UNIVERSITÄT BAYREUTH

More than just a university

Structure & development plan 2025



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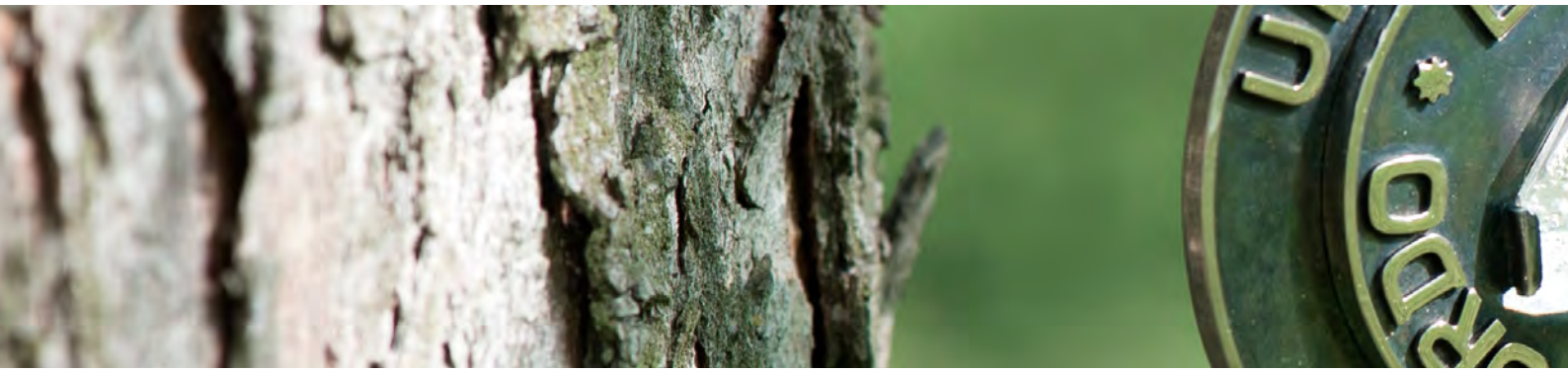
Preamble

Since its founding in 1975, the University of Bayreuth has established itself as a permanent fixture on the German university scene; it owes its reputation to outstanding, forward-looking research and teaching. Its track record of success in research and teaching to date is impressive proof of this. In order to prepare the University for future developments and circumstances, and thus to make it even more competitive, we have drawn up a new Structure & Development Plan. It updates and replaces the ‚Structural & Developmental Planning 2020+' adopted on 5 June 2013. The University Governing Board considers Structure & Developmental Planning to be a major strategic instrument to ensure the retention of existing structures that are working well, and to carry out the reorganization and trend-setting realignment necessary to remain competitive with other universities. It is an important basis for orientation in strategic decisions taken by universities generally, e.g. In the introduction of new courses of study, the announcement of new professorships or of those to be filled again, or the allocation of resources. In addition, the Structure & Development plan is the basis for target agreements within the framework of the Innovation Alliance with the State Ministry of Education, Culture, Science and the Arts.

With this new Structure & Development Plan, we want to take into account the changed environment and new challenges with which the University of Bayreuth is confronted. The erosion of confidence in science and its institutions affects us as a university particularly: Phenomena such as fake news and filter bubbles, but also new forms of the reception of knowledge have an effect on us, as do digitization, internationalization, and the simultaneous emergence of nationalism, urbanisation, and demographic change. In this paper we wish to provide answers to how the University of Bayreuth is meeting these challenges.



Commitment and drive to jointly pursue the successful development of the University of Bayreuth - towards goals that are clearly set out here for everyone to see. Various measures will be planned and implemented in the coming years in order to achieve the targets set. However, in order to underline the long-term validity of the strategic orientation, these will not be presented in this document.

A coordinated process was initiated at the beginning of 2017 to formulate the new Structure & Development Plan and the new Mission Statement. In a major effort involving all member groups of the University of Bayreuth, taking into account all the different points of view, the great expertise on campus was condensed and transferred to the following pages.





The University of Bayreuth's Mission Statement

More than a university

The green campus of the University of Bayreuth is a meeting place of people and ideas where academic life is varied and more personal than at Germany's large universities. Top-notch research, state-of-the-art teaching methods, internationality, diversity, and a springboard to a successful career - these are all things the University of Bayreuth stands for.

In truth, many universities fit this description. However, the University of Bayreuth really is much more than that!

The University of Bayreuth is ...

a place for creative thinking

Our campus gives you space to think. We provide lecturers, students, and staff with the freedom to reach their full potential. We recruit the best and brightest to come to Bayreuth, resulting in top research at the highest international standards. We also offer a motivating work environment. We have an equal appreciation for the individual contributions of each person on campus. Our campus hosts activities that are open to the public, and which are meaningful beyond the domains of research and teaching. The creative culture of diversity in thinking and acting that prevails on campus leaves a lasting impression.

The University of Bayreuth is ...

a place for the courageous

Boundaries are there to be questioned. When they limit our thirst for knowledge, we cross them. Our interdisciplinary approach was included in our founding mission. For this reason, we encourage cooperation on campus, with external partners, and with experts from other subject areas, and our partners are always treated as equals. Our interdisciplinary focus areas have long been a benchmark for other universities. We are continually breaking new ground and providing answers to scientific, technical, and social questions. In this way, we play a role in shaping the future. And we do not restrict ourselves to knowledge transfer. We want to provide young people with a thorough education and leave a lasting impression on them. Our university is a place that fosters personal development and self-reflection. It is a place for those who question things and have the courage to face inconvenient truths.

The University of Bayreuth is ...

a driving force for innovation

Formulating our abilities and objectives clearly, taking risks, assessing impacts, and striving for sustainability all play a role in knowledge transfer at the University of Bayreuth in both research and teaching. As part of the region of Bayreuth, we ensure the regular exchange of ideas and information with stakeholders in the surrounding area. We ensure that society can benefit from the scientific findings made on campus, and we initiate sustainable, innovative developments. We think in larger dimensions: we maintain a network in Germany and abroad, we have earned a strong reputation in the scientific landscape, and we continue to improve this position. For us, part of sustainability is providing a constant international impetus and sparking global innovations.

The University of Bayreuth is ...

a living environment

Our campus provides a setting for life in all its diversity - people take centre stage, regardless of their skin colour, origin, gender identity, religion, or world view. We promote talent, encourage success, and ensure equal opportunities based on the individual's abilities. We are a community whose members are focused on their own individual development as well as our joint impact. In this way, we are able to overcome boundaries between faculties, in addition to language barriers, cultural differences, and mental barriers. We communicate fairly and openly and value transparency and cooperation in a spirit of trust. „Cooperation" and „equal opportunities" are not just empty words at the University of Bayreuth. We breathe life into these concepts.

The University of Bayreuth's mission statement is thus:

creative, courageous,
innovative, and liveable -
in short, more than just a
university.

1. Research

We are a high-achieving university committed both to basic research and, building on this, to applied research. Our teaching is research-oriented. The basis for this are our scientists and their individual research. Therefore, the nurturing of young scientists is one of the most important tasks of the University of Bayreuth. We accompany and support our young scientists on their way. Professional, non-scientific, and personality-building training programmes enable them to pursue academic or non-academic careers.

The research strength of the University of Bayreuth is also based on interdisciplinary emphases: The founding mandate already emphasized inter- and transdisciplinarity. Since then, our strengths in research have been grouped together in profile fields from which current national and international research alliances have emerged.

By creating scientific excellence and bringing our research results to bear in industry and society, we are living up to our social responsibility as a place of science.

Strategic Alliances

Our innovative and international campus offers excellent conditions for research activities in various disciplines. We intend to increase our research performance by expanding strategic alliances. First and foremost is cooperation with non-university research institutions. In addition to existing cooperation with the Fraunhofer-Gesellschaft and the Helmholtz Association, we will intensify collaboration with the Leibniz Association and the Max Planck Society to strengthen basic research. The regional research alliances with the Universities of Würzburg and Erlangen as well as with the University of Bamberg and the universities of applied sciences (e.g. within the terms of the Technology Alliance of Upper Franconia (TAO) will also receive new impetus.

Research Interests

Since the University of Bayreuth was founded, we have focused on strategically selected, interdisciplinary research areas: Our so-called focus areas bundle competencies and generate synergies. We will continue to intensify the integration of various scientific disciplines on the basis of internationally competitive top-level research in individual disciplines. For us, individual research is the basis of joint research. As the standard form of gaining knowledge in all disciplines, we will create more scope for individual research and optimize the research infrastructure required to do so.

We are once again demonstrating our orientation towards an interdisciplinary focus with the establishment of the new interdisciplinary campus in Kulmbach. As an independent Faculty of Food and Health, it will cover the strongly growing and socially relevant area of ‚Life Sciences - Food, Nutrition and Health'. Not only the University of Bayreuth and the City of Kulmbach will benefit from this. The entire Upper Franconia region is becoming more attractive for young people and is positioning itself with international appeal as a premium location in the food and health sector.

Interdisciplinarity

We will continue to strengthen the successful tradition of interdisciplinary cooperation, which we live by thanks to our strong focus areas. Above all, the interdisciplinary exchange within and between the focus areas is to be intensified. On the one hand, this will be achieved by further expanding joint research infrastructure, e.g. the Key Labs. On the other hand, we intend to create new platforms for interdisciplinary exchange, e.g. the Faculty Club, designed to improve communication opportunities beyond the boundaries of disciplines, and to facilitate the meeting and networking of our researchers in all phases of their scientific careers. These networking institutions offer the opportunity to meet representatives of all organizational levels, and to exchange views on university issues on equal footing. This is creative, innovative, and trend-setting: Distances are overcome and hierarchies dismantled. We do not stop at the campus perimeter. We make intensive use of the opportunity to conduct intensive joint research with international scientists - removed from the organizational restrictions of everyday life. Our local network is only one first step in this direction.

Science Management

We will support our researchers in increasing the number of research projects. The quality of our research continues to have priority over the quantity of the projects. The promotion of individual research is on an equal footing with group research. Both will be strengthened by a new internal funding pool at the University of Bayreuth. This is intended to create incentives and encourage the application for coordinated collaborative projects or the individual acquisition of third-party funding.

When applying for and carrying out projects, we will comprehensively improve the support available to our researchers and thus contribute to their success. To this end, we are professionalizing our science management by expanding our human resources, administration, and digital infrastructure. A device database, virtual key labs, research data management, coaching and other training courses for scientists will be developed in a targeted manner.

Scientific Reflection

The wide range of support offerings for research at the University of Bayreuth do more than help our researchers with their project work. They also provide greater incentives for scientific reflection, affording insight into other specialist cultures and creating new, interdisciplinary approaches to one's own research. Questioning one's own research activities, the examination of ethical research questions, and the constant interdisciplinary exchange are central components of the scientific culture at the University of Bayreuth. Our international contacts are also important discussion partners in this regard.

Early-career scholars

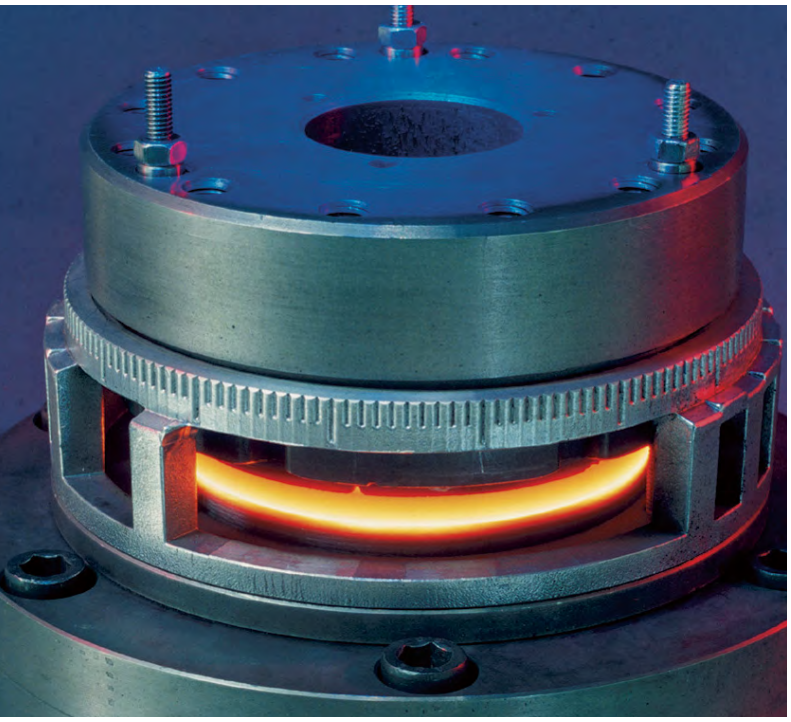
The nurturing of early-career scholars (WiN), i.e. doctoral, postdoctoral, and habilitation candidates, is an important part of our research activities and our educational mission, and is therefore being intensified. By choosing research-oriented training for junior staff, we are further expanding the range of interdisciplinary additional qualifications in teaching, leadership, and management.

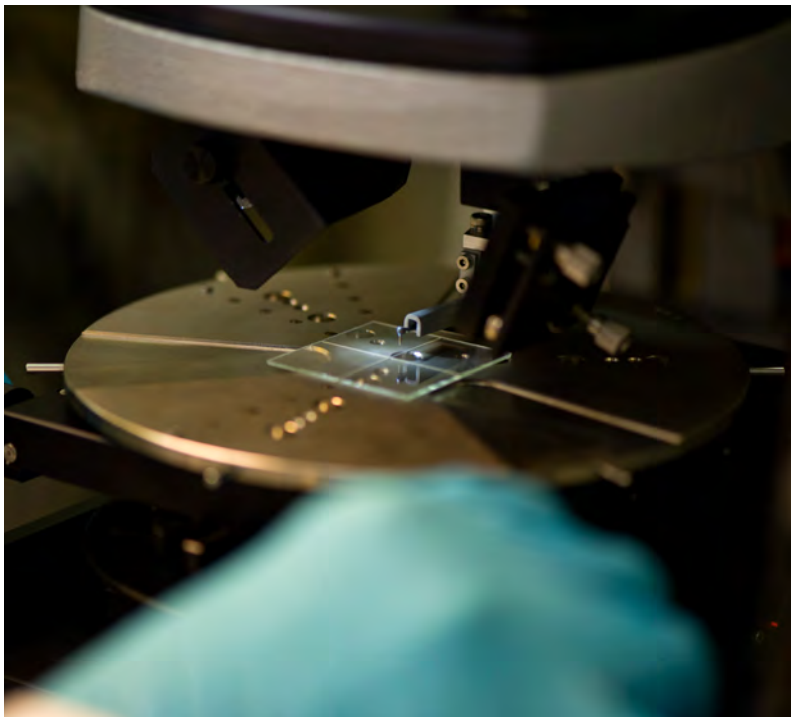
We also give our early-career scholars more freedom to pursue their own research ideas.

The successful concept of the University of Bayreuth Graduate School will be integrated into a WiN-Academy' and expanded to include the postdoctoral phase. The WiN-Academy is to be developed as a comprehensive overall concept for career development for early-career scholars. In addition to genuine scientific work, interdisciplinary career development offerings provide an optimal research and working environment for our early-career scholars.

For the transition between individual career stages, bridging structures are created which promote the retention and seamlessly continuing work of successful employees at the University of Bayreuth. In close coordination with the chairs and disciplines, we also establish our own concepts for postdoctoral research and junior research groups as an accompanying instrument, alongside habilitation, on the pathway to professorship .

In the ‚WiNkubator-Café' the offerings for the support of early-career scholars are brought together in terms of personnel and location. In this way, we make communication among early-career scholars both visible and tangible.









2. Teaching

We stand for high-quality teaching and comprehensive education for our students. These principles are essential for us:

- Delivering highly qualified professionals
- Advancement of particularly high-performing students
- Teaching and promoting interdisciplinary, social, and cultural competencies

Here, too, we act in accordance with our mission statement: We actively contribute to the personal development of future academics as responsible members of our society.

Quality management

The sustainability and effectiveness of our internal quality assurance processes were confirmed by successful system accreditation. This is an incentive to continuously improve the quality of our teaching.

In addition to the undergraduate courses, we are expanding our interdisciplinary range of faculty- and subject-spanning courses in order to increase our attractiveness and profile both nationally and internationally. We continuously adapt our courses of study to changes in society and the world of work and further develop our entire range of courses in line with requirements.

In order to further increase the number of successful degrees, we are further developing our existing structures to provide students with support from Educare coordinators during the entire duration of their studies. In addition to individual student support, we are improving study conditions by providing a consistent and transparent database for the entire student life cycle (CAMPUSonline).

The didactic skills of our teachers are very important at our university. For this reason, the constant (further) qualification of teachers in our institution of higher education didactics, the continuing education centre for higher education, is of great importance. In addition to newly created prizes, such as the ‚University Award for Outstanding Teaching' or the ‚Bayreuth University Award for Digitally Supported Teaching', we continue to develop models that further strengthen the quality of teaching and make our appreciation of it visible. In accordance with our mission statement, we thus also create a motivating working environment for all members of the University.

Interdisciplinarity

Here, forward-looking ideas for interdisciplinary cooperation are a tradition. We were among the first to offer Geoecology, Sports Economics, or Philosophy & Economics as study courses in their own right, i.e. to conceive combinations of different subjects. The success of these courses shows that we are on the right track. Sustainability and innovation remain the maxims for the future development of further model-forming

interdisciplinary courses of study. The plans for the Kulmbach Campus are just one example. They are prototypical for bringing together natural and social sciences, application-oriented and basic research.

Research-oriented teaching

In order to train independent, critically-minded graduates, we orient our teaching closely to our research processes and further develop our teaching profile parallel to the research profile.

Innovative teaching

Our campus university facilitates a community of researchers, teachers, and learners that is open to innovative teaching and learning concepts and forms of study.
With the support of the Centre for Learning & Teaching in Higher Education, we will develop new and innovative forms of teaching and learning. We will make greater use of digital resources. We are continuing to expand our range of university teaching courses for all teachers, the university teaching certificate programmes, and the specific forms of courses (coaching, internships, teaching projects, etc.). Above all, we want to make the learning processes of our students more sustainable. On the basis of permanent evaluations, we will expand our offerings to include further concepts, such as more gender-sensitive didactics in the STEM subjects, and teaching that is fundamentally oriented towards diversity and heterogeneity.

Innovative forms of teaching offer opportunities, especially for the introductory phase of studies, to give students orientation and support. We assume that this will reduce the number of students who drop out of university.

Teacher Education

The further development of the training of teachers is a central social task for us, which we fulfil with a great sense of responsibility. We also pursue our research-oriented approach and innovative teaching in this field. In the course of our project Subject and Cultural Diversity in Schools and Universities, started in 2016 as part of the quality-offensive in teacher training, we will establish an overall concept of teacher training at the University of Bayreuth over the next few years, which will use the diversity of learners - especially with regard to their subject competencies and their cultural background - as a potential for educational processes at the university. We are pursuing three objectives: stronger practical relevance in teacher training, closer integration of subject science and didactics as well as further development of teacher training in the light of current social developments. In our systemic development of teacher training with our polyvalent degrees, we also strengthen personality development and career opportunities for future teachers.

We also focus on in-service training for teachers: In this way we make a contribution to

imparting new teaching and learning patterns not only in university teacher training, but also in everyday teaching practice.

Personality formation

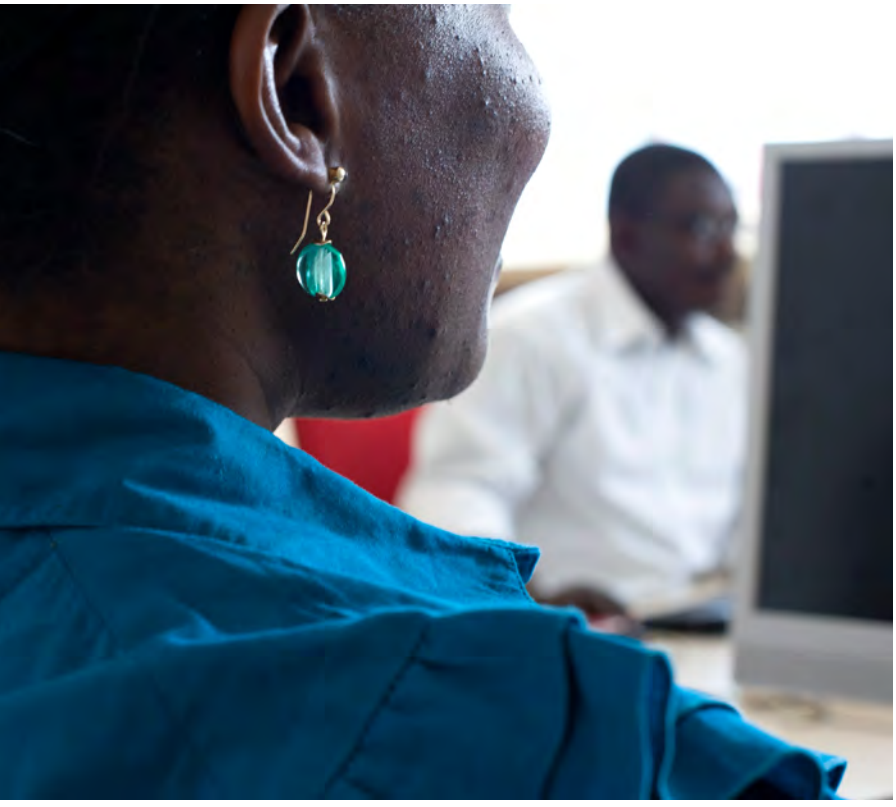
We actively support the personal development of our students. This includes the commitment of our students on campus and far beyond. We will continue to promote and reward this, e.g. through ideas competitions to actively help shape the campus as a living environment promoting good health.

Intercultural competence plays a key role in an education that is oriented towards the whole person. It is an indispensable element in the constructive management of cultural diversity and for us one of the most important competencies in a globalized world. We will therefore make a targeted contribution to our students' professional qualification and personal development in this field by intensifying the implementation of international exchange and offering a wider range of foreign language and intercultural training courses.

Comprehensive education also means opening up the subject-specific boundaries of a given course of study as part of a Studium Generale. Here it is particularly important for us to convey actively future-oriented, creative thinking and action, as well as perspectives sensitive to gender and diversity. We integrate these skills into our courses of study in a sustainable manner and make them an integral part of university education at the University of Bayreuth.

Through a cross-faculty teaching concept with basic courses on entrepreneurship and IT as well as subject-specific in-depth courses, we help our students to develop these particularly future-oriented competencies. To this end, we work together with the Center for Digitization.Bayern and Technology Alliance of Upper Franconia (TAO) and will offer both digitized and bilingual courses as well as entrepreneurship content for all courses of
study. Our goal is the training and further education of creative, entrepreneurial thinking and the ability to act critically, independently, and responsibly.







3. Third Mission

We understand our Third Mission as a mutual exchange of knowledge between the University and stakeholders from society, business, culture, and politics to achieve social and economic innovations. Only in cooperation and dialogue with society can excellent research and teaching make their mark, for the benefit of business and society. We are the innovation engine for society, the economy, and culture in the region. At the same time, we perceive our external partners as a source of impetus and ideas for our work. To this end we are continuing to refine a culture of transfer, and to open ourselves to a broad understanding of the Third Mission. The UBT wishes to further expand its „Third Mission" as part of the globally networked sciences, and in close cooperation with teaching and research.

Transfer

We will conceive and map transfer in all areas of society: Technology and knowledge transfer, start-up consulting, licensing, patents and cooperation; ‚Kids Lectures' and school cooperation; social commitment and cooperation with social groups; Talk(s) of the Town and public lectures; lifelong learning and further education, as well as relationship management with society, companies, and alumni. These activities are reflected in the overall university transfer strategy.

A new Institute for Entrepreneurship & Innovation will keep the issue of transfer in focus on campus. New chairs and transfer scouts will strengthen research and teaching, and actively establish transfer. External cooperation partners will gain easy access to our competencies. By promoting start-up initiatives, we strengthen the region and create new perspectives for our students.

The high level of scientific competence in the focus areas is to be incorporated as know-how into our transfer activities. We use synergies between research and practice to solve important future questions and issues (the Grand Challenges) in business and society. We continuously document and evaluate our transfer activities in order to adapt them to demand.

Research-based continuing education

The demands of professional life are changing faster than ever before. At the same time, life circumstances and life plans are more diverse. Hence, study and work are no longer just successive phases of life, but are connected with each other or alternate with each other.

We therefore see an opportunity in part-time continuing and lifelong further education to further develop the profile of the University of Bayreuth. Our Campus-Academy initiates, organizes, conducts, and provides continuing education activities and presents them

In bundled form to the wider community. We are systematically expanding our already successfully established range of continuing education courses, certificate courses, and seminars.
More supra-regional courses of study will be transferred to continuing education. For this purpose, further specialist areas are to be gained, and research results from all faculties are communicated in a practice-oriented way.

The specific training needs of the region are to be given special consideration. Regional companies are involved in the planning and implementation of new services in order to support the retention of skilled workers through further academic training.

The Campus Academy is seeking to be involved even more professionally on the continuing education market. To this end, the entrepreneurial requirements are to be brought into line with the current public law framework..

Entrepreneurship and start-ups

We are expanding our teaching in the field of entrepreneurship with additional event formats. They will be focused on cooperation and independent action by students, and will deal with innovation requirements arising in both business and society. We identify demands from business and society and take them up in teaching. Students can interrupt their studies to start a business.

Together with the city of Bayreuth, we are improving the start-up and growth conditions for start-ups and young companies by offering commercial space as well as consulting and coaching services. In our Institute for Entrepreneurship & Innovation, founding students and scientists will find Co-working Spaces and a meeting place for students, researchers, and external partners from business and society.
The Institute identifies concerns and innovation requirements from business and society, find cooperation partners for the respective challenge, and discuss important future issues (think tank). In the immediate vicinity of the University, a municipal business incubator is being set up under the auspices of the City of Bayreuth, offering space for developing start-ups. Companies thus benefit from close connections with the University of Bayreuth and various research institutions. Services and advice offered by the University, Chambers of Commerce, and the City of Bayreuth round off the offering. This enables us to interlink our transfer activities and infrastructure with offerings from regional partners.

Promotion of relations with the University

We promote the exchange of knowledge and experience through a conscious shaping of our relationships with society, sponsors, companies, alumnae and Alumni, and their connection to research and teaching, as well as to the University as a whole. We support this process with an intelligent central data management and the maintenance of

strong structures.

Our relationships with schools and educational institutions serve to open up prospects for study and to prepare students for their studies: 'Kids Lectures', pupil research centres, and ‚Girls' Day' are exemplary, already established starting points.

In order to offer our students excellent career prospects, we cooperate with regional and national companies. Here we involve our alumnae and alumni in particular and strengthen their connection to their alma mater. As an influential player, we are involved in international and regional networks and thus create access to the expansion of competence of all participants.

In addition, we strengthen the identification of our alumnae and alumni with the University, its members and its campus by involving them in events organized by the University, the faculties and the alumni associations.

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4. Governance

Our university sees itself well equipped for the future in research, teaching and third mission. At the same time, we are of the opinion that our goals in these three fields can only be achieved in the coming years with an organizational culture that actively addresses the many challenges facing the University as an institution in the 21. Century. To this end we will enable lively debate in the University. The autonomy of the universities, which has increased in recent years, has resulted in greater responsibility for self-organization.
We will coordinate this new freedom together at the University of Bayreuth. We perceive change as an opportunity to rethink existing structures and implement innovative concepts. External developments, such as the Excellence Strategy of the Federal Government and the States, but also our commitment to a new campus for the University of Bayreuth at the Kulmbach location, are concrete reasons for us systematically to continue developing our governance over the coming years in parallel with our changing university. We will involve our committees and faculties as well as our students and employees.

Organizational development

We understand the further development of the University of Bayreuth as a process that we drive forward and plan carefully. When designing and implementing innovative structural concepts, we see the tension between strengthening decentralised decision-making powers on the one hand and central administration on the other. We are facing up to this challenge.

The development of our organization is driven by the interdisciplinary approach in research and teaching, as it was already initiated in our founding mission. We take the diversity of our faculties seriously as a basic prerequisite for forward-looking insights in inter- and transdisciplinary exchange. We will create platforms for inter-faculty collaboration to further promote this exchange. We assume the responsibility to maintain the balance between scientific freedom and the focus on research and teaching that is necessary for the University of Bayreuth to develop its profile.

Planning and control culture

The University of Bayreuth continues to expand its planning and control culture. The reliability of forecasts and decisions further strengthens planning capabilities. In doing so, we make sure that we make use of the expertise of the specialist departments and service points at an early stage in order to minimize adjustments at a later date. By continuously comparing the planned with the later implementation, we will further optimize the use of existing resources. All planning and control processes are supported by a dynamic and service-oriented administration. It sees itself as a research-supporting area that must be adequately staffed in order to keep pace with current developments and associated changes. A tailor-made reporting system is the basic prerequisite for planning and control. We will therefore continue to refine it in

order to reduce administrative work for individuals through a uniform and centrally available database.

When it comes to financial and personnel planning, the maxim is: meet future challenges as flexibly as possible while at the same time ensuring that the University of Bayreuth has the capacity to work and act in the long term.

In the area of construction and infrastructure planning, the current lack of space must be alleviated without changing the character of our university as a campus university of short walking distances. The proximity of the buildings to each other will also facilitate cooperation and communication on the Kulmbach campus - where the first degree courses are to be offered in the 2020/21 winter semester.

Structure and process organization, transparency, and participation

We will critically review our structures and processes. Decisions should be comprehensible, work processes service-oriented, and the active participation of all members of the University of Bayreuth assumed. The basis for this is a complete analysis and illustration of all organizational and decision-making processes. We will also evaluate, optimize, and transparently map our organizational structures.

We strive to develop from administrative to service units in order to create space for creative and innovative thinking. In addition, we create structures that encourage our researchers to ask strategic questions, such as forward-looking appointment planning in their faculties. Through idea management, we encourage our employees to submit constructive suggestions that further improve processes and structures at the University of Bayreuth.

Profile and communication strategy

With a consistently pursued profile and communication strategy, the University of Bayreuth intends to further strengthen its position as an innovation-driven, impulse-giving, and internationally successful campus university. It communicatively underscores its profile as it is lived out, and supports all measures that further establish the Campus as an internationally recognised location for research and teaching, and make it an emotional home for employees, researchers, students, and alumni.

Our strategy is based on the aspiration to communicate with agility and transparency, oriented towards target groups, both internally and externally. Through more intensive networking and coordination of the communication channels, measures and content, and increased monitoring of their reception, as well as optimisation coordinated with the same, resources are to be used in a more target-oriented way.

For implementation, we rely on increasing digitization (from e-file to search engine



optimization) and internationalization. We continuously expand our competencies and integrate external specialists if required.

Human resources development

As an employer, the University of Bayreuth is attractive for talents in the fields of research, teaching, and science support. To this end, it relies on strategic personnel development and the expansion of a appreciative university culture. Appropriate structural and individual measures enable career development within the University in the academic and science-supporting fields, and match the competencies of our employees with their work tasks as closely as possible.

Our focus here is on the implementation of fair and transparent personnel processes, and the creation of needs-based training and further education opportunities for all employees. With these internal offerings, we will further develop the leadership, management, and self-organization skills of university members, as well as teaching and supervision skills, especially in the scientific field. Service orientation will be further improved in the area of science support.

For the sustainable implementation of the health-promoting culture in all university structures and processes, we will strengthen university health management and continue to follow a cooperative path in order to take into account the needs of all university members.



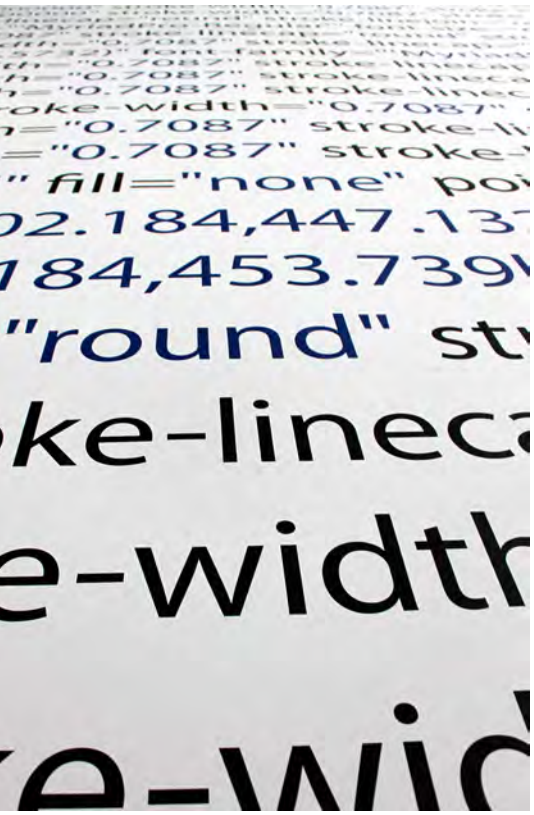




Profile of the University of Bayreuth









„The University of Bayreuth is more". That is our guiding principle. That's why we promote and demand more than mere results in research and teaching. We are a special feature of the Bavarian university landscape: We bring together fields that are strictly separated elsewhere by subject and faculty boundaries. We facilitate people learning and working together, who would never meet at other universities . This has led to the emergence of interdisciplinary focus areas that serve as role models, and have an international impact. Many of our degree programmes implement this interdisciplinary and transdisciplinary approach, making us pioneers in higher education.

We see our future in the fact that we tear down barriers that the university sector or the scientific community have long accepted, making us unique. Therefore, it is not enough for us to sharpen our profile in the classical university fields of research and teaching. In fact, we have expanded the term „university" and thus also our self-identity to include the Third Mission as our third essential pillar. Our governance is more than just administration; it is the foundation and roof of our three essential pillars of research, teaching, and Third Mission, and defines our self-identity.

A further aspect of „More than a university", and thus also of our unique profile, are four seminal areas that together we have recognized as cutting right across the University. These four areas contain the answers to the great
of our time: Internationalization, digitisation, equal opportunities and diversity, as well as sustainability. We consider it indispensable to review each classical field of action to see whether and how it can effectively address the most pressing issues of our time. We are therefore mindful of these seminal areas as motifs with which to develop our profile in a new dimension.

Q1. Internationalization

The University of Bayreuth is a regionally anchored and globally operating research university with a pronounced internationality. We have a clearly focused internationalization strategy and are developing a unique, globally attractive profile. We have a worldwide network of reliable partners who facilitate and promote scientific exchange and cooperation at all levels. In addition, we have succeeded in maintaining our position in the main international rankings and in continuously improving our placements. To support our internationalization strategy at a highly competitive level, we have defined key regions and nodes worldwide, and clearly prioritized our partnerships. In addition to the strategic hubs identified in an initial evaluation in Boston, Bordeaux, Melbourne and Shanghai, and to the existing priority region of Africa with its network node in Bayreuth, we will also develop the priority region of Latin America with special attention and efforts. We are still looking for strategic partners for continuous cooperation.

Internationalization is a cross-cutting task that permeates all areas of institutional development. The four pillars of the structural and development planning of the University of Bayreuth - research, teaching, Third Mission, and governance - each have central building blocks which are essentially determined by the internationalization strategy of the University of Bayreuth in place since 2010.



Internationalization in research

We will consolidate and further expand our position on the international scientific scene. This includes the establishment of research networks that are visible worldwide, strategically selected, and productive in terms of content, in order to strengthen cooperation with partners best suited to us in terms of their expertise.

The quality and quantity of externally funded research projects and joint doctorates will be further increased. At the same time, we want to become even more attractive for foreign researchers. This applies both to young academics and to professors from abroad in order to increase diversity on campus. Temporary stays on our campus enable intensive joint research projects. We develop innovative organizational framework conditions for this purpose.

For the strategic expansion of internationalization in research, we will bundle the research contacts and projects of the University of Bayreuth in strategic international priority regions through formalized institutional partnership agreements.

Internationalization in teaching

The creation of internationally competitive teaching and double degree programmes, in particular foreign-language courses at master's level, is essential. These study programs are dedicated to the major issues of our time and are offered in English, French, or Spanish.

We will also integrate teacher training more closely into our internationalization strategy. In order to improve the intercultural competence of teachers, who in future will be teaching more and more international class groupings, we integrate practical courses abroad into the teacher-training courses of study.

In the interest of symmetrical international exchange and sustainable cooperation in teaching, we will increasingly take into account the different semester calendars and special needs of our partner institutions.

Internationalization and Third Mission

In addition to the global challenges of the present, the Third Mission is dedicated to the complex field of the University of Bayreuth's regional and global social responsibility in selected research disciplines and key regions. This takes place in the fields of entrepreneurial culture, the internationally competitive employability of our graduates, and our responsibility as a central employer and innovation initiator in the region of Upper Franconia. And this very region is in transition: Local companies can and must successfully operate in global markets, and they are becoming employers of an increasingly diverse workforce. The University can and wishes to be a supporter in both fields of internationalization.



Internationalization and governance

In the area of governance, the focus is on expanding English-language communication and internationalizing administration. Both are indispensable in the context of the globalization of the education market in order to be able to offer multinational and multilingual students and academics a globally competitive service. We will also achieve this through a completely German- and English-language website, press work, and illustration of all relevant processes. We will implement the internationalization of administration through the structured filling of relevant key positions with international and internationally experienced employees with excellent knowledge of foreign languages. We are also establishing a comprehensive range of intercultural and language training courses.





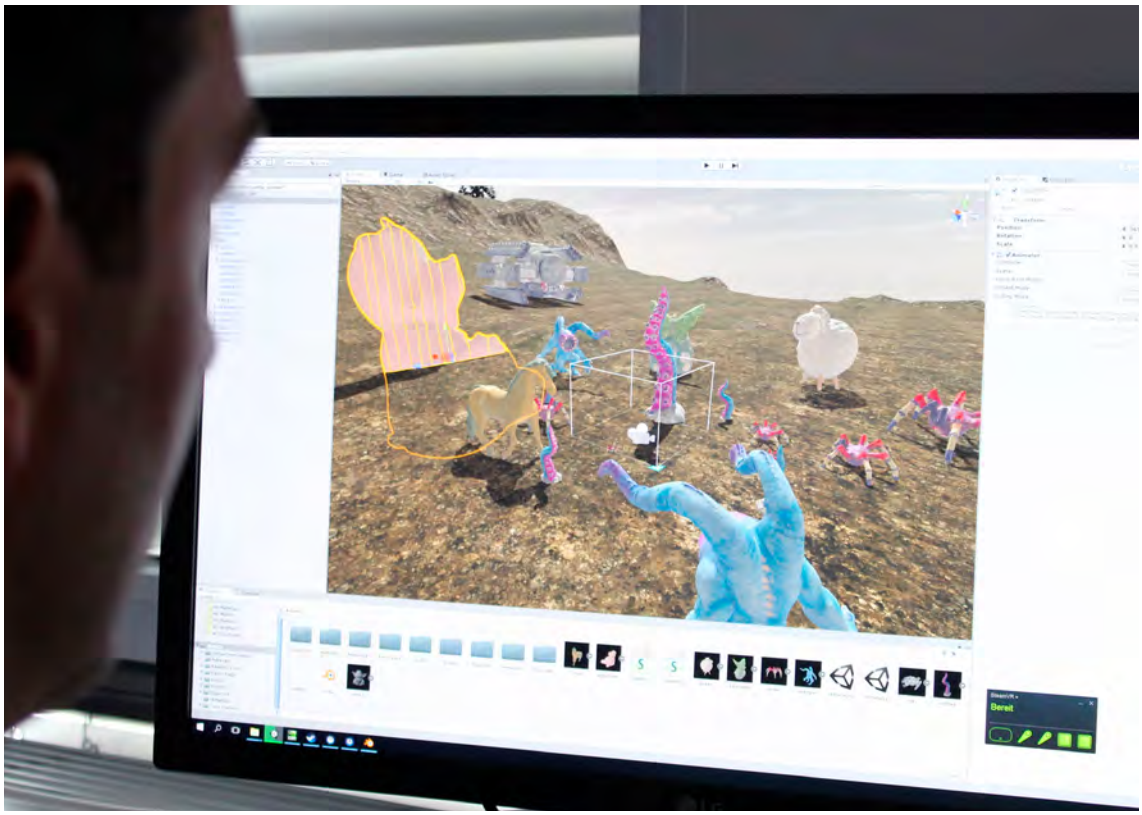


Q2. Digitization

The use of digital technologies is a major driver of productivity and social change. However, digitization does not create added value per se, but rather our intelligent handling of it. This also applies to the use of digital technologies in research and teaching, laboratories, and lecture halls.

Digitization offers both opportunities and new possibilities: for learners and students, researchers, innovators, and founders in business and science. Innovations that emerge from digitization and influence us draw their creative power from how they bring people together and enable them to network with each other. The University can provide the necessary equipment, teach a structure, and practice the handling of these technologies. Our campus should be an experimental field for successfully creating something new.

The increasing use of digital media enables a more effective and open exchange of information and knowledge. We see it as a challenge and an opportunity to actively shape this transformation process in research, teaching, and administration. We at the University of Bayreuth will expand and deepen the skills required for this. We actively support the corresponding projects for sustainable research and teaching.



Digitization in research

E-Science enables us to conduct joint research across organizational and geographical boundaries. Our research projects and services are visible worldwide via open, digital publication, and data platforms (Open Science, Open Data).

In all fields of science, research increasingly takes place by means of high performance computing and extensive data analysis. We provide the necessary resources as a central key lab and further develop them as required.
We support research data management from data acquisition to digital evaluation, publication, integration in teaching materials and archiving using the latest technologies and international standards. Researchers, the library, the staff department for research funding, and the IT service centre work closely together.

Digitization in teaching

To promote media and information literacy in all courses of study, we coordinate campus-wide IT training, e.g. in digital teaching and learning laboratories. In order to advance technical and didactic development and shape digital education (e.g. auditorium technology, e-learning, flipped classroom, PC pools, audience response systems, e-assessment), we combine the expertise of the faculties, the IT service centre, the library, and the Centre for Learning & Teaching in Higher Education.

We will offer our students a high degree of transparency in their own learning progress and, at the same time, our teachers the efficient organization of teaching and examination procedures. For this purpose, we are developing an end-to-end campus management system and extensive analysis options (data warehouse).

International prospective students are to be inspired on worldwide platforms by selected online courses (MOOCs) for our English-language courses. These courses are intended to prepare students for taking up studies in Bayreuth.

Digitization and Third Mission

We offer our digital resources and competencies to our cooperation partners in business and society in order to actively transfer knowledge. Further education offerings, including online courses, as well as development support and use of the infrastructure of our key labs offer valuable opportunities, especially for small and medium-sized enterprises.

The relationships with our partners in society, business, and politics, as well as our alumni, are supported by central, digital, and professional tools (Customer Relationship Management, CRM).

Digitization and Governance

The challenges and opportunities of digitization are addressed by a specially appointed vice president in University management. Together with a Presidential Commission, alternative courses of action for research, teaching, and administration are comprehensively considered and updated in a ‚Digital Agenda'.

In order to best support the complex communication and administration processes of a university, we are developing a central infrastructure for integrated information management with defined interfaces between IT applications. Consolidation, standardization, and virtualization of IT infrastructure are to be driven forward in order to create high efficiency. In addition, we are improving on-site services, especially for scientists in the faculties and research institutions.

IT security, protection of our research services and data protection are important concerns for us. To this end, we implement technical safety concepts and expand measures to strengthen safety awareness among users.



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Q3. Equal Opportunities & Diversity

The University of Bayreuth sees the diversity of its students, teachers, and employees as an asset. We are expressly committed to our goals: Gender equality, inclusion, equal opportunities, and family-friendliness.

In all areas we will identify and eliminate existing forms of personal and structural discrimination at the University. We foster a climate of tolerance and appreciation at all levels of internal university communication and interaction. We create a gender- and diversity-friendly university culture. We also raise the question of power and hierarchies in our structures. We see this process as part of leadership responsibility and as a joint learning process based on the willingness and commitment of all employees and students to learn.

In addition, we are committed to promoting gender equality in research, work, teaching, and studies and to significantly increasing the proportion of women, especially in areas where women are under-represented. To this end, we agree targets with the faculties, combine them with regular gender monitoring and show public appreciation by awarding prizes for the implementation of gender equality goals.



Equal Opportunities & Diversity in Research

The University of Bayreuth uses and promotes the inter- and transdisciplinary, scientifically-critical, and self-reflexive potential of diversity and gender research as well as other research directions dealing with issues of inclusion, social inequality, and equality.
In addition, we understand the consideration of gender and diversity aspects as well as questions of opportunity and participatory justice as essential elements of high-quality research. We support our scientists in integrating these aspects into new projects.

In all areas of research in which women are under-represented, we are increasing the proportion of women and expanding measures to promote their careers. The PostDoc phase, in which many highly qualified female researchers have left the University up to now, and the STEM area will receive special attention. Heterogeneity within the team is intended to tap previously untapped potential for scientific knowledge processes.

Equal opportunities & diversity in teaching

Gender and diversity as well as discrimination, participation, and equal opportunities should be taken into account thematically and self-reflectively in as many specialist areas as possible. We support this process with specific consulting and measures adapted to the specialist area.
In addition, we promote a gender- and diversity-conscious attitude among all teachers and all persons involved in advising and supporting students, which incorporates reflection on one's own stereotyping and assumptions.

Supporting, inclusive and family-friendly structures will be developed to provide all students with equal opportunities for successful academic studies.

Equal Opportunities & Diversity and Third Mission

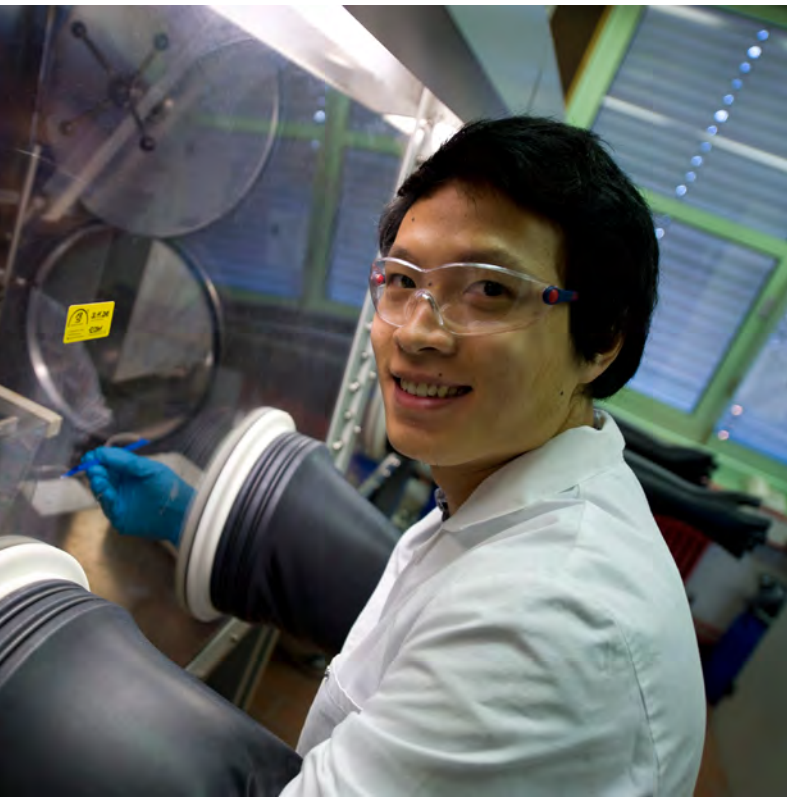
The implementation of equal opportunities is a social task we are taking on at the University. We educate our students so that they can assume responsibility in their profession and society as diversity and gender competent personages. To this end, we are strengthening cooperation with the local STEM network and Bayern and Technology Alliance of Upper Franconia (TAO).

With the newly created Bavarian Research and Information Centre - Inclusive Universities and Cultural Institutions (BayFinkK) and through regional cooperation and public events, we contribute to the transfer of knowledge in the areas of inclusion, equality, and diversity and make a contribution to

Equal Opportunities & Diversity and Governance

Participation and equal opportunities as central components of our self-image as a university also lie at the heart of organizational and personnel development. We develop and implement an overarching concept for diversity and inclusion, which includes all persons as well as all relevant structures, processes and interactions of our university, and which is coordinated with the already existing facilities and activities (staff department Equal Opportunities, Family-friendly University, Office of the Representative for Disabled and Chronically Ill Students (becks) etc.).

We are strengthening a gender- and diversity-sensitive communication culture among all scientific and non-scientific employees, in particular among all persons with personnel responsibility or management responsibilities as well as persons in teaching, service, and consulting functions.
In order to achieve the best possible accessibility for our students and employees, we implement fundamental structural and technical measures, as well as structural, communicative-media, and didactic measures, and expand the range of support services for students.



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Q4. Sustainabilityt

As a research and educational institution, the University of Bayreuth plays a central social role in the promotion of sustainable development. In order to fulfil this role, however, sustainable development must not only be viewed from an ecological perspective, but also from a social, cultural, health, economic, and political perspective. As a multidisciplinary institution, we see the University of Bayreuth as a place where these aspects are considered inter- and transdisciplinarily in order to develop innovative overall solutions and to design our own processes sustainably.

On the one hand, through our research and teaching, we train managers as future ambassadors, on the other hand we generate knowledge and innovation for sustainable development. We therefore actively promote research and teaching at the interface of digitization and sustainability in order to harness digital potential to increase the sustainability of business and society.

We do not limit our activities to Bayreuth: In keeping with our understanding of sustainability as a global challenge, we work with our international partners in science and research to promote sustainable development worldwide.



Sustainability in research

For the University of Bayreuth, sustainability research is a cross-sectional task in which the natural sciences, social sciences, the humanities, and engineering can jointly develop their full potential. This is because in the analysis of problems, it is only through the combination of specialisations, different perspectives and approaches, and a variety of methodological concepts that successful, solution-oriented research can be carried out. What is required, therefore, is a sustainability-oriented attitude that questions the fundamentals of one's own discipline self-critically, recognizes the limits of one's own expertise and methods, and is aware of connections to other disciplines. In order to make this possible, the existing structures at the University are fully used and further developed.

Sustainable research must not be limited to dealing with trend issues, but strives to solve problems in order to achieve long-term progress.

Sustainability in teaching

We enable our students to think and act sustainably. To this end, we provide them with the necessary tools to deal with the topic of sustainability and its social challenges in an interdisciplinary manner, to recognise challenges in their living and working environment, and to develop innovative and creative approaches to solving them. For this reason, we are committed to providing our students with excellent professional and methodological qualifications that also include aspects of ‚Education for Sustainable Development'.

Sustainability and Third Mission

We initiate a regular and lively dialogue with society, business, and politics on the subject of sustainability in order to ensure the mutual transfer of ideas and insights. We are becoming the social pioneer of sustainability and are working on its external impact. To this end, the University of Bayreuth networks with partners in business, the City of Bayreuth and the Region, other colleges and universities, as well as with initiatives on the subject of sustainability.

Sustainability and governance

Sustainability as a joint project must also be designed as such within the University. It is therefore in line with our self-image that all stakeholders on campus can participate in the process of anchoring sustainability in the long term.

In-house decisions on the management and expansion of the infrastructure of the University of Bayreuth will be based on the principles of sustainability in order to reduce the consumption of finite resources and avoid environmentally harmful emissions as far as possible. It is important to us that economic conditions are taken into account and that action is taken in accordance with scientific principles and findings.


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Structure & development plan 2025

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Resolution of the University Council and Senate on 1 February 2018