

UNIVERSITÄT BASEL

Strategy 2014



UNI
BASEL

Strategy 2014

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Life Sciences

The life sciences are the primary scientific focus at the University of Basel; in this research area the University of Basel belongs to the top fifty institutions worldwide and to the Top Ten in Europe. This excellent global standing can also be seen in the numerous forms of cooperation with partners from economy and industry. Expansion plans in the life sciences focus on health research, nanomedicine and clinical research.

1 Introduction

Strategy 2007 defined the development of the University of Basel under the joint responsibility of the cantons of Basel-Stadt (Basel-City) and Basel-Landschaft (Basel-Country) in the first two performance periods. The aim of the current Strategy 2014 is to assess the implementation of the defined measures, to identify new areas of potential and to develop the future profile of the University of Basel.

Accordingly, the Strategy 2014 is addressed to three different audiences: in the first instance, we are addressing those with political responsibility in the supporting cantons who will decide on the amount of funding to be awarded to the University for the performance period 2014–2017; secondly, we are addressing the academic community which makes up the University and whose activities over the coming years will be defined by the contents of this Strategy; and, finally, we are addressing the citizens of the two sponsoring cantons who help to finance the University of Basel and who share in the University's services and success.

With a focus once again on two performance periods covering 2014–2017 and 2018–2021, the plans set out in Strategy 2014 are intended to secure the position of the University of Basel as a prominent, regionally integrated but internationally oriented university. The main priority is to position the University of Basel successfully as an academic institution, closely interconnected with the wider society, culture and economy.

This strategy paper addresses the most important aspects of the University – that is research, teaching, supporting early career researchers and organization – and includes for each issue (a) key statements that outline our objectives, (b) explanatory comments referring to the key statements, and (c) examples of possible implementation measures.

1.1 Current Standing of the University of Basel

All performance indicators testify to the high to outstanding quality of the University of Basel in teaching and research. However, the University relies on growth in order to build on existing academic achievements: whereas in previous decades the size of the University played a secondary role in terms of quality criteria, today a critical mass of researchers and students is also important. In the past few years, the number of students at the University of Basel has indeed grown beyond the usual proportions (from 7,500 to 12,000 in the ten years between 2000–2010, which is an increase of approximately 60%) and yet the University still remains at the lower end of the scale in terms of ideal size. It must be recognized, however that growth will be restricted by the demographic developments at a national level: Forecasts for the next few years predict a flattening out of the demographic curve and a consolidation in terms of student numbers. If we assume that the percentage of pupils graduating from high school in Switzerland with a Matura will not change dramatically, then the only real growth potential is to be found in attracting foreign students. Consequently, a moderate growth policy is to be followed which will also strengthen the appeal of the University of Basel for foreign students, particularly at the level of Master's and PhD. This is not least because of the importance of such foreign students for the cultural and economic development of our region.

Our University is firmly integrated in the Basel region: We maintain active links and partnerships with stakeholders from the academic, social, and economic sectors in the local area, and still we are able to compete in terms of our achievements in teaching and research with the best universities in the world. The aim of Strategy 2014 is to secure the current position of the University of Basel as a prominent, regionally integrated but internationally oriented university: All universities in Switzerland and the majority of foreign universities with whom we compete have made massive investments in their research infrastructure or have otherwise become active in competition for the most prominent international research programs. To avoid the risk of losing its current strong position, the University of Basel must keep pace with these developments, for example by successfully attracting funding for National Centers of Competence in Research (NCCR) at the national level and EU research projects (Horizon 2020 or ERC grants) at the European level.

The success of the efforts by the University of Basel to strengthen its international standing is also confirmed in an analysis of the current rankings. Although these instruments used to measure the performance of an academic institution are open to challenge on an individual basis, several taken together do provide a coherent picture of the perception of our University; and this is a perception that we all have to deal with. Essentially, the University of Basel enjoys – as do all Swiss universities – an outstanding reputation given the size of our institution. In comparison with universities in neighboring countries in particular, Basel is in a decidedly favorable position being consistently placed around 100th (of 12,000 universities worldwide) in rankings in which research achievements play a primary role (for example Shanghai or Times Higher Education rankings). In Switzerland, there is a direct relationship between the level of university financing and the institution's international rank: this is why the federal institutes of technology and the University of Zürich (UZH), which has an annual budget two to three times the size of that available to the University of Basel, regularly achieve higher cumulative results than our University. Although the empirical basis for the rankings often lacks transparency and is, in any case, very difficult to influence, it can generally be stated that the particular strengths of the University of Basel lie in excellence in certain areas of the natural sciences. The challenge is to transform these existing achievements into a corresponding international reputation. If we wish to maintain our good position in the rankings, then we must invest in international cooperation, research projects and partnership initiatives.

1.2 Success of Strategy 2007

The implementation of measures set out in Strategy 2007 has contributed significantly to the very positive current standing of the University of Basel. It was possible to meet most targets, and many of the planned measures have been successfully implemented. Defining the position and profile of the University of Basel as a “leading university distinguished through a full range of educational opportunities that is both varied and clearly defined” has proven to be particularly successful. In this regard, two complementary objectives were given equal importance: first, the creation of disciplinary focal areas, and second the promotion of a broad range of courses and programs. In many areas it has been possible to achieve this desired profile which combines education and research.

In positioning the University of Basel in the international research landscape, the expansion of the profile area Life Sciences has been a highly successful feature of Strategy 2007. The most important planned aims were achieved. The proposed additional inclusion of nanosciences and Energy Research in the profile of the University of Basel will further build on this success. Both of these areas have broad connections to current issues in society and economy and so will contribute to securing an even better standing for our University both regionally and nationally.

Less successful was the attempt to define a profile in the area of Culture. The critical mass required to establish a distinct profile must, however, be defined differently for the human sciences than for the natural sciences: in the human sciences quality is dependent more on the involvement of individual experts, rather than on the size of the research groups. Quality in this case is also related to the range of subject orientations. The objectives of Strategy 2007 were successfully realized, above all, in the area of Visual Studies. The development of the University profile in humanities and social sciences is now to be continued by transferring models of dovetailed research to other subject areas.

In relation to the area of teaching, the University of Basel has seen a successful implementation of the Bologna Process. One of the leading ideas in the Strategy 2007 for the design of degree programs with suitable student-teacher ratios was compliance with the guidelines issued by the Rectors’ Conference of the Swiss Universities (CRUS) which recommended an ideal student-teacher ratio of a maximum of 40 or 60 students per professor (i.e. including all categories of teaching staff). In this regard we can confirm a successfully implemented strategy: Progress was made in all disciplines with large numbers of students per teacher; the “student-teacher ratio” project was concluded in 2010 and responsibility was transferred to the annual controlling.

It has also been possible for us to meet the targets set out in Strategy 2007 for the promotion of early career researchers through the establishment of the research fund, the expansion of academic qualification positions and the appointment of several assistant professors with tenure track.

In the area of building planning, preparations were made for the new concentration on compact spaces (specifically, Petersplatz for the human and social sciences and Schällemätteli Campus for the exact sciences and natural sciences). These plans will now be pursued together with the additional space at Rosental to replace the Campus Volta project, which did not prove feasible. Moreover, clear improvements have been made to existing infrastructures. External communications at the University were professionalized. In addition, a joint research platform for Psychology and Psychiatry was established in collaboration with the Basel University Psychiatric Clinics.



Visual Studies

Anchored in the humanist tradition of the University of Basel and influenced by cooperation with municipal and regional cultural institutions, the field of Visual Studies is now a well-established focal area at the University of Basel. The Visual Studies are one of the pillars of the humanities in Basel and will explore new perspectives on art, design and architecture.

2 A Comprehensive University Profile

2.1 Six Thematic Focal Areas

An important indicator of the quality of a modern university is its willingness to focus on specific areas of research and teaching in order to position itself as favorably as possible in international competition.

The Strategy 2007 aimed at this disciplinary focus through identifying Culture and Life Sciences as desired profile areas. This determination often led to an unintended polarity between the two academic spheres as shorthand for two incompatible academic cultures. For this reason the Strategy 2014 will reverse this too narrow representation of the variety of research conducted at the University of Basel. Six areas of study will be defined as thematic focal areas that will continue the work in the profile areas identified in Strategy 2007 and, moreover, will take account of the latest scientific advances and social developments. Due to the differences in their origin and their integration into existing University structures, the individual thematic focal areas also differ in scope and weighting. Their subject contours can focus teaching and research at the University, on the one hand, while, on the other hand, leaving open the potential for possible new developments that may emerge.

(1) **Life Sciences** remain the primary scientific focus at the University of Basel. In molecular biology (conducted by the Biozentrum) and in biomedicine and neuroscience – as a result of cooperation with the exact sciences – the University of Basel has now achieved global standing. The fruits of achieving this standing can be seen in the numerous forms of intensive cooperation with partners from industry. With regard to life sciences, one task for the next performance period is the expansion of health research. A long-term focal area may develop within the field of nanomedicine, which could secure the desired focus on clinical research and also a coherent alignment of focal areas in medicine with the priorities defined by the University.

(2) In the field of **Visual Studies** there is now a well-established focal area based on the Eikones National Centre of Competence in Research (NCCR) which has mobilized several professors within the Faculty of Humanities and promises a not yet realized but potentially important connection to research topics in cognitive neuroscience and to imaging in the natural sciences. There are ongoing considerations as to whether this focal area – through the inclusion of, among others, architectural expertise – could be developed into a separate University unit. A focus on the aesthetic is, after all, anchored in the humanist tradition of the University of Basel and is influenced by cooperation and exchange with several municipal and regional cultural institutions.

New thematic focal areas and their synergies within the university*

	Faculty of Theology	Faculty of Law	Faculty of Medicine	Faculty of Humanities	Faculty of Science	Faculty of Business and Economics	Faculty of Psychology	Institute for European Global Studies	Institute for Biomedical Ethics
Life Sciences		●	●●	●	●●	●	●		●
Visual Studies				●●			●		
Nanoscience			●		●●		●		●
Sustainability and Energy Research				●	●●	●●	●		
European and Global Studies	●	●●		●●	●	●		●●	
Narrativity	●		●	●●			●		

* Relevance of the concern to the respective unit

(3) **Nanoscience** has become established in Basel as a subject area with a high degree of international appeal initially through the NCCR in Nanoscale Science, and then through the Swiss Nanoscience Institute (SNI), which has been assured long-term funding thanks to a financial commitment from the Canton of Aargau, and finally through the joint leadership of the NCCR QSIT – Quantum Science and Technology – together with the ETH Zürich. The establishment of this broad focal area is a good idea both with a view to research quality and in light of the success and potential in the interconnection of nanoscience and regional industry. This focal area will be established in particular through the development of research initiatives in imaging, translational research, materials science, sustainability research and nanomedicine. A degree program in nanoscience is already available jointly offered by the Biozentrum, and the departments of chemistry and physics; this provides a further competitive advantage for our University.

(4) **Sustainability and Energy Research** is currently the subject of national (NCCR) and international research initiatives (FP7, Horizon 2020) and represents an enormous opportunity for the University to position itself as a leading institution in this field through the expansion of both existing competences in the natural sciences and business and economics as well as new areas of expertise in the social sciences. Considerable political importance is attached to such developments both at the national and the local level. This focal area will offer opportunities for collaboration with researchers of all faculties and, therefore, promote dialog between the natural sciences and social sciences at our University. The respective topics build upon existing strengths of the University of Basel in ecological and economic fields and range from the management of resources in the case of a complete withdrawal from nuclear energy through to questions of a socio-economic or legal nature, and also to applied research in nanoscience, chemistry, materials science and physics. A further element is to expand the current Master's program in Sustainable Development to cover the Bachelor's level and therefore offer a complete two-tier degree program. This focal area will not only be a significant addition to teaching and research at the University, but also fit in very well with Swiss national priorities, regional interests and with the research activities of neighboring institutions.

(5) The focal area of **European and Global Studies** currently concentrates on historical and social science aspects of Europe's cultural foundations. This is to be extended to include two areas outside Europe that are of particular relevance to the University of Basel: First, the traditional focus on the continent of Africa, which has until now centered on research into theological, historical, cultural and social science, environmental science and health-related aspects will be expanded to cover urban development, town planning and economic issues. Second, a new subject area for academic attention is to be promoted at our University, namely contemporary Chinese culture, society and economy, an area that has enormous significance for today's world for both scientific and sociopolitical reasons. The intention here is that the new strategic positioning of the Center for European and International Studies will play a decisive role in shaping the development towards a more global understanding of the University's traditional strengths in the field of European Studies.

(6) Finally, the establishment of a new focal area of **Narrativity** at the University in the next few years may be possible if our efforts to secure a new NCCR in this academic field are successful. Narratology is a topic on interphilological degree programs and doctoral programs, which already combines several areas of research activity – in among others, the cultural topographies competence centre. This will be a very important new focal area in regard to the visibility of the Humanities at the University of Basel and will also promote interdisciplinary research in collaboration with psychology and medicine from the perspective of human narrative modes, thus building a bridge between the empirical and the hermeneutic approaches.

In a Strategy (2014–2021) that is defined for two performance periods, it must be possible to enable developments that need first to prove themselves in the spirit of an open policy of profile establishment at the University: The success of the focal area Narrativity cannot yet be predicted at this point in time – equally it is not possible to rule out the emergence instead of an entirely new focal area in the course of Strategy 2014, whose subject matter cannot at present be defined.

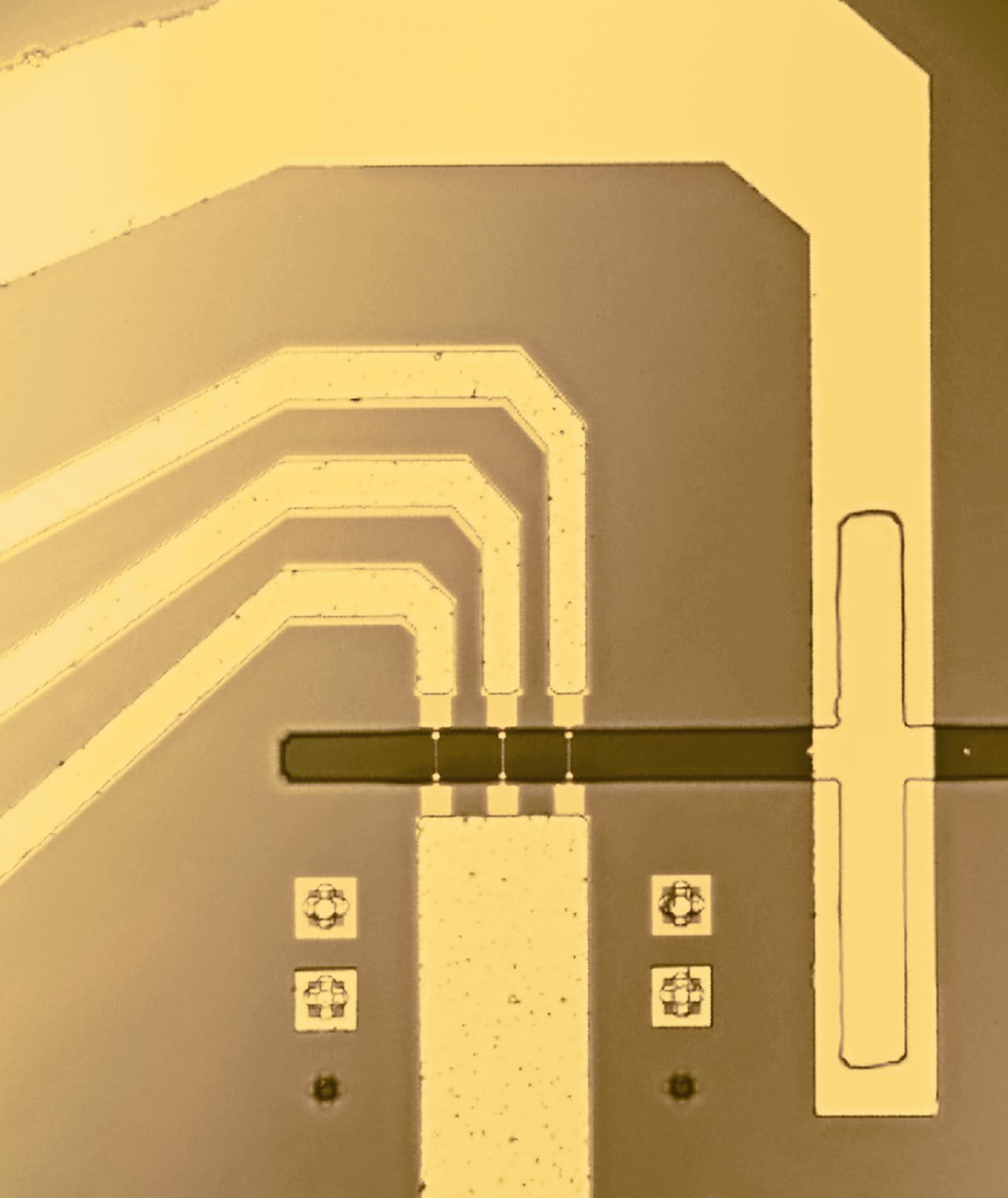
2.2 Early Recognition of Potential

When developing their strategic priorities, universities are generally guided by two different but equally important factors. On the one hand, it is important to support existing areas of academic excellence; on the other, the university must be quick to identify the innovative potential of smaller disciplines that may be very significant either academically or socially for the university as a whole. This applies to humanities subjects in particular.

The University of Basel has identified enormous potential of this kind in the field of urban planning and architectural design; over the next few years we will be looking to expand the subject and to raise its international profile. In the international academic community, architecture is considered to be an integral component of a comprehensive University. For historical reasons, namely the creation of the Swiss Federal Institute of Technology Zürich (ETHZ), the discipline is non-existent at Swiss universities – the only exception is the Università della Svizzera italiana (USI). Yet, if there were a city or a region that is inextricably linked with architecture in terms of historical tradition as well as genuine achievements worldwide, it would be Basel. It therefore seems a good idea to build on the potential that exists for working with world-famous architects, who have agreed to collaborate, and to create innovative projects. Moreover, we want to establish a discipline that can profit from productive synergies with other core research areas at our University such as visual culture, European and global studies or sustainability.

The founding of a Faculty of Art and Architecture with a strong cultural studies focus would be a promising start, which, alongside architecture, would also include art history and music, as well as the NCCR Eikones project. This new faculty could also enable the University of Basel to tap into the enormous intellectual potential of the diverse range of arts subjects that are currently housed in one umbrella faculty. The focus on stability rather than individuality has meant that the desired levels of excellence have not yet been achieved. The founding of a Faculty of Art and Architecture would be a crucial step towards the reinvigoration of humanities at our University.

It is essential that the strengths and weaknesses of our institution are taken into account when designing a new architecture degree at the University of Basel, and that any overlap with existing courses at the ETHZ and the University of Applied Sciences and Arts Northwestern Switzerland (FHNW) is avoided. For this reason, the new curricula for the professional course will emphasize the technical aspects of urban planning or design, not least in order to promote new and attractive professional profiles for the regional job market.



Nanoscience

Nanoscience has become an established subject area with a high degree of international appeal, marked by high research quality and great importance for regional industry. Through the development of research initiatives in molecular systems, nanomedicine, imaging, material science and sustainability research this focal area will be established further.

3 A Research-intensive University

3.1 Structural Units

Key statements

- > The University of Basel considers itself a strong research university and is committed to promoting excellence both of individual researchers as well as of research groups.
- > The guiding maxim in shaping University research is “Strengthen Strengths”.
- > Partnerships (Clusters) with other institutions are pursued to improve chances of achieving a subcritical mass.
- > The establishment of Centers of Competence promotes an interdisciplinary research orientation and a focus on core research areas.
- > Core and Shared Facilities as well as interfaculty research platforms support the strategic shaping of the University profile.

Explanatory comments

The University of Basel is sub-divided into faculties, departments and institutes. Departments are integrated into a faculty, whereas institutes report directly to the Rector’s Office and are units that have cross-faculty responsibilities in teaching, research and service provision in a specific subject context. Occasionally, there is a tendency towards segmentation in traditional structures and it is therefore difficult to meet the demands for increasingly interdisciplinary research projects. As part of the ongoing process of developing the University profile, increased importance will continue to be given to interdisciplinary and inter-institutional programs and research topics, while not wishing to call into question the great significance of research within a particular discipline or subject area, especially in the human sciences.

Due to the need for ever higher levels of investment for the replacement or acquisition of large-scale equipment for the engineering disciplines, the University is being pushed to the very limits of its financial capacities. In spite of a considerable extension to the annual equipment budget, not all of the needs could be met – indeed not by a long way. Cost-intensive infrastructure must therefore in future be made available to a larger number of users and groups, which in turn requires a flexible organization. In life sciences in particular, the following cross-disciplinary structures are to be established or extended:

- > **Centers of Competence.** A flexible association of research groups from different disciplines that work together on projects in line with the University profile. Centers of Competence are provided with a funded Coordination Office; start-up funding for projects can be applied for via the University research fund. In the course of implementing Strategy 2007, the University established eight of these centers; the intention is to increase this number, improve their financial resources and strengthen the orientation towards the University profile.
- > **Research platform.** A fixed association of research groups that work together closely on a specific subject across the boundaries of their respective unit or discipline. Each platform is financed via a fixed allocated budget and managed jointly by all participating faculties (double professorships). The first Research platform at the University, the “Cross-faculty Research Platform for Psychiatry and Psychology”, was established in 2010.
- > **Core Facilities.** Central service and technology centers with a research infrastructure that is available to several research groups and which offer consultancy and advice. An independent budget is used to cover basic services; additional services are charged for separately. The Microscopy Center is already run as a Core Facility; similar facilities are planned for research in the area of imaging.
- > **Shared Facilities.** A decentralized technology allocated to and managed by a particular professor, but also made available to other professors and used for example for joint research projects.

Regulations governing institutes associated with the University have already been revised; the Swiss TPH, the Friedrich Miescher Institute and the Swiss Peace Foundation work together intensively and to the mutual advantage of both sides with various research groups and faculties at the University on the basis of service agreements.

Until now, the subject orientation of specific professorships was often carried over from one generation to the next and financing was generally organized according to the fixed faculty allocation mode. However, interdisciplinary subject areas require the inclusion of university teachers from several different units to create efficient structures and in order to reach a critical mass. In the context of faculty-level development planning the new appointment and subject orientation of professorships should be revised and modified if necessary to meet new strategic needs. Translational, interdisciplinary and inter-institutional initiatives are generally best supported through the following measures:

- The possibility of reallocating structural professorships
- Allocating the teaching load of professors to several university units
- Promoting doctorates that use new interdisciplinary research approaches

3.2 Framework Conditions and Cooperation

Key statements

- > Strengthen the University profile in cooperation with regional, national and international partners.
- > Cooperation with the University of Applied Sciences and Arts Northwestern Switzerland (FHNW), the D-BSSE and other research and industry partners is to be intensified.
- > The Basel Network of Excellence in Life Sciences will be fostered as an initiative that is designed to serve the common interests of higher education institutions and industry.
- > The high percentage of third-party funds will be maintained. Greater use will be made of funding channels that have until now not been sufficiently well accessed.

Explanatory comments

The Life Sciences Strategy developed in collaboration with the University and approved for implementation in the regional economic areas by the Cantonal governments together with the Basel Chamber of Commerce (HKBB) provides a foundation for a further strengthening of this thematic focal area. In addition, the University also benefits from partnerships with cantons that are not directly financially responsible. It was thus possible, after federal funding had expired, to secure the national research focus area in nanoscience through a long-term financial commitment from the Canton of Aargau at a high level. The Swiss Nano Institute (SNI) – which was cre-

The highly demanding translational concept cannot be implemented within a single faculty and often not even across several faculties. External partners are required: The University of Applied Sciences and Arts Northwestern Switzerland (FHNW) has a long tradition in applied research and has clear strengths in a diverse range of areas which would complement and enhance the research profile of the University.

Implementation measures

- > Consolidate Centers of Competence
- > Expand the Center for Philanthropy Studies (CEPS) into an institute
- > Establish Biological Imaging as a priority investment area
- > Establish further Core Facilities, potentially in cooperation with the FHNW

ated as a result of this project – provides an example on which future initiatives, for instance with the Canton of Solothurn, can also be modeled. A similar cooperation exists with the Canton of Aargau in the field of Archaeology; this is to be expanded and likewise afforded long-term financial security.

The natural regional partner for the University of Basel in terms of joint research programs is the University of Applied Sciences and Arts Northwestern Switzerland (FHNW). In addition to the bilateral collaborations and complementary areas of competence that already exist, the aim is now to intensify the degree of cooperation, for instance through common technology platforms to enable synergies in combining the respective orientations/strengths of each institution and to secure and make best use of the critical mass. A partnership is already in place between the University of Applied Sciences and Arts Northwestern Switzerland (FHNW) and the University in the Swiss Nano Institute (SNI) where the combination of basic and applied research has proven itself and thus provides a model for future successful forms of research cooperation.

In addition to several collaborative projects with the D-BSSE, there is also involvement from the Paul Scherrer Institute (PSI) and the Swiss Federal Laboratories for Materials Science and Technology (EMPA) as institutions in the ETH Domain in bilateral research projects with the University of Basel. The University wishes to further strengthen its ties with these institutions through the concentration of D-BSSE buildings on the Schällemätteli Campus, on the one hand, and the awarding of professorships to researchers at the PSI, on the other.

The University of Basel has a substantial involvement in the trinational BioValley initiative, an organization combining interests in which the University and more than 900 regional life sciences institutions are integrated. Globally, the life sciences industry in this small region generates an annual profit of 20 billion euro and provides (either directly or indirectly) around 10 percent of the jobs in the region. Building on this tradition the University of Basel also participates in initiatives in the “Science” strand of the Trinational Metropolitan Region Upper Rhine (TMO).

With bilateral collaborations as well as agreements (Roche), doctoral programs (Siemens, Syngenta) and scholarships (Novartis) the University is firmly established in the field of life sciences research in the region. Negotiations are currently taking place regarding an extension of the agreement between the University and Roche (Translational Medicine Research Hub) with a view to including further life sciences institutions from the region. In addition, various other university units are establishing contacts with industry partners independently.

The University of Basel has been very successful in attracting SNSF funds for basic, blue skies research projects. Basel currently has a share of 9.3 percent of all students at Swiss universities and in 2010 we were awarded 11.8 percent of SNSF project funding. For comparison: ETH Zürich, as the leading university in Switzerland, achieved 14.4 percent with a student share of 12.4 percent. The success rate (funding approved compared with number of applications) of Basel projects is also clearly above the national average (57.6% against 49.3% in 2010). These statistics confirm the high quality of research at the University of Basel; it is intended that these figures will improve even more in the future through the expansion of cooperation with partners in industry.

In 2010, the University joined Unictetra, the Knowledge and Technology Transfer (KTT) organization for the universities of Zürich and Bern and is therefore part of a national cooperation. This anchors the area of Knowledge and Technology Transfer more effectively in research activities at the University. In connection with a more defined technology orientation and a greater openness to regional industry partners, Unictetra will substantially improve the University's KTT. With this strengthening of the University's capacities, it will be in a position to make a significant contribution together with the FHNW to a new technology park based in North-western Switzerland, which it is hoped will be created on the basis of the Research Act.

The University enjoys successful participation in international KTT research activities; a great number of successes have been recorded recently in attracting ERC Starting and Advanced Grants. A University working group is currently developing proposals for ways in which the University can further increase its participation in the 7th European Framework Programme for research. The following aspects are to be prioritized: (a) optimizing matching-funds models and internal support in preparing projects, (b) support for the leaders of the projects, (c) mentoring of early career researchers, and (d) making the creation of new infrastructures more flexible.

Implementation measures

- > Build cooperation between the University and the FHNW with a view to making use of synergies in the research and teaching portfolios of both institutions, as well as with regard to sharing technological equipment
- > Consider success in attracting highly competitive third-party funds when allocating resources
- > Identify additional project areas in which the University of Basel can take on the role of “Leading House” for Sinergia projects or NCCRs

3.3 Expanding Research in Translational Areas

Key statements

- > As one of the supporting pillars in the strategic expansion of the life sciences sector, clinical research will be focused on achieving excellence and integrated into the framework of University priorities.
- > Nanomedicine in particular will be strengthened.

Explanatory comments

The Faculty of Medicine receives good results from bibliometric analyses in many areas. However, outside the Department of Biomedicine (DBM) clinical research could be better integrated with the Life Sciences Cluster based at the University. The process of reorganizing and strengthening this core area, as planned in Strategy 2007, has not yet been concluded within the faculty and the University Hospital. Improving cooperation in translational research between the Biozentrum, the Faculty of Medicine and the regional hospitals, especially the university clinical departments, therefore remains a primary objective in Strategy 2014. The planned, shared location of the new Biozentrum together with the DBM in close proximity to the University Hospital, which is currently in progress, will lend substantial support to this development. The University also expects a positive effect on cooperation in clinical research from the move to autonomy for the university hospitals.

A clinical research center is to be established at the Faculty of Medicine at the University of Basel in cooperation with the regional hospitals; this should strengthen translational medical research considerably. Although there is a need to consider the polarities in the clinical field of providing patient care and research, there is a need to align clinical research with excellence criteria, which can only be achieved by integrating clinical and basic research more closely with each other. It is key to the University's interests to be able to guarantee clinical academic staff sufficient time to dedicate to

research. These basic principles will be applied with consistency in implementing structures for clinical research. The quality of clinical research could also benefit considerably from the creation of stronger research programs in cooperation with the Faculty of Science. To position the pharmaceutical sciences more clearly in the arena of academic competition, an organizational merger of pharmacy and pharmacology into a unit within the Faculty of Medicine also deserves consideration.

Within the framework of a project in "Material Sciences and Bioengineering" a new area of research focus is currently being pursued which will increase the University's prominence in the field of nanomedicine. Good regional conditions already exist along with a sufficiently solid scientific foundation. There are plans to bring together research activities in the fields of biomaterials, materials science, drug delivery and nanotechnology; clinical applications of imaging methods will enable the development of a robust translational research program. Nanomedicine represents an attractive field of intersection which will result in greater promotion of nanoscience as a whole if there is more an intensive correlation with research in Life Sciences. With a strong program in nanomedicine and biomaterials new options for a collaborative project could emerge.

Implementation measures

- > Promote new areas of research focus and establish multidisciplinary research teams
- > Establish doctoral programs in clinical research
- > Strengthen the MD PhD program by inviting established researchers
- > Merge pharmacy and pharmacology into one organizational unit at the Faculty of Medicine

Sustainability and Energy Research

Sustainability and energy research represents an enormous opportunity for the University of Basel to position itself as a leading institution in this field through the expansion of existing competences in the natural and social sciences as well as in the field of business and economics. The focal area offers opportunities for collaboration with researchers of all faculties and will promote dialog between the natural sciences and social sciences.

4 Learning and Teaching at an International Level

4.1 Bachelor's and Master's Programs with Learning Outcome Orientation

Key statements

- > Bachelor's and Master's programs are developed with the aim of providing high-quality, thematically interesting degrees that are focused on learning outcomes.
- > Degree programs are designed in accordance with the University's profile to a greater degree, while interdisciplinary curricula are promoted especially at Master's level.
- > More English-language teaching helps to raise the international profile of the University of Basel.

Explanatory comments

While specialist training and excellence in the discipline are considered top priorities in teaching, the only way for the institution to become more competitive is by offering interdisciplinary degree courses and stand-alone Master's degrees from the respective Bachelor's curricula. Consequently, the ideal range of programs should include a broad selection of Bachelor's courses in addition to subject-specific Master's programs that offer the chance to specialize. The Faculty of Humanities is looking to consolidate its courses in this way – in quantitative and qualitative terms – by 2017.

In the distribution of resources, good student-teacher ratios and teaching curricula that are consistent with the University's profile are top priorities. Research-supported teaching is the focus of a course; young academic staff as well as established professors take an active role. The development of information, advisory and support services for all phases of study at the University of Basel has gained new significance.

The strategic measures must be consistent with the advisory and mentoring programs in the first semesters, with competitive conditions for young academics as well as with any additional mobility programs.

Implementation steps

- > Establish degree program courses instead of subject areas in the Faculty of Humanities
- > Implement cross-faculty Master's courses
- > Consider student-teacher ratios in resource planning

Students with a place of residence abroad prior to the beginning of their studies

	2010		2011		2012	
Germany	1 730	65.5%	1 810	64.5%	1 838	62.9%
Italy	79	3.0%	96	3.4%	103	3.5%
France	83	3.1%	89	3.2%	97	3.3%
Austria	44	1.7%	48	1.7%	53	1.8%
USA	39	1.5%	46	1.6%	46	1.6%
Russian Federation	40	1.5%	44	1.6%	47	1.6%
Liechtenstein	42	1.6%	43	1.5%	43	1.5%
India	40	1.5%	41	1.5%	43	1.5%
China	31	1.2%	38	1.4%	41	1.4%
Poland	35	1.3%	38	1.4%	37	1.3%
Others	478	18.1%	512	18.3%	576	19.7%
Total	2 641	100.0%	2 805	100.0%	2 924	100.0%

4.2 An Attractive Doctorate

Key statements

- > The doctorate aims to further young academics and is geared towards research excellence.
- > It focuses on
 - internationally recognized doctoral programs that are disciplinarily or thematically defined and invite competitive applicants,
 - postgraduate programs that are structured according to the topic and generally have a defined duration, and
 - the Graduate Academy as an overarching structure to coordinate support at the start of an academic career.

Explanatory comments

The development of a doctoral program addresses the third and final stage of the Bologna Process. The revision of the doctoral system will be complete by the time the 2014 strategy is implemented, and doctoral subjects that are no longer in demand will be discontinued. A doctoral commission coordinates the different types of postgraduate training that lead to the awarding of a doctorate and allocates funding to the doctoral programs. It also seeks to continually optimize the curricula while ensuring that the courses adhere to national guidelines and meet quality requirements.

Most doctorates that are currently awarded are based on the traditional model of individual supervision of an academic research project. This model will be supplemented over the coming years by structured educational components; different supervision methods and extra-curricular requirements will also be taken into account as part of these changes, however, the structure of the University as a whole will not be compromised. The appropriate mentoring programs and mandatory interaction between supervisors and doctoral students must be ensured across the University.

The “International PhD Program” is a pioneering doctoral program supported by the Werner Siemens Foundation, and which has been based at the Biozentrum for several years now. In fall 2011, a joint doctoral program in linguistics was launched together with the University of Freiburg, and doctoral programs offered by the Faculty of Humanities in history, classics and literature are already running. Original translational and interdisciplinary research perspectives will also result in new doctorate models, such as cross-faculty doctoral programs. The University promotes the development of doctorate programs or postgraduate courses that are positioned between different thematic or institutional perspectives and that involve collaboration with researchers at the FHNW. One main reason is the opportunity to develop new research areas, and another is to overcome the problem of a subcritical mass in interconnected research.

The founding of a Graduate Academy is also envisaged, where young researchers are provided with support, mentoring and supervision in order to facilitate their integration into the University and academic community. In those disciplines in which the research culture is focused on individual academic activity, the Graduate Academy will help young academics become involved with the University and improve their sense of belonging to the institution, a goal of early career researchers worldwide.

Implementation steps

- > Develop additional doctoral programs and postgraduate courses
- > Develop interdisciplinary doctoral courses
- > Develop joint doctoral programs with the FHNW
- > Develop a postgraduate course in nanoscience
- > Design a “Graduate Academy” for the early phases of an academic career

4.3 Well-positioned Continuing Education

Key statements

- > Self-supporting continuing education is oriented towards the specific requirements of academic professional profiles, where the focus is on intellectual quality and innovative course content.
- > The content of the continuing education courses is linked with the University's core research areas.

Explanatory comments

When considering strategic further development, it is necessary to take into account the different ways that continuing education courses come into being: (a) demand from outside, for example if a course is developed to meet the needs of a specific industry branch or authority; (b) bottom up, if the course is the result of individual initiative on the part of lecturers; (c) top down, if it is planned by the Rector's Office or a faculty based on university strategy.

The University of Basel is looking to raise its profile by taking greater advantage of the benefits of high-quality continuing education courses. The success of this strategy can be seen in examples from Great Britain and Finland as well as in the most recent developments at German universities, where research, third-party funding or knowledge and technology transfer is being combined with continuing education. The interconnecting of continuing education courses with core research areas can serve to raise the visibility of the University's profile and its academic importance, as proven by the International Health program.

The development of new continuing education courses is guided by the following criteria: (a) overall concept and integration capacity: subject and vocation-specific continuing education courses are in demand; (b) academic quality vs. market orientation: the criterion of academic quality must also apply to the field of continuing education; (c) integration of a self-supporting continuing education course in the institutional profile.

Implementation steps

- > Develop new continuing education courses that correspond to employer requirements
- > Develop new continuing education courses in line with the research profile
- > Adapt the University's continuing education courses to meet common standards



European and Global Studies

The focal area of European and Global Studies currently concentrates on historical and social science aspects of Europe's cultural foundations. This is to be extended to include two areas outside Europe that are of particular relevance to the University of Basel: First, the study of the continent of Africa will be expanded to cover urban development, town planning and economic issues. Second, the study of contemporary East Asia will be promoted.

5 Promotion of Early Career Researchers and Academic Excellence

5.1 Individual and Institutional Excellence

Key statements

- > The University of Basel strives for the highest possible individual and institutional quality.
- > This “excellence policy” includes the target-oriented promotion of early career researchers, incentives for competitive research, as well as attractive employment conditions for academic staff.
- > Through an active internship system in administrative and technical areas, the University contributes to the advancement of non-academic talent.

Explanatory comments

The University’s institutional policies are geared towards attaining the highest quality of teaching, research and self-administration. Outstanding academic excellence may be the result of an individual’s achievements on the one hand, and the cumulative accomplishments of a research group on the other. Different strategies are implemented in order to achieve high-quality academic performance: by ensuring that sufficient resources and staff are provided for the University’s core research areas, and by supporting individual research competencies in other fields.

If the University’s performance is average or good in a particular area, measures are implemented to elevate the quality of the discipline to an internationally competitive level. If the standard of the research is below the international average, however, the University reduces the level of funding. In areas where research is subject to cuts, university lecturers are more widely employed in order to improve or safeguard the standard of teaching.

The University already has a system of incentives in place to reward excellent research (research funds, reductions in teaching, provision of extra equipment); additional measures in this area are necessary.

The promotion of early career researchers is a top priority for the University of Basel, which is why it has created a professionally appealing and financially competitive environment for research associates. The University has made great efforts to increase the number of non-professorial teaching staff (research associates, post-docs, assistant professors, professors without tenure track). The employment conditions of research associates are currently extremely varied, especially in terms of salary and level of employment. A university-wide concept is being created and implemented with view to achieving a single coherent policy.

With regards to training programs for new teachers and the internship system, the University is also looking to adopt a more systematic approach in its teaching activities. Some departments have set up teaching schemes on their own initiative. The University currently offers around 40 training placements. Given the size of the University and its social responsibilities, it should offer significantly more training places; this would also benefit the University by providing successful trainees with specific knowledge that can then be applied in different roles within the University.

Implementation steps

- > Create and implement a concept for research associate employment conditions
- > Expand the teaching positions and placements

5.2 Academic Career Development

Key statements

- > Academic careers are advanced in the framework of a flexible promotion system (assistant professor, associate professor, professor) based on evaluations of research achievements, teaching and self-administration.

Explanatory comments

The promotion scheme for professors is currently undergoing radical changes at the University. The grading of a professorship (assistant professor, associate professor, professor) is now no longer dependent on the inherited status, size of the department or hierarchical position, but rather according to the stage of a person's academic career. This will increasingly give young academics the opportunity to work their way up from an assistant professor position to a full professorship. When employing new academic staff, it is therefore important to take current achievements as well as the potential for future development into account. Moreover, particular attention should also be paid to ensure that equal chances are given to all.

The University of Basel has recently introduced a "dual career couple" model as referred to in Anglo-Saxon universities. Successful researchers often have partners who also work in academia. In such cases, the chances of appointing an academic to a position are significantly higher if his or her partner can also be offered a position. The University of Basel is not large enough that it can guarantee an academic job for the partner of a new employee. However, the University is intending to create a fund to finance temporary academic positions in relevant departments for the partners of employees. This would allow them to form their own academic networks and thereby make it easier to find a job in the region or in other areas of Switzerland.

In the experimental sciences, female researchers often leave academia once they have completed their post-doctoral stage. This problem is even more acute at the University of Basel due to the difficulties in combining highly experimental work with a part-time position. New concepts are being developed in order to support the academic careers of gifted female researchers.

Implementation steps

- > Increase the number of assistant professors
- > Implement a comprehensive promotion scheme
- > Analyze the reasons why women tend to leave academic careers and implement of countermeasures
- > Develop measures to promote women in academia



Narrativity

Narration is a core competence of many societies, eras and cultures. Hence, a broad and interdisciplinary analysis is necessary to understand its patterns of meaning and variety of modes. Currently the social sciences at the University of Basel are establishing a focal area around the concept of Narrativity.

6 Efficient Organization and Infrastructure

6.1 Decision-making Processes

Key statements

- > The University is to be run via flat hierarchies and slimmed-down management bodies with appropriate decision-making powers.
- > An efficient administration creates space for creativity and innovation, and allows academic units to focus on their areas of expertise. Increasingly, financial resources are being allocated on the basis of performance and need.

Explanatory comments

If the University of Basel is to hold its own internationally, it must enjoy autonomy in its decision-making processes. However, the University remains dependent on the sponsoring cantons for large-scale investment in buildings and equipment, in particular. The quality of the University's infrastructure has a significant impact on its ability to secure external research funding and to recruit outstanding members of staff at all levels.

In large faculties, the institute level is being eliminated with a view to creating stronger departments. Academic collaboration is to be promoted through interdisciplinary networks and projects. The benefits of the work that academic staff of the University put in on the many bodies that make up the University administration are often insufficient to justify the time commitment that is expected of them. Committees are therefore to be reduced in size and number, and institutional structures to be scrutinized.

Online services and standardization have an important role to play. Services are to be run from the level within the hierarchy at which they can operate most efficiently and achieve maximum benefit for service users. Legislative provisions and administrative directives from the University are to be kept lean to encourage autonomy.

At the moment, a significant proportion of University resources are structurally tied up in funding and equipping professorships. Under professors' terms of appointment this funding is committed for five years. The University has now introduced a new approach to the allocation of resources to ensure that resources are apportioned based on strategic considerations and staff-student ratios. In general, the University favors a shift towards resource pooling at faculty or departmental level.

Implementation measures

- > Increase use of faculty resource pools as a funding mechanism
- > Expand online services, use integrated processes involving workflow solutions

6.2 Quality Improvement

Key statements

- > Quality improvement at universities is associated with lean but comprehensive quality management.
- > This is based on the four pillars of evaluation of classes, degree programs, research quality and university units.

Explanatory comments

Evaluation of classes (pillar 1) supports quality improvement in teaching, while evaluation of degree programs (pillar 2) supports ongoing adaptation and improvement of the curriculum. The quality of research (pillar 3) is measured with reference to publications, acquisition of third-party funding and academic prizes, or other criteria. Evaluation of university

units (pillar 4) covers the running of the subdivision concerned as well as research and teaching, to ensure that it continues to perform at the highest possible level.

Important foundations for quality management have been laid with the creation of the Vice-Rectorate for Development, the establishment of a steering committee for quality improvement and the initiation of a project to put in place a comprehensive quality management system. These will continue to be built on over the coming years, taking into account the most up-to-date developments in relation to quality improvement, both nationally and internationally.

Advisory boards are to be set up for university units subject to international competition. Their primary task is to assess a unit's academic excellence; they are also to assist the unit to position itself in an international context and to offer advice during evaluations. Where a unit is judged unsatisfactory following an evaluation, effective measures must be available to improve the situation. These include training, provision of adequate incentives or, where necessary, withdrawal of funding.

Implementation measures

- > Introduce external evaluations of departments
- > Appoint advisory boards for units facing strong international competition
- > Implement a quality approach based on the four pillars

6.3 External Representation and Fundraising

Key statements

- > The University has a professional public image.
- > It supports the public dissemination of knowledge by being open to its surroundings, strengthening the University museums and hosting regular events.
- > It is expanding its resource base and has an active fundraising strategy.
- > It is increasing the proportion of funding it receives from private sources by expanding the network of funders and establishing strong relationships with sponsors.

Explanatory comments

The University's public image is predominantly that of a decentralized and heterogeneous institution. However, if it is to position itself successfully, it needs to present a uniform front to the outside world, affording it greater visibility. The establishment of a unified corporate identity and the creation of the Communication and Marketing unit represent a first step in this direction. In addition, the University's 550th anniversary celebrations showed that there is strong support for its presence among the public. To strengthen this presence, the University is being made more accessible to its environment and the two University museums (the Pharmacy Museum and the Anatomical Museum) are to be amalgamated with the Café Scientifique.

Currently, around 67 percent of university funding comes from the public sector (sponsoring cantons, Federal Government and inter-cantonal university agreement contributions); competitive third-party funding (SNFS, EU) accounts for 12 percent, income from services for 8 percent and other grants (from foundations and sponsors) for 13 percent. The public sector is therefore the main source of structural funding for the University, and this will continue to be the case in future. Ideally, however, public funding should also attract third-party resources, triggering a multiplier effect.

An active fundraising strategy is to be put in place to increase the amount of funding from foundations and sponsors. At present the University accepts offers of funding and formalizes these contractually with donors. Initial successes have already been achieved by these means, through personal contacts. However, a systematic fundraising campaign administered centrally could increase the amount of revenue raised and ensure that fundraising is tied in more closely with the University's strategy. To develop this form of fundraising, the University must have a convincing target that includes provision for funding of building projects. Projects of interest in this regard would include the plan to establish an architecture program and the renovation of the University library as a humanities center. Both projects would have a powerful impact within the field of the cultural studies at our University.

Implementation measures

- > Develop a fundraising strategy; fundraising to be placed on a professional footing
- > Raise funds for the architecture and humanities center projects
- > Amalgamate University museums on Totengässlein and integrate with the Café Scientifique

6.4 Campus Strategy

Key statements

- > The University is concentrating its activities in just a few locations.
- > Planning and provision of buildings and infrastructure support academic development.
- > Provision of technology, efficiency and flexibility, safety, energy consumption and disabled access are being taken into account alongside financial considerations.

Explanatory comments

Planning for the University of Basel's building requirements is based on the Midi 2020 scenario outlined in its 2007 strategy. To implement this room allocation, 50 percent of the total area required within the next 15 years will have to be supplied by buildings that do not currently exist, as much of the available building stock is not fit for purpose. The additional investment needed during this period and up to 2030 exceeds one billion francs and will be contributed by the two sponsoring cantons. The planned room allocation envisages the creation of clusters of buildings with shared infrastructure.

The Petersplatz Campus is the center for the human and social sciences. The Kollegienhaus will remain the main point of contact for students. The Rector's Office and University administration are also located on the Petersplatz Campus. The Schällemätteli Campus, which is situated close to the University hospitals, is developing into the center for natural sciences. It is home to the Biozentrum, biomedicine, nanoscience, physics, chemistry and the ETH Zürich's Department of Biosystems Science and Engineering (D-BSSE). Core facilities are strengthening the academic synergies between these units and creating the spatial conditions for intensive collaboration with industry and start-ups in the life sciences.

The Rosental Campus is being developed as a third pillar. It is to house environmental sciences, dentistry and, potentially, other disciplines in the natural sciences and to be linked to the Schällemätteli Campus.

In addition to these three clusters, there are external sites at the railway station, for the Faculties of Law and of Business and Economics, and in the St Jakob area, for the Institute of Exercise and Health Sciences. The Department of Mathematics and Computer Science is to be housed near the other exact sciences, chemistry and physics.

The University museums, exhibition rooms and Café Scientifique are to be set up on Totengässlein and linked to the city center via Schneidergasse.

This approach is designed to develop and strengthen the concept, embedded in the Strategy 2007, of a living city university integrated with its surroundings and supportive of the intellectual and economic life of the region. Within this framework, it will still be possible, based on objective criteria, for individual units to be sited outside the city.

Implementation measures

- > Move into the Alte Gewerbeschule building
- > Bring together the Rector's Office and University administration at Petersplatz
- > Complete and move into the new Biozentrum by 2017
- > DBM: complete all planning phases and implementation
- > D-BSSE: planning and implementation
- > Construction site 4: planning and development
- > New building for properties at Rosental 1061 and 1093
- > Renovate property at Rosental 1058 to house environmental sciences
- > Construct and move into new building for the Institute of Exercise and Health Sciences

6.5 Working Conditions

Key statements

- > Attractive conditions of employment and support for staff at all levels.
- > University-wide events ensure interchange between academic units, the Rector's Office and the central administration.
- > Short lines of communication, good connections and shared infrastructure facilitate academic interchange between students and teachers.
- > Attractive framework conditions, welcome services, online services and student accommodation.
- > Communication at the University can be in German or English.

Explanatory comments

If universities wish to compete internationally, they must offer competitive terms of employment. At the University of Basel this is already the case; by concentrating its subdivisions on campus locations, the University is also seeking to foster integration and interchange between students and teachers. University-wide events are to be encouraged as a means of strengthening people's sense of identification with the University.

The University of Basel sees itself as an organization that recognizes, values and promotes the diverse potential of its members, regardless of gender, cultural background, religion, age, disability or sexual orientation. Diversity, in the sense of active engagement with otherness, is promoted and contributes to a climate of openness and tolerance in university life. Within the broader context of equal opportunities, there is a particular need for action to support women pursuing academic careers. An innovative, effective and practical equalities strategy is required to narrow the gap between the proportions of men and women in academia.

Childcare provision, which is already good, is to be expanded and aligned more closely with individuals' needs. Young female academics, in particular, will have access to good, flexible childcare provision. The University will also continue to engage with external providers to ensure that sufficient accommodation is available to exchange students.

The University already offers a wide range of sporting opportunities, covering around 80 disciplines. However, expansion of the existing sports infrastructure is crucial if sport is to flourish at the University. There is an acute shortage of gyms and fitness rooms that must be addressed within the framework of the University's building development strategy.

Today, teachers and students choose to work and study at the University on account of its quality and international reputation. Most jobs and grants for doctoral students are advertised internationally. In several departments, communication and teaching take place in English. Non German-speaking staff and students should be also able to obtain information in English on the University campus. An increasing number of courses are being taught through the medium of English and bilingualism is being promoted at an institutional level.

Implementation measures

- > Introduce a student ID card with integrated billing functions
- > Introduce English as a second language of communication
- > Expand childcare provision
- > Recruit external providers to increase availability of student accommodation
- > Expand welcome services for incoming staff and students
- > Offer an extended range of human resource development tools for employees

6.6 Information Supply and Technology

Key statements

- > At the University of Basel, teaching and research are supported by suitable, secure, cost-effective and sustainable information and communications technology.
- > An effective organization develops groundbreaking, innovative solutions.

Explanatory comments

Today, the efficient collection, processing, archiving and compilation of ever-increasing amounts of data is critical to the success and competitiveness of universities. Without effective supply of information, research and teaching cannot remain competitive. Information supply and IT must therefore be reliable and subject to active development.

The main focus will be on increasing the security and efficiency of integrated supply of information and communications technology and of analog and digital media. High-quality, secure services are to be provided to the various stakeholders. To encourage innovation, there is to be active support for implementation of internal project ideas that have the potential to add value for wider groups of users within the University.

The Skills Network for New Media in Teaching and Learning (LearnTechNet) is implementing innovative projects within the digital learning environment. The University should continue to promote the establishment of a modern learning and work environment, including provision for the use of mobile devices.

Implementation measures

- > Provide modern infrastructure and suitable data management tools
- > Provide suitable accommodation and tools for modern, IT-supported learning environments
- > Introduce workflow-supported solutions and digital document storage facilities
- > Collaborate with other higher education institutions and service providers, especially in the areas of cloud computing, information supply and digital preservation

6.7 A Sustainable University of Basel

Key statements

- > The University of Basel supports sustainable social development by focusing on relevant topics in its teaching and research and through knowledge transfer.
- > It is committed to respectful management of ecological, economic and social resources.
- > It is pursuing an equalities policy designed to support the next generation and working to minimize the impact of its operations on the ecological and social environment.

Explanatory comments

Due to its educational function as a provider of teaching and research, the University is in a strong position to help shape the development of society. Consequently, it has an important responsibility to prepare students and staff for the demands of sustainable development. For this reason, the University is promoting the development of a culture of sustainability and embedding relevant topics in its curricula and administrative processes. Through its research, it is helping to create options for action to support sustainable social development. It is strengthening its existing sustainability profile and develop-

ing an additional University focus on sustainability and energy. The University supports respectful management of ecological, economic and social resources. To ensure that this commitment is reflected in its operations, it is introducing a comprehensive resource and environmental management system that adheres to the principles of established environmental management systems, while taking account of the University's specific needs.

Implementation measures

- > Include a broader range of sustainability-related topics in relevant curricula
- > Support knowledge transfer and public relations work
- > Introduce a comprehensive resource and environmental management system

The University in Figures

Students and doctoral students at the University of Basel

	2011		2012	
Basel-City	2023	16.8%	2109	17.1%
Basel-Country	2499	20.8%	2536	20.5%
Elsewhere in Switzerland	4710	39.1%	4772	38.7%
Abroad	2805	23.3%	2924	23.7%
Total	12037	100.0%	12341	100.0%

Students and doctoral students according to faculties and sex

	2011			2012		
	Female	Male	Total	Female	Male	Total
Faculty of Theology	46	62	108	58	66	124
Faculty of Law	716	496	1212	718	526	1244
Faculty of Medicine	1296	1017	2313	1285	1089	2374
Faculty of Humanities	2005	1170	3175	1998	1167	3165
Faculty of Science	1349	1555	2904	1394	1587	2981
Faculty of Business and Economics	454	875	1329	475	933	1408
Faculty of Psychology	627	177	804	668	177	845
Interdisciplinary courses, teaching degrees	115	77	192	120	80	200
Total	6608	5429	12037	6716	5625	12341
Total in %	54.9%	45.1%	100.0%	54.4%	45.6%	100.0%

Diploma

	Bachelor		Master		Licentiate Diploma		Doctorate		Total	
	2011	2012	2011	2012	2011	2012	2011	2012	2011	2012
Faculty of Theology	9	9	8	2	1	–	5	2	23	13
Faculty of Law	153	158	92	118	12	1	15	16	272	293
Faculty of Medicine	289	249	77	226	–	–	179	184	545	659
Faculty of Humanities	299	347	106	132	72	67	52	51	529	597
Faculty of Science	258	277	242	263	1	3	157	182	658	725
Faculty of Business and Economics	168	166	80	113	1	–	8	18	257	297
Faculty of Psychology	149	104	94	66	–	–	11	18	254	188
Interdisciplinary courses	–	–	38	45	–	–	–	–	38	45
Total	1325	1310	737	965	87	71	427	471	2576	2817

Master of Advanced Studies

	2011	2012
Female	88	80
Male	76	46
Total	164	126

Financial statement

Income statement (in CHF m)

	2011	2012
Public contributions	443.6	492.6
Third-party contributions incl. Swiss National Science Foundation	138.1	135.1
Fee income, income from services and asset earnings	51.6	59.2
Out-of-period return	8.2	13.0
Total income	641.4	699.9
Personnel expenses	323.4	376.1
Material expenses	252.1	253.5
Depreciation of property	21.0	25.7
Reversal (-) / allocation (+) of unused project funds	19.9	14.1
Off-period expenses	2.3	0.7
Reversal (-) / creation (+) of reserves	27.4	28.3
Total expenses	646.1	698.5
Annual net income	-4.7	1.4

Balance sheet (in CHF m)

	2011	2012
Current assets	257.0	209.3
Fixed assets	339.6	464.1
Total assets	596.6	673.4
Borrowed capital	159.3	192.3
Committed resources	249.3	263.3
Reserves	169.7	198.1
Free equity capital	18.3	19.7
Total liabilities	596.6	673.4

