



University of St.Gallen

Strategic Plan 2025

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Vision «Integrative Business University»

Relevant to Society	Thinking and Acting Integratively	Responsible and Entrepreneurial	Locally Rooted and Globally Connected
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Community Culture

We make palpable efforts to strengthen our corporate identity both internally and externally by investing in the development and consolidation of our HSG community culture, which creates a sense of identity and is a decisive factor in our success.

Performance Areas

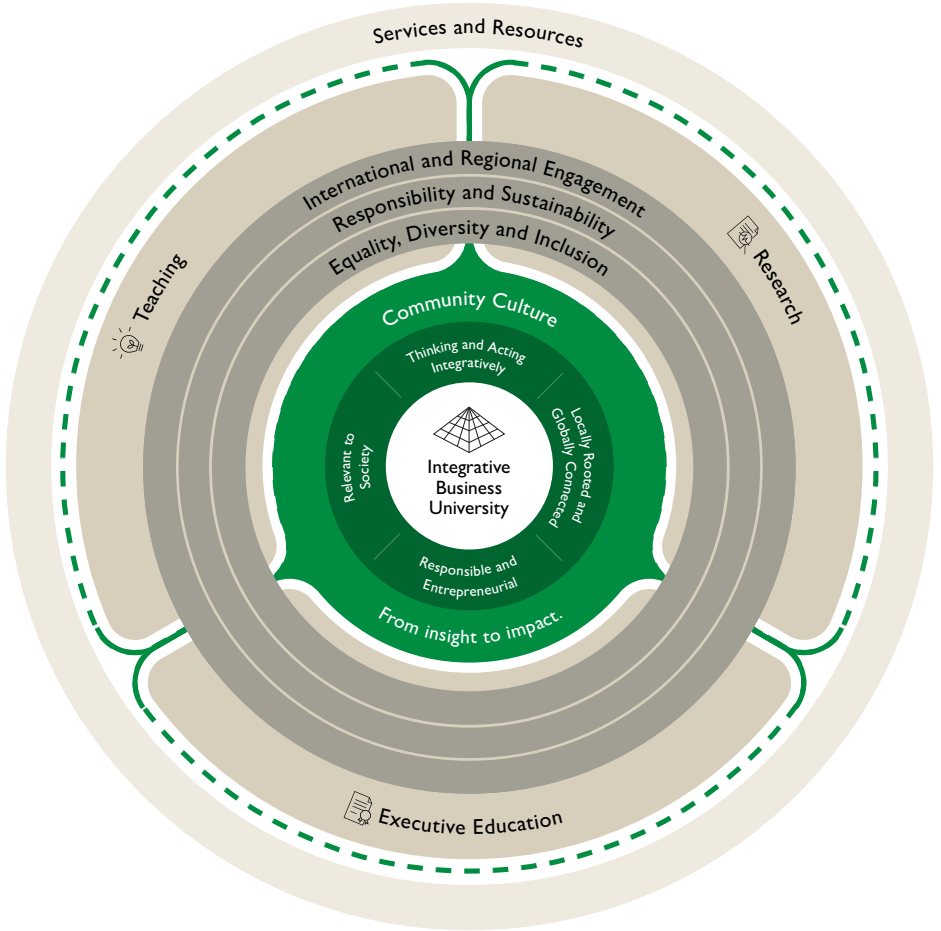
Teaching We are constantly developing our methods of teaching, ensuring that students gain all the skills they need to successfully help shape and participate in complex and dynamic environments.	Research We conduct impact-focused, cutting-edge research. By finding answers to urgent social problems, we are making a positive contribution to society.	Executive Education We help turn executive education students into responsible management personalities and are a preferred partner for lifelong learning.
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Overarching Areas

Equality, Diversity and Inclusion We see diversity as an opportunity, and as such, we practice an active inclusion policy backed by the entire University. Fairness and respect are core HSG values.
Responsibility and Sustainability We live up to our social responsibility by broadly anchoring sustainability within our strategy and operations.
International and Regional Engagement We position ourselves as a globally networked business University, which sets international standards in several areas, while simultaneously creating clear added value for the region.

Functional Areas

Services and Resources We develop our administrative and technical services in order to provide ongoing support to our core missions in teaching, research and executive education.



Foreword

Founded as a business academy (Handelsakademie) in 1898, our institution became the school of commerce (Handelshochschule), then the St.Gallen College (Hochschule St.Gallen), before finally becoming today's University of St.Gallen in 1995. Just as they did in the past, these names reflect status, growth, new framework conditions and changing societal demands. And, just as we have kept our old abbreviation "HSG", we have stayed true to our core principles. Since its foundation, our University has been committed to an integrative approach that we follow in teaching, research and executive education in equal measure. Accordingly, our Vision 2025 is rooted on a solid foundation:

«As a leading business university, we set standards worldwide in research and teaching by promoting inclusive thinking, responsible action and promoting an entrepreneurial spirit of innovation in business and society.»

Staying true to our principles is not equivalent to stagnation or complacency. The changes to our name show that change has been a constant part of our history. In line with our Vision 2025, in 2017 we developed our Roadmap, which provides us with a guiding framework for all University-wide, action-focused decisions. Since this time, our University hasn't simply remained a place of learning for economics, law and social sciences; with the establishment of the Joint Medical Master's and the founding of the School of Computer Science, we have broadened the range of disciplines on offer at HSG.

It is precisely when many changes have to be managed that an organisation reveals its strengths and weaknesses. Accordingly, it was time to transpose our Roadmap 2025 and our sub-strategies into a strategic plan, putting them in concrete terms in light of the past few years. We have set out our overarching strategic principles and goals in eight focal areas; we can see whether these have been met using our defined indicators of success. Our strategic plan is a flexible instrument that provides us with guidance at all levels of governance and forms

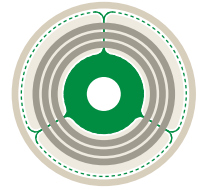
the basis upon which we can plan our immediate future. With the founding of the Vice President's Board for Institutes & Executive Education, the governance of our University is now well equipped for the new challenges it faces. We have likewise set the course for the future in research and teaching. Thanks to the reorientation of our academic career pathways, we have become an even more attractive and competitive institution for a new generation of excellent researchers. We are constantly improving the framework conditions in order to allow impact-focused, cutting edge research. Our goal here is not only to increase international recognition for our research, but also to ensure that it retains its roots in practice and has a positive social impact. The success of our research and work is ultimately measured by our contribution to society and whether we are addressing its most pressing issues.

Our social responsibility also informs our strategy for teaching and executive education, through which we are teaching future and current decision makers about the consequences of their actions and providing them with the tools to act in a sustainable and ethical manner. To this end, we are creating an inspiring environment in the SQUARE Learning Centre, where we as a community, across generations and hierarchies, can work on solutions for tomorrow. The spirit of experimentation and innovation in the SQUARE is intended to influence the University as a whole and characterise our future Platztor campus. The University of St.Gallen's greatest strength lies at the heart of our logo: individuals and society. This is precisely why we are setting a clear standard for our actions – "From insight to impact".



Prof. Bernhard Ehrenzeller, President

Community Culture



Our community culture shapes our identity; it is the foundation of our activities and success. It comprises teaching staff, students, employees and alumni. It is based on shared values and combines our standards for excellence with humanity. Discourse and personal encounters stand at the centre of HSG culture; they build bridges and characterise our place of thinking. Particularly with regard to the growth of the University, our culture must be nurtured, consistently grounded and developed further.

What we focus on

I. Identity-forming organisational culture

In keeping with our HSG Ethics Code and our corporate identity, the University of St.Gallen fosters an organisational culture that creates a sense of purpose and identity with common norms, values and goals. At the heart of this is continuous teaching and learning, mutual support and an aspiration to excellence. Through the involvement of the Student Union and encouraging student engagement, we enable our students to help shape their learning experience.

- Our aspirations to excellence are evident in our continuous further development and innovation, as well as our efforts to be exceptional, with the goal of maintaining our position as a leading business University.
- We face the competition and live up to our pioneering aspirations by embodying entrepreneurial spirit. Through their engagement in clubs and societies, students are also able to gain extracurricular skills and experiences, which will be necessary for the leaders of the future.
- The humanity expressed by mutual trust, appreciation, respect and team spirit defines our organisational culture. It manifests itself in the holistic, engaged and cooperative thoughts, work and actions of the

HSG community. We continually re-assess our activities on the basis of these values.

- From the very beginning of their time at HSG, we encourage a culture of giving back and community engagement among our students, which is also embodied by our alumni.

II. Sense of community and culture of encounters

We strengthen our sense of community and create opportunities to meet in person to exchange ideas and to foster mutual understanding within a respectful culture of discussion.

- We make better use of existing formats for exchange, in-person encounters and critical discussions by facilitating participation alongside professional, family and other private commitments. In addition, we establish new, creative formats for exchange.
- We cultivate our culture of discussion to allow for more interactivity and interdisciplinary discourse by testing and implementing new methods and forms of dialogue.
- We offer space for inspiring encounters. To this end, we have established the SQUARE – HSG's learning centre – as a place of face-to-face encounters, creativity, curiosity, inspiration and interaction. In this way, we are fostering entrepreneurial behaviour and community engagement.

- We are shaping internal and external communication in such a way that it strengthens professional and personal discourse, as well as a sense of belonging.

III. Organisational culture as a foundation

We continue to institutionalise and cultivate our organisational culture. In this way, we retain our identity, honour the pledge “From insight to impact” with the involvement of all stakeholder groups, working together on the basis of trust and achieving our strategic goals.

- By teaching awareness about questions of cultural development at all levels of the University, through the involvement of management and the voluntary social engagement of students, we shape our organisational culture and help create a sense of identity around the University.
- We identify any areas requiring improvement within our organisational culture proactively, with the help of a lived feedback culture and through objective stocktaking, along with the inclusion of external perspectives.



Criteria for success by 2025



We have undertaken a multi-perspective, thesis-based analysis for defining the need for action with regard to our organisational culture.



The HSG Ethics Code and our brand relaunch have been introduced and implemented successfully. This has contributed to strengthening our corporate identity and had an internal and external impact. (Even more so than before) our brand image lives up to our pledge "From insight to impact".

Teaching



We continue to develop our teaching methods, to ensure that our students acquire the skills they need to shape the future. In so doing, we take into account scientific insights, developments in the economy and society, the demands of the working world and the needs of our students. We foster the sustainable development of expertise, in line with the challenges of complex, dynamic environments, geared toward structured knowledge, cognitive skills and attitudes. In shaping our study programmes we facilitate individual development and collaborative learning.

What we focus on

1. Future-proof teaching

HSG develops trustworthy entrepreneurial personalities, who will master the challenges of the future and help shape society through innovative, integrative and sustainable thinking and action. In our teaching and learning programmes, we also take into account the cultivation of skills which will enable our students to continue learning throughout their lives and shape their individual educational biographies.

- We develop leadership skills through our integrative teaching approach, for example, by fostering the Contextual Studies courses in responsibility, technology and media within our programmes, in addition to focusing on teaching the skills needed for responsible action and management.
- We implement the guiding principle of a research-based education rooted in practical work by having outstanding guest lecturers with practical experience complement the teaching of regular research-strong HSG teaching in a balanced ratio. HSG alumni help us to find suitable guest lecturers.
- Our didactics and methods in teaching are learning goal oriented, and we create resources that promote learning and effectively support the sustainable development of expertise among students.

2. Digital transformation and innovation

Digital transformation is a chance for the further development and innovation of teaching, the foundation of which is built by in-person teaching on campus. We create innovative study programmes tailored to the needs of students and society using a blended learning approach. The encouragement of interaction through various media and modalities takes a central role here.

- We develop a strategy for strengthening teaching and learning innovations in addition to facilitating their dissemination among faculty.
- We implement our guiding principle of “digitally enhanced in-person learning”, by purposefully enriching our teaching methods with specific digital elements. The ability of faculty to choose impact-focused methods plays a key role here.
- We optimise and digitalise study-adjacent processes and services, gearing these toward new forms of teaching and learning.
- We are realising the vision of HSG’s learning centre SQUARE, as a bridge-builder between generations, disciplines, theory and practice, as well as a place of participation for students, faculty, alumni and citizens. SQUARE is also designed to act as a field of experimentation for new forms of communal learning and as

a catalyst for future teaching methods. An artistic director-style management unites the innovative teaching programme with the entrepreneurial and institutional development of the University.

3. Interconnecting teaching and learning opportunities, organisational learning

Our academic programmes have discrete profiles and are led by professionals. They are geared towards training current and future professionals and managers who are capable of dealing with the current and future challenges posed by a rapidly changing world. Programme development focuses on the systematic, comprehensive development of expertise and enables students to develop their own individual skills profiles.

- We develop and enhance our study programmes by curating different course formats, strengthening integrative elements and expanding the choice of electives to help build our students' profiles.
- We strengthen programme leadership and establish overarching programme management to develop our curricula further. We provide leadership-relevant information, thereby strengthening transparency in the management of our teaching, which in turn enables better coordination and governance.

- We support organisational learning by facilitating exchanges between faculty, programmes and Schools, as well as between undergraduate and graduate and executive education.
- We strive to achieve a holistic increase in the quality of our teaching, which can be measured in the ratio of staff to students, as well as in course evaluations.



Criteria for success by 2025

- ✓ We strive to ensure that our academic programmes reach top positions in the relevant rankings.
- ✓ Students attest to the excellent standard of teaching at HSG, which is evident in very positive course evaluations results.
- ✓ HSG graduates enjoy an excellent reputation thanks to their knowledge and skills. They are in high demand in post-graduate programmes and on the employment market – nationally and internationally.

Research



As an integrative, internationally networked business University, we conduct impact-focused, cutting-edge research, which deals with fundamental social, economic and entrepreneurial phenomena. By finding answers to fundamental problems, we are making a positive contribution to society. We are at the forefront of international research in selected fields.

What we focus on

I. Developing impact-focused, cutting-edge research

We support researchers over the long term on an academic, structural, cultural and personal level to ensure that their research activities are perceived as leading in their respective fields and the results of their work become internationally recognised. We foster cutting-edge research with a practical impact – be that in a regional, industry or subject-specific context.

- We encourage, develop and inspire young researchers in various ways, one of which is academic mentoring.
- We have an internationally compatible tenure-track-system with transparent career paths and promotion criteria. In addition, we are investigating the idea of establishing a graduate school for doctoral students who wish to pursue a career in academia. In cooperation with the Grants Office, we are working on increasing our rate of success in funding research nationally and internationally and are offering our own HSG funding programmes.
- We foster a culture of intellectual curiosity with interdisciplinary series of lectures by supporting informed dialogue among researchers and renewing the research platform “Alexandria”.

- We maintain a high standard for our recruitment process and welcome services for our academic personnel. We offer an exciting campus life, in addition to a healthy working environment for our researchers and encourage their social integration.

II. Research that aspires to excellence

We conduct research in line with the latest methods and theoretical standards. We are active in international research communities, where we set standards, by which we increase the reach of our research.

- We promote international exchange through the participation of our researchers in scientific congresses, symposia, workshops and conferences or through the provision of funding for the organisation of such events.
- We incentivise the publication of our researchers’ work and publishing more frequently in leading academic journals, conference proceedings and monographs. In addition, we are active as peer reviewers and editors of leading journals.
- We participate in leading academies and academic societies.
- We cultivate interdisciplinary dialogue with the goal of deepening and broadening the understanding of socially relevant questions.

III. Research with a social impact

We conduct impact-focused, cutting-edge research, which deals with fundamental social, economic and ecological phenomena. We dedicate ourselves to promising research topics with a high potential to uncover new insights and answers. In doing so we take into consideration the multifaceted nature of the phenomena that characterise the majority of our research fields.

- We draft collaborative, interdisciplinary research projects and are successful in our applications for third-party funding. We either lead the projects ourselves or collaborate in them.
- In communicating the results of our research, we aim for clarity and relevance.



Criteria for success by 2025



Consistent and high-quality introduction of the tenure-track-system.



Cutting-edge research is attractive for our faculty members and Institutes, and is encouraged using financial and time incentives.



Maintaining the impact of HSG research by the further improvement of its quality and international connectivity and acclaim.

Executive Education



We help turn our executive education participants into responsible leadership personalities, who can master the challenges of a dynamic world, manage themselves, their teams and organisations successfully and create value for society. Thanks to our role as pioneers in relevant economic topics, a constantly developing executive education portfolio and a focus on general management, we are a preferred partner for lifelong learning.

What we focus on

I. Cooperation and governance in executive education

We live up to our decades-long reputation by continuously developing our expertise in the education of professionals working in managerial and executive roles. We are optimising our governance structures in order to implement our executive education strategy. In the future we plan to invest (even more) in the collaboration of all executive education providers at HSG. In this way, we are creating a common understanding of high quality and consistent customer focus, while also strengthening our social network.

- In the spirit of lifelong learning, we offer a diversified executive education programme for all career levels and phases.
- We follow an integrated governance model with an Executive Education Committee.
- We are creating collaboration platforms in executive education in order to learn from one another and create trust.
- We are examining the use of synergies through “minimal” consolidation, common standards and centrally coordinated units.
- We are striving towards an innovative, coherent and customer-focused portfolio in the area of open enrolment.
- We are optimising our pricing models; in so doing, we take into account the

regional and international sub-markets, relevant target management groups and profitability.

II. Further development of the programme portfolio

We offer a broad range of research- and evidence-based executive education programmes for various career levels, management functions and industries. In order to address strong market pressure, we are constantly reviewing our executive education programmes and are committed to continuous further development and innovation. In particular, we are expanding our position on the market through additional programmes for members of executive boards and boards of directors.

- We offer a series of programmes for top managers of large multinational businesses in Europe. As part of this series, we are working together with current and former members of executive boards.
- We are boosting our MBA and EMBA formats and developing these further in cooperation with leading partner institutions.
- We are expanding our range of modular executive education programmes specialised in relevant fields and industries, up to and including potential Executive Master’s and/or MAS degrees.

- We are strengthening our expertise in implementing company-specific programmes.

III. Faculty development for executive education

For our customers, evidence-based knowledge, new insights and expertise in implementing managerial tasks take precedence. We are strengthening our executive education faculty to ensure that participants in these courses are able to develop technical and management skills.

- We encourage the recognition of faculty engagement in executive education programmes, in line with the planned inclusion of executive education in HSG's core mission under the revised University of St.Gallen Act.
- We are developing a coaching/onboarding programme for academic faculty.
- We implement the guiding principle of a research-based education rooted in practical work by having outstanding guest lecturers with practical experience complement the teaching of our research-strong faculty in a balanced ratio. HSG alumni help us to find suitable guest lecturers.
- We are striving to build a faculty of regular teaching staff with relevant practical experience, comprised of former top managers.



Criteria for success by 2025



Positive ranking results in the FT Executive Education Rankings and high customer satisfaction in addition to retention among executive education participants.



Successful introduction of a comprehensive system of governance for executive education.



Development of additional programmes for members of executive and director's boards as well as implementing innovations.

Equality, Diversity and Inclusion



In the pursuit of excellence, fairness and conscientiousness, we view equality, diversity and inclusion as holistic and interdisciplinary cornerstones. We embody a culture of value and respect and see diversity as an advantage.

What we focus on

I. Embedding equality, diversity and inclusion in our structures and culture

HSG embodies a community culture, which creates a sense of identity, based on equality, diversity and inclusion. We are constantly reviewing and improving our structures.

- We are working towards a quota of 30 per cent female representation among University leadership and in the senior management of HSG Services as well as among all professors and regular teaching staff. We will achieve this by constantly developing our recruiting and promotion processes and through better retention of existing staff.
- We are also increasing the proportion of female students and doctoral students. Our efforts here are based on the average percentage of women in Economic Sciences at other Swiss universities. To this end, we are cultivating a welcoming culture for female students and are targeting women directly in our student marketing.
- We foster an inclusive culture for students and employees with special needs and provide appropriate support on an individual basis. In addition, we are taking steps to ensure that our

campus is as accessible as possible.

- We are raising awareness for the needs of the LGBTIQ community and developing inclusion measures.
- We encourage the use of inclusive language.
- We strive to achieve harmony and balance between family and care responsibilities in all our employment and study relationships. We use the standards of family orientation contained in the “Family in Higher Education Charter” as a model here.
- We consciously promote diversity, take action against discrimination and are developing measures to ensure that HSG is a higher education institution that is intolerant of racism and well-versed in all aspects of diversity.
- The quality of our performance in the areas mentioned above is safeguarded through ongoing re-evaluation.

II. Equal opportunities and respect for all members of University

Fairness and respect are central values of HSG. All members of the University are able to benefit from the same opportunities. Only people who feel that they are valued and treated fairly can discover their full potential.

- We ensure and protect the personal safety, integrity and value of all members of our University.
- We foster equal opportunities in a way that facilitates all aspects of diversity (age, gender, ethnicity, religion, disability, sexual orientation, education, and national origin).
- We offer coordinated consultation on all topics named here.

III. Equality, diversity and inclusion in teaching, research and executive education

The quality of teaching and research is measured by the extent to which it encourages equality, diversity and inclusion. An inclusive approach to diversity in all areas of the University increases our ability to innovate and stay competitive. Diversity as a holistic and deep-rooted interdisciplinary cornerstone also informs the perception of our social responsibility and the awareness of socio-political challenges.

- We embed and promote diversity appropriately in teaching, research and executive education.
- We acknowledge the uniqueness and potential of every single person, irrespective of any physical or mental obstacles they may face (DiversAbility), in teaching, research and executive education, and we sensitise our faculty to the requirements of our students with special needs.
- We engage in dialogue with stakeholders in and outside of the University regarding equality, diversity and inclusion.



Criteria for success by 2025

- ✓ Defining a strategy to increase female representation among faculty (goal: 30 per cent female professors across all levels), on the President's Board and in the senior management of HSG Services.
- ✓ Developing academic specialisations in the areas of equality, diversity and inclusion in the core disciplines, in academic programmes and in research.
- ✓ Advances in being cognisant of the reality of life for members of the University with special needs.

Responsibility and Sustainability



As a leading, integrative business University, we live up to our social responsibility by broadly anchoring the idea of sustainability across the organisation within HSG's strategy and operations. Based on the UN Sustainable Development Goals (SDGs) this encompasses the integration of environmental problems such as climate change and the loss of biodiversity, in addition to the sustainable handling of resources on campus and in its environs. HSG must not only lead by example, but also ensure its graduates are adequately prepared to become entrepreneurial leaders, who will take on responsibility in a world which, among other things, must deal with significant environmental problems.

What we focus on

I. Curricular and co-curricular integration of sustainability

By signing the SDG Accord in 2019, HSG has committed to further integrating sustainability into its curriculum. We are expanding our academic offerings to include sustainability across all levels and in all disciplines, while simultaneously promoting corresponding co-curricular activities.

- In order to integrate sustainability into existing programmes and courses, we are taking steps to ensure our faculty is familiar with the topic by integrating a sustainability module into the CAS programme in higher education didactics, in addition to offering independent sustainability training for faculty members and programme heads.
- We promote the topic of sustainability in the respective curricula through the use of awards/prizes to incentivise relevant innovations and developments.
- In cooperation with HSG alumni we are developing a mentoring programme that connects students with sustainability specialists who have practical experience in the field.
- Our Career & Corporate Services highlight career paths in the area of sustainability.

- We are implementing a campus credit system for co-curricular activities centred on sustainability.

II. Excellence in sustainability research

We are making sustainability into a leading, interdisciplinary research focus. Various institutes and chairs are cooperating in researching sustainable development and providing answers from a variety of perspectives.

- We recruit and train personnel with sustainability expertise in all academic disciplines.
- We are developing and cultivating a network for employees, who teach and research sustainability topics (as precursors to an interdisciplinary research centre for sustainability).
- We are organising research-relevant events and establishing networks in the area of sustainability.
- We are investing in data resources to facilitate excellent research in the area of sustainability.

III. Sustainable campus

We are striving for a carbon neutral campus by 2030, incorporating all its physical and administrative activities and processes, and making sustainability widely visible.

- We are implementing an automatic CO₂ system.
- We are establishing CO₂ neutrality criteria in the areas of mobility, IT, food, buildings and infrastructure, and raising all our employees' awareness in terms of how to implement them.
- We are supporting the global SDG strategy with our financial investment strategy.
- We are building a sustainable infrastructure on campus and involving students in existing initiatives for sustainable campus development.
- We form contacts and cooperate with relevant stakeholder groups to develop a high-performance, long-term sustainability network.
- We are incorporating the sustainability strategy into our HSG service mandate.



Criteria for success by 2025

- ✓ Workshops/training for embedding sustainability into existing courses and programmes, as well as for the development of new courses, have been carried out. Career paths, campus credits and a mentoring programme relating to sustainability have been established.
- ✓ New faculty members from various disciplines in the area of sustainability have been appointed and incorporated into a University-wide network (as a precursor to an interdisciplinary research centre for sustainability).
- ✓ An automated CO₂ foot printing system has been implemented and measures to reduce the CO₂ footprint have been defined.

International and Regional Engagement



We position ourselves as a globally networked business University, which sets international standards in several areas, while simultaneously creating clear added value for the region. In addition, we are improving our international acclaim, alongside our community engagement at an international and regional level. The goal is to make international contacts of the University available to our students and researchers, as well as to the region.

What we focus on

I. An international focus in teaching, executive education and research

We develop students with a high degree of intercultural competence. We allow all students and staff to gain experiences abroad and profile HSG as an extremely appealing University on the international stage.

- We increase our international brand presence in order to gain “high-potential talent” from around the globe, thereby strengthening the international character of our campus.
- We improve the exchange programmes for guest students and place a greater focus on their learning experience. We are making suitable accommodation available in the city of St.Gallen.
- We support the international mobility of our students, faculty members and employees at all levels.
- We use our HSG institutes abroad as satellites to give our students and researchers the opportunity to familiarise themselves with other cultures and international markets.
- We engage in selected international partnerships, accreditations and rankings to further our reputation.
- We coordinate our academic activities in key regions, in which we form work

groups, which pursue new opportunities for cooperation.

II. Activation of international HSG networks for the region

We strengthen the region by increasing its international standing, making our knowledge regionally available, as well as engaging with the community on a social and cultural level, including our own educational and cultural offerings.

- We are increasing our involvement in international networks and strategically important regions and are also using our international alumni clubs to this end.
- We are fostering the regional system of knowledge by tackling regional topics, making our knowledge accessible and communicating the results of our research, incorporating regional players into our international cooperative efforts and safeguarding the exchange of knowledge and technology within the region.
- Thanks to reports and expert interviews in leading international media outlets and publications, we are increasing the international visibility of HSG and the St.Gallen region.

III. Regional impact of HSG

We are safeguarding St.Gallen as an educational location in the long term and contributing to the creation of economic and social value in the region. As an important regional player, we contribute to key issues, while focusing on maintaining and consolidating collaborative relationships.

- We are investing in the attractiveness of St.Gallen as a centre of business by contributing to regionally significant local initiatives and acting as a reliable point of contact to this end.
- We are increasing the residential presence in St.Gallen with students, researchers and employees.
- We are cooperating with regional businesses and helping them to access international markets, a task which is supported by the efforts of our alumni.
- We are increasing our impact on the cantonal employment market by developing teaching and executive education programmes in line with regional requirements.
- We support HSG spin-offs that are based in the region.
- We are strengthening our regional networks through the development of dialogue between academia, politics, business and society on important topics and through the initiation and supervision of social and societal innovations.

- We make HSG's various contributions to the positioning of the city and Canton of St.Gallen visible and convey an attractive image of the region.

ST.GALLEN SYMPOSIUM



Criteria for success by 2025

- ✓ The offer of accommodation for students in the vicinity of the campus has been adequately expanded, is attractively priced and is evaluated highly by the majority of students.
- ✓ Modern, informative formats for transferring knowledge and technology, in addition to various points of contact, have been established and are well known in the region.
- ✓ Our students benefit from tailor-made programmes, which are successfully offered by our HSG hubs in Singapore and Latin America.
- ✓ Start-ups based in the region in which HSG graduates are involved have increased the creation of added value in the region.

Services and Resources



The University of St.Gallen is continuously developing its technical and administrative services (HSG Services) in order to better fulfil its core mission. In so doing, we are conscious of the specific framework conditions as a public organisation and are cognisant of the concerns of our stakeholder groups.

What we focus on

I. Strengthening the processes, organisation and governance of HSG Services

We are reviewing the processes/ procedures, organisation and governance of our administrative units with regard to fitness for purpose and future viability, and are implementing developments where needed. In so doing, we are guided by the organisational understanding of a competence centre that enables and supports the implementation of the University's mission.

- We are ensuring the participation of the relevant stakeholder groups in the process of revising the University of St.Gallen Act and statutes, in order to create a targeted, forward-thinking and viable legal basis, which affords HSG the necessary leeway for further development.
- We are modernising HSG's services in consideration of the opportunities and challenges presented by digital transformation, ensuring that they can serve beyond HSG as a model of modern University administration in accordance with the principles of smart government.
- We ensure all of our administrative processes are user orientated across all organisational units and, in so doing,

we increase efficiency, effectiveness and agility.

II. Digital transformation and changing challenges

We are driving the digital transformation across our entire organisation. This takes place within the scope of a comprehensive change process, which goes beyond the (technical) digitalisation of processes and solutions and is in large part linked to a cultural change in the work process.

- Our working conditions, resources and compensation models are geared toward the requirements of a traditional campus University, our "Cooperation Guidelines" and the changing requirements relating to digital transformation and the sustainability strategy, which must be met to ensure that our services can be provided on a flexible basis.
- We are strengthening the development and use of data-based decision and management instruments for supporting our core and management processes.
- We are consolidating our IT environment on dominant systems in accordance with the platform principle and are operating these on the basis of the competence centre approach. We exploit the newest practices and solutions and adapt

- these to suit our various needs.
- We are consolidating and harmonising our system landscape in compliance with regulatory requirements and in so doing are strengthening the focus of information security and data protection.

III. Cumulative, public and self-sustained financing

Over the longer and medium term, we are striving to achieve balanced and responsible financing, which allows us to fulfil our remit with regard to owner strategy, University Act and vision, strategic plan, roadmap and service mandate.

- As part of the development of the cantonal ownership strategy, we are balancing our own aspirations with the political goals. From these, we have derived the service contract with the cantonal sponsorship for the period 2023–2026.
- We are finalising and implementing our third-party funding strategy and our research funding strategy. These strategies specify the type, scope and application of all third-party funding at HSG.
- Through the implementation of the executive education strategy, we are generating funding for the implementation of the profiling and excellence strategy at the University.
- We are implementing a new replacement investment plan,

- which combines financial processes with strategic priorities.
- We provide our services on a subsidiary basis, so that the chairs and institutes can secure financial opportunities by acting (partly) autonomously, in harmony with the purpose of the University and any legal or regulatory requirements.



Criteria for success by 2025



A lean service structure is in place, which is recognised as competent, innovative and service-orientated.



Processes and systems are organised in accordance with the smart government principles, in addition to the principle of subsidiarity and guarantee a smooth, clearly regulated operation in line with legal requirements.



Basic public funding, as well as competitively raised public and private funds, safeguard our desired international research and educational excellence.



From insight
to impact.