. Start-up fund-
ing for projects that are not yet part of long-term
plans should be increasingly financed by external
funding (foundations, industry collaborations).
– Establishment of a strategic reserve to fund ini-
tiatives with significant academic potential.
– Support with preparing the application for
competitive funding programs.

Strategic expansion of research
To react nimbly and rapidly to changes and oppor-
tunities, an interdisciplinary advisory board will
be set up to advise the President's Board on strate-
gic issues related to expansion of research, and to
identify up-and-coming, promising areas of
research as early as possible. In addition to desig-
nated researchers at the University of Basel, rec-
ognized external experts from Switzerland and
abroad will be represented on this advisory board.
– Establishment of an interdisciplinary advisory
board at the level of the President's Board.

Provide an optimum research environment
Appointment and promotion policy
Researchers' individual achievements, embedded
within the university context and its objectives,
form the basis of the University of Basel's reputa-
tion and visibility. It is therefore imperative to
have a consistent appointment policy based on
excellence in order to secure the University of
Basel's long-term position.
– Optimize and expedite appointment and pro-
motion processes.
– More flexible, performance and demand-based
equipment approvals processes.

Modern infrastructure and Core Facilities
Efficient research infrastructure and Core Facili-
ties are essential in many experimental scientific
fields in order to conduct successful research. Due
to the high methodological expertise of its
employees, Core Facilities assume the role of a
technology leader and provide all scientists at the
University of Basel with effective and cost-effi-
cient access to state-of-the-art research methods.
– Ensure the research infrastructure required
for internationally competitive top-level
research.
– Ongoing expansion and evaluation of strategi-
cally important Core Facilities.

Research culture
The research achievements of the University of
Basel are due to the creativity and excellence of
its individual researchers, with open, critical dis-
cussions with colleagues within and outside their
disciplines often providing significant inspiration.
Improved mechanisms are required to support
these discussions with leading international aca-
demics at the University of Basel.
– Design programs for guest researchers.

Shape the digital transformation in research
Future technologies
Artificial intelligence and machine learning are
significant technologies of the future that are
developing rapidly, with hitherto unforeseeable
effects on research and society. The University of
Basel must increase interdisciplinary engagement
with these developments and help to shape them.
At the same time, it also considers the normative
implications of such future technologies.
– Promotion of promising, interdisciplinary
research projects for further development and
application of machine learning and artificial
intelligence.

Digital humanities

Digital processing of texts, images and other artifacts opens up unique access to sources, with special analytical methods creating new opportunities for humanities and social sciences research. The Digital Humanities Lab has enabled the university to assume a leading role in this area across Switzerland and internationally. It will expand this position to become an internationally visible leader in Europe.
– Strengthen digital humanities.

Data science, data analytics and computational sciences

Methodological expertise in data sciences, data analytics and computational sciences should be improved across all subject areas.
– Ensure at central level a service to provide professional support with the collection and handling of research data.
– Improve methodological expertise in collecting and handling large quantities of data and integrate this in degree programs.

Access to research-relevant data

In the area of data-driven research, including personalized health, the University of Basel has assumed a leading role that should be maintained and expanded.
– Secure access to relevant data for research in collaboration with the university hospitals and other universities and organizations.

Provide targeted assistance for up-and-coming academics

Performance-based assistance

Support of up-and-coming academics is crucial for a university's long-term success. In addition to the existing support options at PhD and postdoc level, young, high-achieving academics at the start of their careers, the rising stars of their generation, should receive targeted, performance-based support from the beginning of their career.
– Create and expand appropriate measures to support early career, high-achieving researchers; e.g. mentoring and coaching with experienced researchers, networking programs, mobility grants, assistance with procuring external funding and application preparation.

Targeted support for up-and-coming female academics

In many subject areas, women are still significantly underrepresented, particularly in academic leadership positions. The university is committed to developing and implementing specific measures to increase the proportion of women at all academic levels and in leadership positions in particular. Efforts to increase the proportion of women within the university should be continued over the next few years.
– Targeted expansion of the support and awareness programs for up-and-coming female academics and development of measures to ensure gender-balanced career development.

Encourage socially relevant research projects

Interdisciplinary projects

Socially relevant issues and challenges tend to be highly complex and require interdisciplinary approaches in order to research them fully. These interdisciplinary projects should therefore be supported through targeted incentives.
– Support of interdisciplinary and translational research projects through internal, competitive proposals.
– Creation of tools to recognize inter and transdisciplinary research and remove any administrative hurdles; e.g. for doctorates.

Visibility of research expertise

Researchers' expertise should be highlighted and made publicly visible in order to facilitate the search for potential collaboration partners and create new cooperation opportunities, including with external partners.
– Development of a new research portal to showcase the research expertise at the university.

Teaching

Equip staff to operate independently, competently and responsibly in academia, business and society

The University of Basel represents an education that enables people to work effectively in a rapidly changing world, promotes critical thinking, creativity and innovation, and subscribes to international best practice. The appeal of its academic program comes from combining research, inspiring breadth, positive interdisciplinary networking, and connections to non-university environments.

Leverage the research university's strengths to benefit teaching

Fast-track models (master's/doctorate intersection)

The most successful Basel students engage from very early on with their own research work and develop independent academic thinking. The university wants to improve the synergies between the master's and doctorate levels.

– Develop discipline-specific fast-track models between masters and doctorates.

Doctoral programs and interdisciplinary graduate schools

The integration of the doctorate as a third level of university education (Bologna III) should be further implemented. In addition to support research work, more emphasis should be placed on professional and general training, including information literacy and academic writing.

– Development of transferable skills programs for up-and-coming researchers as part of the graduate center.
– Review synergies in doctoral programs and integrate where possible into interdisciplinary graduate schools.

Promote diverse course profiles adapted to the latest requirements and challenges

Engage with different aspects of the digital transformation

In order to manage the rapid pace of change, all degree programs should include subject-specific and interdisciplinary reflections on the effects, opportunities and methodological requirements of digital transformation.

– Create and implement a university-wide digital literacy program.

Design customizable course profiles by offering a choice of options and combinations

The university wants to further promote networking of specialist knowledge through inter and transdisciplinary insights, reflective thinking and know-how, and dialog between various specialist perspectives on relevant issues.

– Strengthen interdisciplinary elements within various degree programs to maintain greater insights into other problem areas and disciplinary cultures.
– Support customizable educational profiles by increasing the choice of options and combinations within study programs.

Transferable skills

To ensure that students and up-and-coming researchers are prepared for the rapidly changing professional world, more transferable skills, including communication, logic, rhetoric, presentation techniques, conflict resolution and teaching skills, and negotiating skills should be taught.

– Integrate transferable skills into the curricula.

Enhance university teaching and didactics

Didactic skills at PhD and postdoc level

In addition to excellent research, good teaching is an increasingly important requirement for an academic career. Young academics therefore should become familiar with the principles and skills of university teaching from an early stage.

– Expand the core academic teaching program, taking into account disciplinary aspects, and place more emphasis on the requirements of all lecturers.

Digital transformation in teaching

In an environment increasingly shaped by digital interactions, the university continues to value personal contact between lecturers and students, as well as between students themselves. In parallel, the university is following closely how digital knowledge transfer is developing, and it supports the integration of the latest technologies and approaches in its teaching.

– Monitor and introduce new teaching and learning technologies with appropriate technological and didactic support for lecturers.

Recognition of excellent and innovative teaching

The university will continue to promote, highlight and appreciate outstanding teaching.

– Develop new concepts to reward excellent and innovative teaching in addition to the existing Teaching Awards.

Expand continuing education programs – lifelong learning

Incentive system to expand continuing education

The University of Basel wants to use its expertise to increase its contribution to continuing education both regionally and nationally over the next few years. The continuing education program will be expanded, making better use of the university's research strengths in the field of continuing education.

– Develop new incentives to expand the continuing education program offered by the faculties.

Networking with users

In order to improve the quality of the continuing education program, exchange with the most important users should be expanded and increasingly institutionalized.

– Increase contact with representatives from society, administration and business to help shape the continuing education programs.

Students and staff

Support and strengthen the university community

The University of Basel has approximately 13,000 students and 5,000 staff from more than 100 countries. It sees itself as an organization that acknowledges, appreciates and fosters the diverse potential of its members. This diversity offers significant potential for innovation within a completely open, creative and productive working culture, furthering excellence in research and teaching. The university fosters a culture of trust, respect and tolerance while, at the same time, committing each and every individual to achieve the best results possible. The university seeks to educate and train its students, so they become independent, critically reflective, innovative individuals who are able to assume responsible roles within society. It is also a modern employer, offering its staff a working environment in which they can excel and continue to develop. It therefore regularly reviews the attractiveness of its terms of employment and the working environment.

Improve student support

Digital and physical learning environments

One of the university's key priorities is to provide its students with the ideal conditions for successful, inspiring learning and study. The design of the learning environment is therefore of central importance, in particular as a meeting place to learn together.

– Create modern technological platforms to support group learning for students.
– Create suitable facilities for different types of learning and teaching, including in the libraries.

Initiatives to strengthen support programs

The University of Basel wants to offer more opportunities for peer-to-peer mentoring, both between experienced and less experienced students and between former and current students.

– Design peer-to-peer support programs within subject areas and faculties, and include alumni.

Alumni engagement

Links between alumni and the university should be strengthened, both for their own benefit and for the benefit of current students, who can then network with former students. The university will also find out more about its former students and their employment, enabling it to react better to the challenges of the job market.

– Strengthen contact with alumni.

Foster a culture of diversity and sustainability

Inclusion management

The university wants to improve how it handles diversity so it can continue to successfully develop as an excellent place of research, education and work in the context of social, political, and personal developments and changes.

– Develop and implement a university-wide diversity concept with measures to ensure that study, research and administration processes promote a culture of inclusivity.

Sustainability

The University of Basel is aware of its responsibility in the area of sustainability and seeks to contribute towards the achievement of key sustainable development objectives, such as the UN's Sustainable Development Goals. Sustainability-relevant topics should be integrated more strongly into teaching and made visible and experienced by all members of the university.

– Regular collection of key figures and information on sustainability in operation, research and teaching to define objectives, develop measures and support best practice.

Intercultural skills

Globalization and increasing international mobility make intercultural skills even more important. To prepare its members for work in the academic community, in international teams and global companies and organizations, as well as in a society characterized by migration and diversity, the university should enhance its teaching of intercultural skills. International students and staff should be aware of cultural practices within Europe and Switzerland, with a corresponding understanding of foreign cultures among local members.

– Design new programs and expand current programs to promote intercultural skills.

Promote the university as an attractive place to work and study

Services and programs for students and staff

The University of Basel strives to make student administration, the scholarship system, and the various services for students and staff (accessibility, career entry, welcome service for international guests and employees, etc.) as unbureaucratic, efficient and transparent as possible, and aligned with existing requirements. This also includes the provision of suitable development possibilities for its employees, such as a varied and attractive range of training options.

– Continue to develop and digitize internal services and advisory services, taking into account the needs of students and staff.
– Ongoing development of training options for the university's employees.

Social opportunities and activities

In addition to the academic program or the employment conditions, social opportunities outside of the study and work environment are crucial to a university's appeal.

– Include sufficient suitable areas for students as part of real estate development planning.
– Expand social facilities, such as local catering options and sports offers.

Compatibility of work and family

The university is committed to family-friendly structures, and it aims to provide its members with corresponding advice and support.

– Expand services to combine work and family.

Housing provision

The availability of suitable housing for students, many of whom come from other cantons or from abroad, contributes significantly to the university's appeal as a place to study. It therefore seeks to expand its existing housing range.

– Increase efforts to create more privately financed student housing.

Promote a respectful leadership culture focused on development and teamwork

Internal professional development and coaching in leadership and management

In a highly competitive environment, a motivating leadership and team development culture is particularly important. People who assume new leadership roles in teaching and administration should be better prepared for the task.

– Expand internal professional development in leadership and management, and increase team-building measures and change management programs.

Strengthen academic administration

Leadership of faculties and departments should be strengthened and refined in order to attract suitable people to these functions.

– Develop improvements on compensation, teaching breaks and empowerment when assuming management functions in academic administration.

Internal communication

The university should use its internal communication to enhance cohesion, and motivate staff and students to engage with the university and academia.

– Expand internal communication in German and English.
– Organize university-wide events and other opportunities to meet and encourage discussion between academic units, the President's Board and central administration.

National and international partnerships

Increase effectiveness through networking

The University of Basel seeks to expand and pursue collaboration with other institutions to ensure its position among the best universities in the world, to offer a broad, attractive range of subjects and to further increase knowledge transfer and thus its social impact. In choosing cooperation partners, academic excellence and integrity are highly valued. In addition to the traditional focus on nearby European countries, Africa and the US, the University of Basel will also seek more partners among Asia's dynamic academic environment.

Make courses more attractive by forming external partnerships

A broad, competitive academic program

Through new partnerships, the University of Basel wants to offer additional academic programs that contribute to the variety of courses on offer.

– Investigate the establishment of joint course modules, professorships and joint degree programs with other Swiss or Eucor universities, particularly in smaller subjects.

Joint doctoral schools

National and international collaboration can also increase the appeal of doctoral programs and encourage research cooperation between institutions.

– Investigate the expansion of joint doctoral schools with other universities both in Switzerland and abroad.

Promote student mobility

Mobility is important both for students and for doctoral candidates and should be supported wherever possible.

– Facilitate mobility within the Eucor zone.
– Expand collaboration with other universities at the international level to further student mobility.

Strengthen research focal areas through cooperation

National and international research clusters

Institutional collaboration with other high-performing research universities can contribute significantly to the development and improvement of specific research areas. Current examples include the collaboration with the University of Freiburg i. Br. in quantum physics, with the University of Freiburg i. Br. and the University of Strasbourg in neurosciences (Neurex), and the alliances with Swiss university hospitals, universities and the Swiss Institute of Bioinformatics (SIB) as part of the Swiss Personalized Health Network (SPHN).

– Expand and initiate new strategic projects with partner institutions that enable the creation of strong research clusters.

Cost-intensive infrastructure

The university seeks to intensify coordination related to cost-intensive research infrastructure.

– Intensify collaboration with government bodies, other universities, and private business and industry with the aim of jointly procuring and operating particularly cost-intensive infrastructure.

**Assume a central role within the
regional innovation system**
Entrepreneurial thinking
The university seeks to raise awareness among its
members of the importance of knowledge and
technology transfer, and to promote entrepreneur-
ial thinking.
– Expand the range of entrepreneurship courses
  and coaching, along with events on the topic of
  innovation.

Increase appeal to spin-offs and start-ups
The University of Basel wants to help develop the
Basel region into a dynamic innovation cluster
through collaboration with regional support
organizations, the university hospitals and clinics,
the University of Applied Sciences North-West
Switzerland and industry. It will expand support
for the creation of spin-offs and start-ups, collabo-
rate with young companies and liaise with poten-
tial financing partners (venture capitalists).
– Create a policy to increase the attractiveness of
  establishing university spin-offs and start-ups.

Collaboration with companies
The University of Basel currently has a wide range
of partnerships with companies and contacts with
stakeholders in business and society. These part-
nerships are not restricted to life sciences and
research, but also cover other areas (finance sec-
tor, insurance, museums, etc.) and activities
(teaching, consultancy, etc.). These types of collab-
oration should be further intensified taking into
account the freedom of teaching and research. and
increase of synergistic research collaboration and
teaching cooperations; e.g. creation of internships
in companies.
– Intensify and strengthen professional contact
  with companies with due regard to current
  standards.

**Promote outreach and increase
the visibility of the university**
Communication and discussions with
the wider public
Through academic events open to the public and
interaction with the local population, the univer-
sity seeks to actively contribute to social discourse
and strengthen its regional roots.
– Develop and expand events for the local popula-
  tion (e.g. uni night, uni at the market and uni
  talk).
– Develop a coaching program for researchers on
  managing media.

Visibility within the global scientific community
The University of Basel wants to assist its research-
ers in making their research findings and exper-
tise internationally visible.
– Create a scientific outreach strategy, including
  bilingual (German/English) communication of
  research findings, and enhance multimedia
  editing and global dissemination via digital
  channels.

University organization and infrastructure

Develop and improve general research and teaching conditions

In order for the University of Basel to establish a strong position in an international environment, it should have autonomous decision-making processes and continuously evolve its structures and processes within the sense of modern governance, professional leadership and a clear distribution of expertise across all levels from the University Council and the President's Board to the faculties and departments. It should be controlled by modern governance regulations and executive committees with sufficient decision-making authority. All levels should seek to have streamlined and efficient organizational structures, and standardize and automate processes as much as possible. Significant investment in buildings and technical infrastructure will be required to ensure the university remains competitive.

**Create more flexible structures to
enhance proactive strategic decisions**
More flexible resource allocation
A significant proportion of university funds is
structurally tied up. To enable a greater degree of
flexibility, funding allocation should be increasingly performance and needs-based.
– Increase the proportion of pooled resources
 and flexible funding at faculty and department
 level.

Increase the flexibility of the academic job profile
Researchers should be encouraged to assume additional areas of responsibility (e.g. as part of a leadership function), or focus on specific priority activities in research, teaching and services.
– Increase the flexibility of the relative weighting
 of teaching, research and self-administration in
 academic contracts.

Strengthen individual autonomy
Excellent research requires a considerable input
of time. Efficient administration and modern,
on-demand central services are designed to help
create open spaces and allow academic units to
concentrate on their core competencies.
– Reduce the complexity of administrative
 processes.

**Create modern, efficient buildings
and technical infrastructure**
Needs-based development of buildings
The planning and implementation of infrastructure projects is integral to the success of the university. In addition to commercial requirements
and parameters specified by the supporting
cantons, these projects focus on technological
equipment, efficiency and flexibility, facility
management, energy consumption and access
for people with disabilities.
– Specify development of buildings within the
 university's real estate strategy and implement
 within the framework of good governance.

Optimize facility management
The university seeks to use its spaces as efficiently
as possible and further optimize facility management costs. As a result, many services are procured externally.
– Pursue integrated outsourcing solutions with
 strong internal competencies to procure and
 manage external services.

Ensure an innovative, agile, and cost-efficient information supply and IT infrastructure

Innovative solutions for the challenges ahead

Information supply and IT face extensive challenges that require a proactive response in order to manage the needs of increasingly data-intensive research and teaching based on digital media. Infrastructures and services must be flexible in order to be able to react to rapid changes.

– Create modern and innovative infrastructures and open, secure teaching, research and working environments, if possible in cooperation with partners and external service providers.

Data protection and information security

The digital transformation is intrinsically linked with increasing risks, the mitigation of which requires costly and personnel-intensive measures. It concerns the protection of sensitive personal data, which is becoming increasingly significant as a result of the convergence of university and clinical research. Moreover, information security risks have now become strategic risks to the work of universities.

– Develop and constantly optimize fit-for-purpose data protection and security management.

Strengthen libraries as part of the transformation

New ways of communicating information

The university's libraries have a wide remit, from maintaining and preserving old stock to providing the latest information transfer methods, and this presents them with significant challenges. They have to supply and support traditional book-based learning as well as those areas that are almost entirely based on electronic media, while also anticipating and supporting new forms of knowledge and its communication and storage. The digitization process within the libraries should be actively expanded for the benefit of users, while the needs of researchers in their wide-ranging research cultures will be maintained as a benchmark.

– Optimize the procurement of academic publications, also in cooperation with other libraries.
– Expand the information procurement support available to students and researchers, as well as improving information literacy.
– Support researchers with respect to the requirements of unrestricted and free access to academic information.

External and internal networking

To make the most of digital opportunities in an efficient, user-oriented manner and to optimize the use of resources, libraries should work closely together within the university and outside it.

– Play an active role in expanding the networking of Swiss libraries and improve synergy leverage within the university.

Bio-Campus Upper Rhine and Forum Basiliense

Boost the impact and shape the future

For the next strategy period, the University of Basel is committed not only to research and teaching at the highest level, but also to increasing its societal impact through technical and social innovations. To do this, it seeks to expand and strengthen its structures in knowledge and technology transfer and its communication with society, as reflected in objective "Encourage socially relevant research projects", "Assume a central role within the regional innovation system" and "Promote outreach and increase the visibility of the university." Based on these objectives, two major strategic projects are to be designed and implemented in addition to the measures already described. The first project is the development of Bio-Campus Upper Rhine, a cross-border cluster in the tri-national Upper Rhine area, to promote knowledge and technology transfer in the field of life sciences. The cluster will be part of the Eucor alliance, with the medium-term objective of assuming a leading role in Europe. The second project is the establishment of the Forum Basiliense, an international platform focusing on humanities and social sciences, which will address socially relevant issues, current challenges and social innovations, with the aim of reaching an audience beyond national borders and reflecting the university's excellence.

Bio-Campus Upper Rhine: Leading Europe-wide innovation cluster for life sciences

Thanks to its high concentration of excellent research companies and organizations, the Basel region is already a leading international life sciences location. High quality life sciences research is also conducted at other universities in the Upper Rhine region, contributing significantly to its reputation as an area of innovation. As part of the Eucor alliance, the innovative life sciences projects will be enhanced, with the objective of expanding the tri-national Upper Rhine area into Europe's leading life sciences hub.

This requires highly competitive, globally networked basic research to be supported at the individual locations. As part of the Eucor alliance, cooperation should be intensified in the establishment of spin-off companies from the universities and the search for private capital. The objective is to form a networked ecosystem characterized by innovation and momentum, visible beyond the three-country region and internationally.

Together with the Eucor partner universities, a streamlined organization will be developed to coordinate entrepreneurship training that includes country-specific aspects, and to organize major events with local and global investors at which start-ups from the universities involved can present their work. Quality is the top priority and should be made visible through a joint quality label for successful start-ups.

Forum Basiliense: International platform to investigate socially relevant issues

Humanities and social sciences, together with the natural sciences and life sciences, make a significant contribution to our understanding of cultures and societies, as well as the key transformational powers that shape them. This understanding is crucial to accompany current developments and thus to master the associated challenges; for example, through social innovation. The University of Basel's humanistic foundations stretch back over centuries and make it the ideal place to tackle these issues.

The Forum Basiliense will create an international platform at the University of Basel and address current, socially relevant issues within the context of interdisciplinary projects. Potential topics include migration and international conflict, the sustainability of state pensions and social welfare systems in connection with an aging population, the future of political systems at a national and international level, and ethical and ecological issues relating to technological development. In addition to focusing on the many social challenges and associated social innovations, the Forum Basiliense will prioritize the strategic development of the humanities and social sciences as a whole, and analyze the digital transformation and the associated social and academic opportunities and risks.

As part of this, leading academics will be invited to Basel to conduct joint projects with researchers at the university. The objective is to help solve social challenges, while also increasing the visibility of the humanities and social sciences and the University of Basel at a national and international level. Detailed frameworks and processes will be created as part of the Forum Basiliense concept, including the selection procedure for relevant topics and experienced researchers.
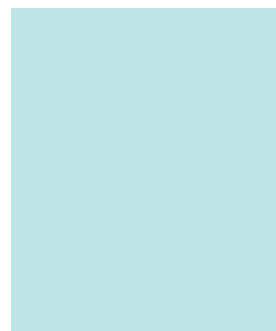
Funding principles

Over the next few years, the university must overcome a range of challenges if it is to fulfill its social and economic role. Many countries around the world make significant investment in their higher education and research institutions, intensifying the international competition for outstanding academics, collaboration partners and government and private research funding. In this context, it is not sufficient to simply maintain the status quo: if it wants to remain internationally visible and attractive, the university must actively develop and improve. The implementation of the university's Strategy 2022–2030 therefore requires additional resources in order to be successful.

Research infrastructure costs, which have steadily increased over the last few years and will continue to do so, are particularly crucial, as is urgently required investment in buildings and technical infrastructure, particularly in the areas of medicine and the natural sciences. Challenges arising from the digital transformation and ensuring attractive working conditions are also associated with additional costs.

In view of this, the university plans to expand and professionalize its fundraising activities in order to attract additional investment from foundations, private individuals and companies to meet increasing funding requirements. Second, it will seek to strengthen collaboration with industry and consider new models of cooperation; for example, joint support of cost-intensive infrastructure needed by both parties. Third, it will strive to maintain and if possible increase the current high level of external funding from funding agencies. To achieve this, the university should focus on expansion of the existing incentive and support mechanisms.

To maintain and expand its position, however, the university also relies on receiving sufficient support from the sponsoring cantons and the federal government. Securing external funding and agreements with partners requires an additional commitment and a financial contribution from the university, either directly or indirectly. Every franc invested in the university allows it to secure additional funds from within Switzerland and abroad, and creates added value for the region. Without solid core funding and facilities, the university cannot survive in the national and international competition for funding and investment as well as for excellent researchers, teachers and students.

The university thus depends heavily on the readiness of the community and the supporting cantons to raise the financial resources required. Only with this funding can the objectives defined in the strategy be implemented, and the university continue to expand and strengthen. This is vital to maintaining its international visibility and appeal, and is in the interests of the whole region.

**Educating
Talents**
since 1460.