

Strategic objectives of the Swiss higher education institutions for 2025–2028

Switzerland's **prosperity** and its ability to meet new challenges are closely linked to the quality of its higher education institutions. To identify current challenges at an early stage - especially those related to demographic development, the effects of globalisation, health, environmental and economic crises - and to meet them with constructive solutions, higher education institutions must be able to maintain the **outstanding quality of teaching** and the **excellence of research and innovation**. In this way, they can continue to make an indispensable contribution to the social and economic success of Switzerland.

The paper 'Coordination of the entire Swiss higher education sector 2025-2028' of swissuniversities (Strategic planning, **French / German**), published in 2022, is the joint contribution of the Swiss higher education institutions to the ERI Dispatch. It sets out the **strategic objectives** and the **financial needs** for the coming period.

Thinking ahead in a changing world	The higher education institutions position their portfolio effectively within the numerous international, national and regional processes of change. Their aim is to maintain the high quality and efficiency of their services and to recognise and absorb developments at an early stage.
Ensuring excellence in the international context	The higher education institutions remain committed to high-quality international cooperation that continuously promotes excellent education, research and innovation in Switzerland. In pursuing this goal, the universities create an ideal environment for the innovation-driven economic development in Switzerland.
Promoting young talent and enabling careers	The higher education institutions are committed to promoting the next generation of researchers , to remedy the shortage of skilled workers and reduce the number of students who drop out of higher education.
Strengthening equal opportunities, diversity and inclusion	By promoting equal opportunities , diversity and inclusion, higher education institutions assume a social responsibility and ensure that teaching and research benefit the needs of the entire population.
Safeguarding knowledge and serving society	Swiss higher education institutions and other stakeholders in the field of education, research and innovation, including swissuniversities, defend institutional autonomy and academic freedom as an important pillar of democracy . This fundamental right, as well as good legal frameworks and financial provisions, enable universities to deliver reliable and objective knowledge.
Shaping and mastering the digital transformation	Higher education institutions make a critical contribution to researching and helping to shape digitalisation .
Knowledge should circulate: Open Science	Higher education institutions are actively shaping the paradigm shift towards Open Science to ensure that knowledge can circulate freely and is accessible to all.
Commitment to a sustainable society	Higher education institutions are committed to sustainability in research, teaching and on their campuses. They maintain a dialogue with actors from society, politics and the economy in order to meet the challenges of climate change.

Further information

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Financial needs of the Swiss higher education institutions for 2025–2028

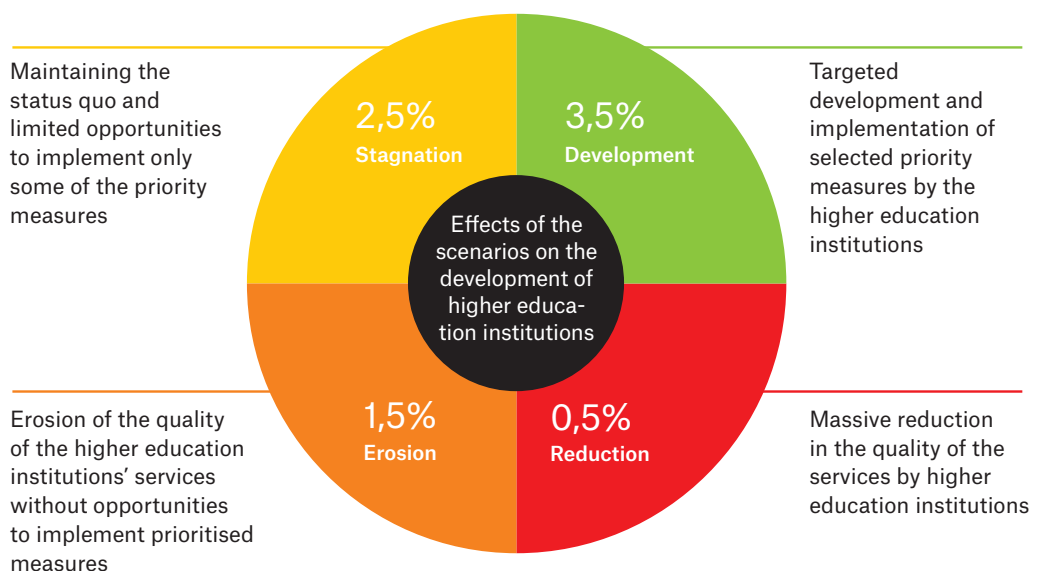
The strategic objectives of the universities include ensuring international excellence, maintaining the high quality of teaching, research and innovation, equal opportunities and the transfer of knowledge to a wide audience, as well as strengthening the social and economic fabric of Switzerland. The higher education institutions thus strengthen Switzerland as a **business location** and in its international **competitiveness**.

The financial contributions of the Confederation and that of the Cantons to the universities ensure the outstanding quality of teaching and the excellence of research and innovation. The organisational processes and management of Swiss universities are constantly optimised to keep administrative costs low.

Universities need **3.5% real annual growth** to meet the expectations regarding the strategic development of their activities. This is an essential condition to avoid stagnation or even a decline in quality. However, the **nominal** rates set out in the ERI message amount to only 1% for universities and to 1.1% for universities of applied sciences. The significant inflation expected in the coming years must be taken into account. Furthermore, federal contributions are calculated on the basis of student numbers. Since these tend to increase, the contributions must keep pace with growing student numbers. Otherwise, the quality of teaching and research cannot be maintained.

An **effective reduction in funding would have negative consequences** for Switzerland's innovation capacity and Switzerland would lose its top position. This is even more severe as Switzerland's position as research and innovation centre is increasingly at risk due to the exclusion from Horizon Europe.

Table: Scenarios for the development of basic contributions granted by the Confederation to universities, universities of applied sciences and other institutions in the higher education sector entitled to contributions under Art. 47 para. 1 let. a HEdA, and assessment of their impact.



Further information

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