

# Strategic Plan

2015

*UNIGE 2.025*

*The University  
of Geneva in 2025*



UNIVERSITÉ  
DE GENÈVE

# INTRODUCTION

The period we are now entering is both uncertain and fascinating. Many changes will occur over the next decade, and the University of Geneva must forge ahead while preserving all that makes our institution great. We must seize the initiative in these changing times, and broaden our focus to include the city that surrounds us and the wider world of which we are a part.

The pace of change increases every day. Ten years ago, the University did yet not possess a performance agreement with the Canton. Switzerland was fully integrated into European research programs, and the Shanghai Ranking had only just revealed a global competition between universities. PLOS ONE (today the top scientific journal in the world by volume) did not exist, but the Encyclopaedia Britannica was still being printed. Sub-primes had not yet sunk the world economy, Facebook was not available to the public, and the iPad had not yet been invented.

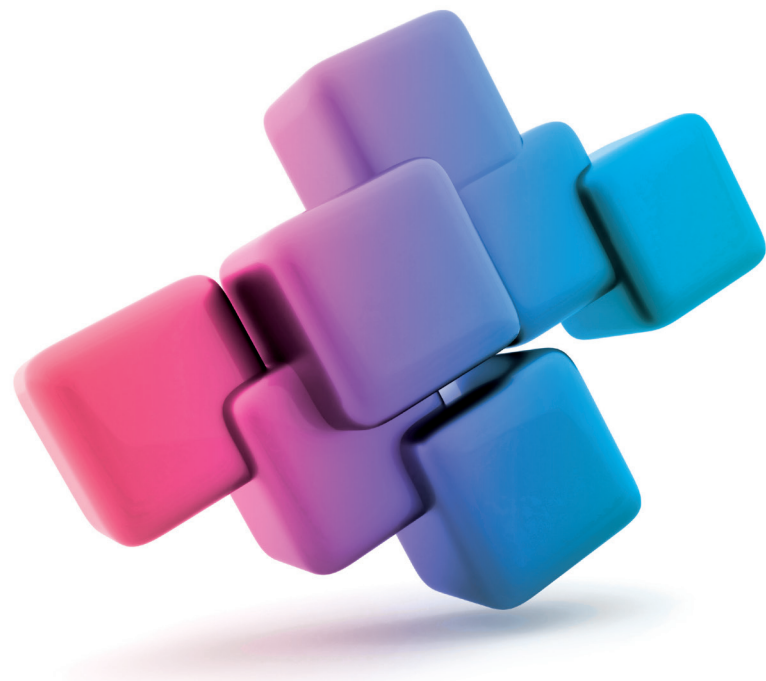
Given such rapid change, making long-term projections about our institution is as difficult as it is necessary. This is because we need to know where we are headed—we cannot afford to simply drift with the currents wherever they flow. Because science, knowledge, and expertise are built over the long term. And because today we are training not just the next generation of researchers, but also many of society's future decision-makers in the economic, cultural, and political domains.

That is why this Strategic Plan exists. Drawn up by the Vassalli Rectorate and the Deans of all the Faculties, it has been honed by multiple working groups as well as the University Assembly and the Strategic Advisory Board. It now serves as a road map for the Flückiger Rectorate. At this moment of transition, it both ushers in changes and guarantees continuity.



**Yves Flückiger**  
Rector

# UNIGE 2025



## MISSIONS

The missions of the University of Geneva are set out in Article 2 of the University Act:

1. The University is a public service dedicated to basic and advanced higher education, fundamental and applied scientific research, and continuing education. It functions according to the principles of objectivity, open discussion, and refutability which are central to a rational, intellectual process.
2. The University contributes to the cultural, social, and economic development of our society, in particular through the valorization of research and expertise. It provides information to the public and contributes to the reflection on the evolution of knowledge and its impact on society and the environment.

## VALUES

The University reflects the values of Geneva: an international perspective, respect for human rights, sensitivity to diverse cultures, ethics, humanism, and the scientific research tradition. The University promotes these values, notably through the following commitments:

- Preservation of the academic freedom of its members, as an indispensable condition for the full and complete pursuit of its missions, and defense of academic freedom around the world.
- Guaranteeing an environment which encourages learning and critical reflection.
- Promotion of equal opportunities for all. The University ensures that its research, work, and learning environment is inclusive. The University's policies for recruitment and human resource management, access to programs, and hiring and promotion all adhere to this fundamental principle.
- Social and environmental responsibility.

*These values are the foundation of the University's Code of Ethics and Conduct*

## GLOBAL VISION

The University of Geneva has a well-defined profile:

- The University is a broad-based institution, aiming for excellence in all the fields of knowledge in which it chooses to intervene. This breadth makes it possible for the University to foster the emergence of inter- and multidisciplinary fields in both research and teaching.
- The University affirms its ties to International Geneva, and is recognized for its ability to integrate worldwide challenges into its teaching and research.
- The University of Geneva is a reference university in Switzerland and in the French-speaking world. It underscores its international status by openness to many world languages and cultures in its teaching and research.
- The University of Geneva is a major player in the digital revolution, and pioneers the use, when justified, of new technologies in teaching, research and the dissemination thereof, preservation of and access to knowledge, and administration.

# THEMES AND OBJECTIVES

## THEME 1

### Profile of the University of Geneva

The global academic landscape is becoming more diverse and international. Universities are extending their influence, their ties, and their partnerships far beyond their traditional geographic regions. This broadening of scope, accompanied by the creation of new institutions, offers a far greater range of choices for higher education and research. Furthermore, our University must be as competitive as possible to attract future students and employees and to create partnerships with regional and international institutions.

The University of Geneva, based on these observations and its own long-term vision, intends to consolidate its profile through the following objectives:

**OBJECTIVE 1** Ensure the long-term development of the University's constituent disciplines, and foster the emergence of interdisciplinary and multidisciplinary fields

**OBJECTIVE 2** Within the disciplines at the University, develop our fields of excellence and abandon certain fields

**OBJECTIVE 3** Profile the University in connection with International Geneva and the values of Geneva

**OBJECTIVE 4** Promote the identity of the University

## THEME 2

### Attractiveness of the University of Geneva for students

The University of Geneva's primary mission is the transmission of knowledge. The quality of the University's teaching is internationally recognized, and the University must continue to innovate. Student expectations are constantly evolving, as is their local and broader economic and social environment. Students are increasingly diverse in age, nationality, and social milieu, and also in the ways they live and study. Educational research and new technological tools provide new perspectives for further improving the quality of the learning experience.

In this context, the University of Geneva wants to remain one of the most attractive educational centers for students from all over the world, and has set the following objectives:

**OBJECTIVE 5** Support quality teaching and develop innovative educational practices

**OBJECTIVE 6** Improve the student experience

**OBJECTIVE 7** Meet the needs of all kinds of students and make available more options for life-long learning



## THEME 3

### Attractiveness of the University of Geneva for researchers and all University employees

The community of researchers at the University of Geneva publishes more than 10 scientific articles each day in addition to producing numerous books, theses, and conference presentations. The University thereby participates in the collective creation of new knowledge. While creativity does not happen on demand, it is possible to create an environment that fosters it. That environment has material and monetary aspects, but it also depends to a great extent on the administrative and technical staff members who support research activities.

The University of Geneva therefore wishes to become even more attractive to researchers and other University employees through the following objectives:

**OBJECTIVE 8** Guarantee working conditions and infrastructure that will draw people from all over the world

**OBJECTIVE 9** Develop hiring and promotion policies that meet international standards

**OBJECTIVE 10** Foster the development of new fields of research

## THEME 4

### Links with the broader community

The importance of a University for its economic, social, and cultural environment is abundantly clear. Nevertheless, this fact must be unceasingly repeated so that it will be explicitly taken into account in development strategies for the Lake Geneva region. The University of Geneva serves as an ambassador for the Canton of Geneva in its international relations and in its ties with international organizations. It also stimulates progress by encouraging individual creativity and economic, social, and technological innovation. The direct and indirect effects of the University are numerous and impactful. They work to the advantage of the businesses and institutions in our region. In this way, the University contributes to improvements in the lives of the citizens who finance it.

The University of Geneva wishes to increase links with the broader community through the following objectives:

**OBJECTIVE 11** Widely disseminate new knowledge and shape political and intellectual debate

**OBJECTIVE 12** Facilitate the transfer of knowledge and technology towards the economy and the society

# SIGNATORIES

## RECTORATE 2011-2015



**Jean-Dominique Vassalli**  
Rector



**Margareta Baddeley**  
Vice-Rector



**Yves Flückiger**  
Vice-Rector



**Denis Hochstrasser**  
Vice-Rector



**Jean-Luc Veuthey**  
Vice-Rector



**Stéphane Berthet**  
Secretary General

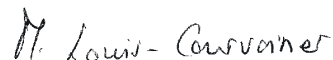
## RECTORATE 2015-2019



**Yves Flückiger**  
Rector



**Denis Hochstrasser**  
Vice-Rector



**Micheline  
Louis-Courvoisier**  
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**Michel Oris**  
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**Jean-Marc Triscone**  
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**Jacques de Werra**  
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Secretary General


## DEANS



**Henri Bounameaux**  
Faculty of Medicine



**Christine Chappuis**  
Faculty of Law



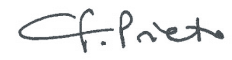
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