

UNIVERSITÄT
BAYREUTH

University Development Plan

2030+



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Foreword by the President



With its University Development Plan 2030+, the University of Bayreuth is looking ahead to a future shaped by profound social, technological and environmental change. This plan is therefore about more than the development of the University itself. It is a commitment to the responsibility we bear as a university: to scholarship, to our region and to society as a whole.

The higher education policy landscape in Germany and Bavaria is undergoing significant change. Across the country, universities face the challenge of combining research excellence with societal relevance. At the same time, the higher education sector is becoming increasingly diverse. Who is investing in research, teaching, infrastructure and knowledge transfer, and what priorities are they setting? In Bavaria, it will be crucial for the University of Bayreuth to clearly distinguish itself from other universities and higher education institutions. In the national context, we have set ourselves the ambitious goal of becoming the leading medium-sized university in Germany. We will achieve this through a clear profile built on academic strength, innovative capacity and social responsibility.

In recent years, the University of Bayreuth has established itself as a reliable partner within the Bavarian higher education landscape. The successful further development of our research structures, extending beyond our Cluster of Excellence, has contributed to our university being recognized even more strongly than before in political and academic decision-making processes. This growing trust is both an incentive and an obligation for us. It opens up opportunities for bold decisions and innovative developments, which we intend to make targeted use of within the framework of the UEP 2030+.

For us, this is not just about academic excellence. We see ourselves as an active part of society, not only generating scientific knowledge but also communicating it, discussing it and translating it into concrete solutions. The University of Bayreuth stands for open dialogue with business, politics, culture and civil society.

The region of Upper Franconia is far more than just a location. It is a living space, a field of innovation and a partner for cooperation. The University of Bayreuth is firmly rooted in the surrounding region and, at the same time, contributes to the region's international visibility and networking. This dual perspective of local commitment and global orientation shapes our self-image and our strategic direction.

I invite all members of the University and our partners to view this development plan as a joint project for the future. We can be proud to conduct research, teach and study in Bayreuth and Kulmbach!

A handwritten signature in black ink, appearing to read 'S. Leible', with a stylized flourish at the end.

Professor Dr. Dr. h. c. Stefan Leible
President of the University of Bayreuth

Preamble

The University of Bayreuth stands for academic excellence, social responsibility and a clear strategic focus. Since its foundation in 1975, it has built a strong reputation within the German and international higher education landscape through excellent research, forward-looking teaching, interdisciplinary collaboration, an international outlook and strong regional roots.

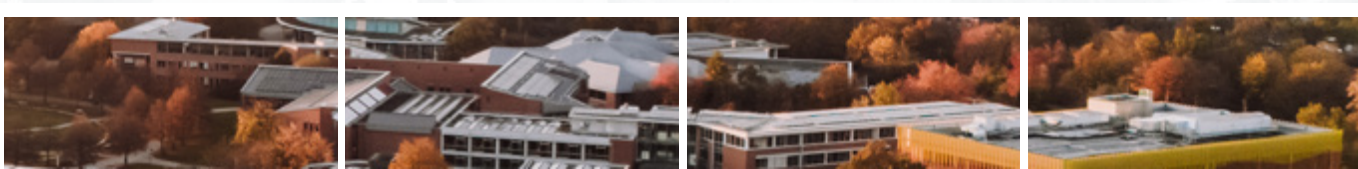
Today, the University of Bayreuth strives to be the leading university in Germany in its size category – as a driving force for progress on future societal issues, which we actively help to shape with our sharpened research profile.

With this University Development Plan, the University of Bayreuth sets out its overall strategy for the coming years. It defines key objectives, provides guidance for university-wide decisions and serves as an internal management tool for sustainable future development. The plan builds on the 'Structure and Development Plan 2025' adopted in 2018, with its eight areas of action, and updates it in line with changed circumstances.

This update is necessary: the University is growing thanks to new professorships as part of the High-Tech Agenda, the development of the Kulmbach Campus and the development of the Upper Franconia Medical Campus. At the same time, student numbers are changing dynamically and digitalization is accelerating transformation processes in research, teaching, knowledge transfer and administration.

Although the plan is structured linearly, its content should be understood as a systemically interconnected framework. The areas of action are interdependent and multidimensional, meaning that a purely linear perspective does not do justice to the complexity of university development.







The new University Development Plan is the result of a broad-based participatory process involving all university stakeholder groups. It reflects shared values, pools the diverse expertise on campus and creates a strategic basis for decision-making – from the reorientation of the degree programme portfolio to the allocation of resources and the appointment of new professors.

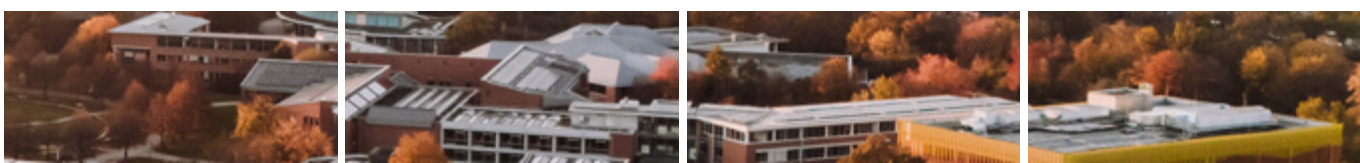
The plan remains deliberately open to change and focuses on a long-term orientation. The University of Bayreuth sees itself as a centre of learning that consolidates, readjusts and thinks ahead – with a view to becoming a sustainable, high-performing and attractive university.

At the same time, the focus is on what binds us together as a university: the collaboration between our Bayreuth and Kulmbach campus locations, the trusting and committed cooperation between all members of the University, and a genuine sense of community that shapes everyday life on campus. This sense of community is not tied to strategic plans.



It is the foundation and self-image of our university's activities, independent of the University Development Plan. It manifests itself in respectful cooperation, shared goals and the determination to develop the university together. Wide-ranging, transparent communication, mutual understanding and active networking create the conditions for a vibrant and sustainable university culture that connects people across geographical distances and strengthens the university's influence both internally and externally.

With this University Development Plan, the University of Bayreuth reaffirms its commitment to actively shaping the present and the future with responsibility, ambition, solidarity and tolerance.



Research and Early-Career Scholars

We are a research-intensive university committed to fundamental and applied research. To enable research of outstanding quality, we invest specifically in modern research infrastructure and strengthen interdisciplinary collaboration as well as networking among our researchers both within and outside the University. In doing so, we are continuously expanding national and international collaborative research. The internationalization of our research is just as important to us as fostering early-career researchers. To this end, we support early-career scholars at the University of Bayreuth Graduate School and the WiN Academy with structured training programmes and create attractive conditions for their academic development. Last but not least, the transfer of current research findings into teaching, as well as into business and society, is a key priority for us. In this way, we foster a vibrant academic culture that generates innovation and assumes social responsibility.

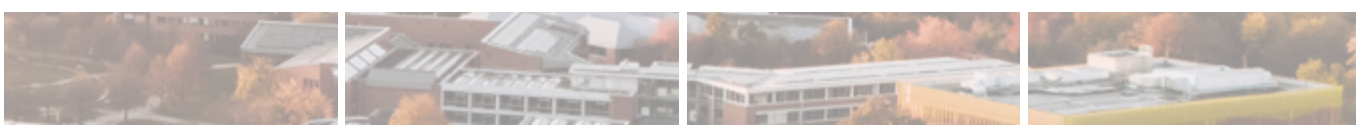
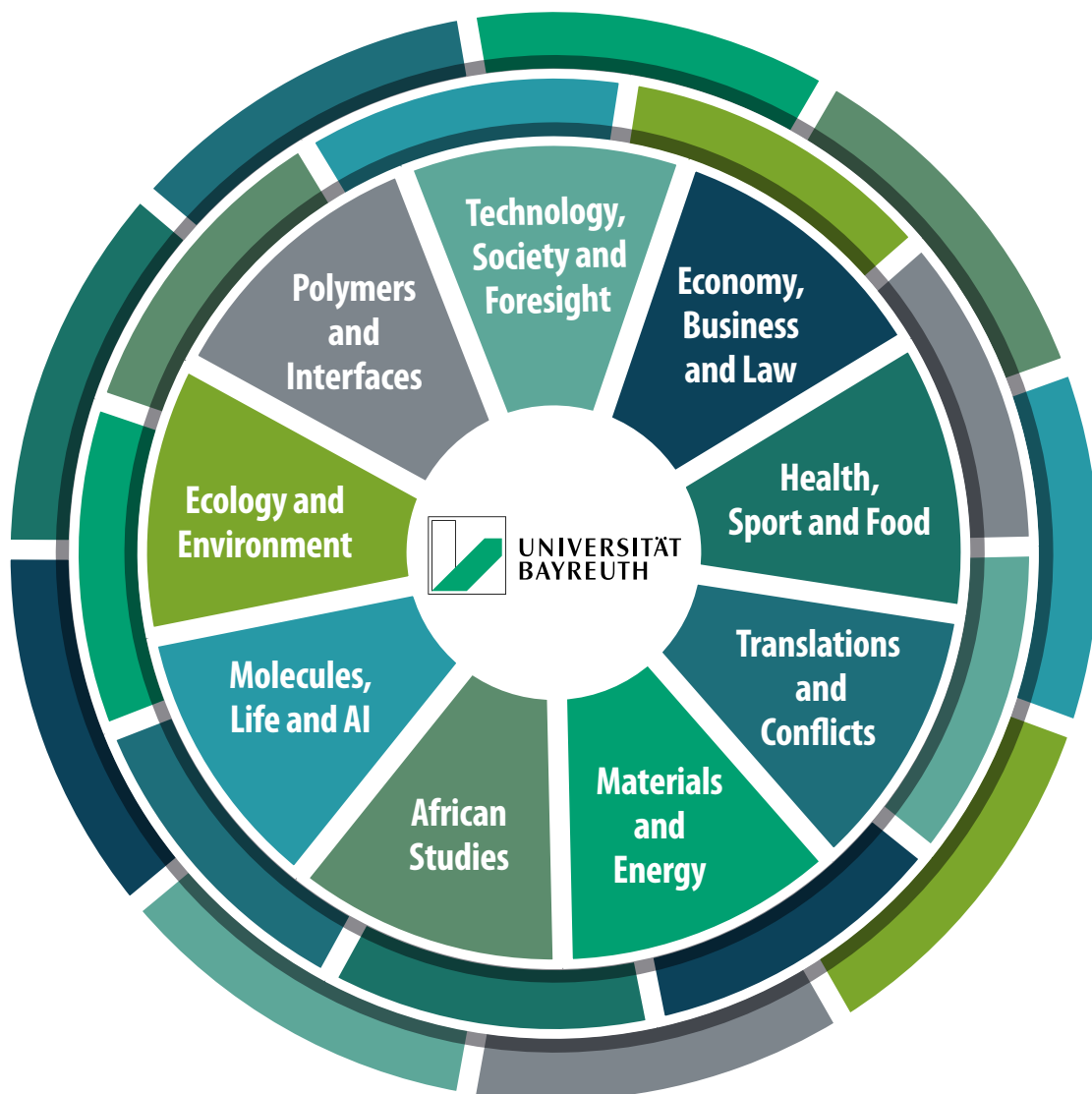
Expanding research infrastructure



The University of Bayreuth's research infrastructure (research centres, research units, key labs, large-scale equipment) is diverse and has evolved over time. As part of the implementation of UEP2030+, we aim to evaluate it and consolidate the terminology. This involves, on the one hand, expanding the research infrastructure across all disciplines and, on the other, ensuring that low-threshold services offered by this infrastructure are as visible, accessible



and usable as possible. We are placing particular emphasis on our shared research infrastructure and the development of sustainable staffing and spatial structures. Above all, we want to make access to the research infrastructure easier for our early-career researchers, in order to ensure state-of-the-art laboratory equipment and methods for their research work.



Strengthening interdisciplinarity and networking



Interdisciplinarity is the founding mission of the University of Bayreuth and remains one of our most important unique selling points. We will continue to actively practise and promote interdisciplinarity. To this end, we encourage all members of the University to engage in dialogue with colleagues across disciplinary boundaries and career levels. To put interdisciplinarity into practice, we support and initiate new formats, thereby creating scope for new collaborations. We also promote exchange between departments by pursuing and expanding the idea of resource pooling (e.g. in the form of KeyLabs). We are already seeing how beneficial exchange platforms are for the scientific infrastructure through our research centres (e.g. FZA, TAO, Polymernanostructures). Alongside our efforts to implement additional comparable projects, we are also pushing for the deregulation and optimization of administrative processes.



Driving forward collaborative research

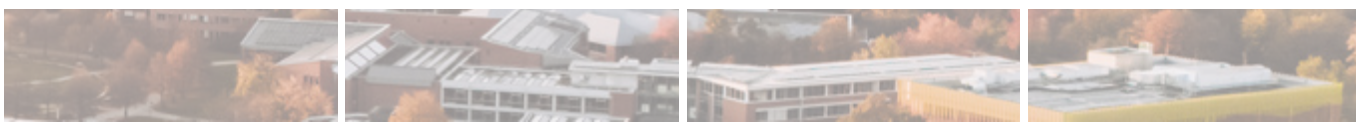
We want to make more strategic use of our extensive research infrastructure when applying for major collaborative and excellence projects. This is essential given the high level of competition within Germany and Europe. We therefore intend to further strengthen collaborative research in the coming years. To this end, we are creating additional incentives and organizing networking and matchmaking events to increase the number and quality of collaborative projects. This will enable synergies among researchers, as well as the structures supporting their work, to gain greater visibility.

Advancing the internationalization of research

In the areas of research and internationalization, we aim to integrate our objectives more closely and strategically. On the one hand, we would like the University of Bayreuth to become even more visible internationally and to increasingly promote and expand the research activities of our staff both in Germany and internationally. In an international context, this requires researchers to have a heightened awareness of security-related aspects and international regulations. We support them in this by offering advisory services on these topics and establishing internal processes to this end. Secondly, we aim to attract top international scholars and doctoral researchers to the University of Bayreuth. Once on campus, we want to introduce them to the diverse opportunities offered by our international and interdisciplinary campus from the very start, with the help of an efficient onboarding process. In the area of doctoral studies, we also aim to strategically expand cotutelle arrangements and dual doctorates and further deepen our outstanding international connections.

Intensifying research-oriented teaching

We aim to inspire our students' enthusiasm for research at an early stage. To this end, we incorporate individual research topics into our teaching, addressing scientific questions that are relevant to business and society. Furthermore, we enable our students to gain hands-on research experience at any time, regardless of their curriculum. In collaboration with our Centre for Teaching & Learning in Higher Education (ZHL), we encourage our lecturers to undertake training sessions in research-based teaching. Key components of research-oriented education are ensuring good scientific practice and raising awareness of issues relating to research ethics.



Teaching and Students

The University of Bayreuth stands for innovative teaching and learning concepts, high-quality and inclusive courses, and the individual support of our students. To develop teaching and learning processes in a forward-looking manner, we specifically integrate technological innovations and promote holistic teaching skills among our teaching staff. We place great value on student support structures that provide individual guidance and ensure students' long-term academic success. We continuously refine the content and structure of our degree programmes to ensure a clearly defined and internationally compatible range of courses. In doing so, we strengthen teacher training both within the University and externally. We are shaping a modern, inclusive and inspiring teaching and learning culture that inspires students, enables personal development and contributes to solving societal challenges.

Integrating technological innovations into teaching



At the University of Bayreuth, we are committed to integrating innovative technologies into our teaching concepts and content. Our aim is to equip students with the skills required for their professional success in working with artificial intelligence, machine learning and augmented reality. To ensure a future-oriented and high-quality education, our degree programmes also foster critical reflection on the use of digital technologies and an ethically responsible approach to these tools. In addition, we aim to make it easier for students to



plan their studies and support them in the learning process with innovative technologies, in order to enhance analytical skills and foster a deeper understanding of complex interrelationships. To this end, we intend to increasingly empower our students to develop data-driven analytical and decision-making skills.

Promoting holistic teaching skills



At the University of Bayreuth, teaching staff benefit from a wide range of professional development opportunities that go beyond the mere acquisition of teaching skills. We place particular emphasis on teaching methods that foster student motivation, while also promoting our lecturers' social skills and their ability to recognize their own limits and responsibilities. Our approach also includes strengthening our students' mental health and resilience within a health-promoting teaching and learning environment. The overarching aim is to establish a reflective and inclusive teaching practice that values diversity and cultural differences and critically examines power imbalances. To this end, the Centre for Teaching & Learning in Higher Education (ZHL) offers teaching-related support services to all lecturers to ensure ongoing dialogue and practical support in teaching activities.



Optimizing student support structures

The University of Bayreuth is continuously working to further develop its student support structures and student management in a way that meets the needs of its users. Our aim is to link existing support services, make advisory services more visible, and optimize student support through transparent and efficient processes. In doing so, we also rely on digital platforms and the standardization of university-wide procedures. In particular, we aim to provide better-structured support for the growing number of international students, and we seek to empower all students as much as possible to organize and manage their daily student life independently.

Shaping degree programmes



We aim to establish a clear profile for our degree programmes, characterized not only by subject-specific education but also by interdisciplinarity and a focus on the needs of the student. The degree programmes at the University of Bayreuth address current societal challenges and prepare students for a diverse professional future, including through the development of entrepreneurial skills. Based on our experience, we aim to integrate our supplementary and interdisciplinary courses even more closely into the undergraduate

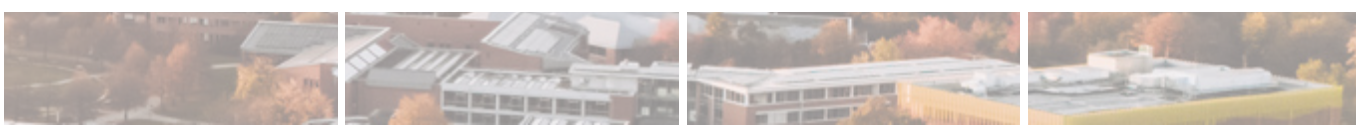


programmes and are working towards a stronger implementation of the Studium Generale courses offered across all programmes. The clear profiling of the programmes also helps us to communicate them more effectively and makes the University of Bayreuth's range of courses more visible.

Strengthening teacher training internally and externally



In teacher training, we place particular emphasis on the visibility and recognition of this student group. Furthermore, we are committed to providing a sound subject-specific education in degree programmes that can be studied without overlap. Our aim is to strengthen the professional relevance and academic orientation of teacher training through the close integration of subject-specific sciences, subject-specific didactics and educational sciences, thereby further enhancing the appeal of studying for a teaching qualification in Bayreuth. By embedding education for sustainable development even more firmly within teacher training, we prepare future teachers to address complex global challenges. They will be empowered to encourage their pupils to engage responsibly with the environment, society and the economy, and to foster forward-thinking.



Third Mission

We understand our Third Mission as a mutual exchange of knowledge and ideas between the University and stakeholders from society, business, politics and culture, with the aim of achieving social and economic innovation. To effectively contribute our knowledge to business, politics and society, we specifically strengthen knowledge transfer – particularly of applied research – in close collaboration with companies, institutions and political and civil society stakeholders. We systematically embed start-up support and entrepreneurial thinking across the entire campus, supported by the Institute for Entrepreneurship & Innovation. We are continuously expanding our science communication efforts to present research to the public in a transparent, understandable and dialogue-oriented manner. Through our lifelong learning programmes, we facilitate individual development and contribute to skills development at every stage of life. Building on our transfer strategy, we are thus shaping a vibrant Third Mission that positions our university as an active and reliable partner in a dynamic social environment and provides impetus for sustainable innovation.

Strengthening transfer with partners from industry and institutions

Meaningful collaborations with industry, business-related institutions and public authorities help to put scientific findings into practice, identify requirements from industry and institutions, address these in research, and design transfer formats and projects. To establish the University of Bayreuth's locations – including non-university research institutions and the innovation ecosystem – even more firmly as hubs for ideas, knowledge and technology, and to market them with international appeal, we are refining our understanding of our role within this ecosystem. Our aim is to enter into more sustainable, lasting and visible collaborations with high-performing partners, and to increase innovation capacity and activity within companies, institutions and at the University of Bayreuth.

Supporting start-ups

The University of Bayreuth establishes and markets itself as a hub for start-ups with deep regional roots and (inter)national visibility. Newly founded companies with links to the University of Bayreuth strengthen the regional economy through their innovative power. Innovations 'Made in Bayreuth' are visible nationally and enhance the University's reputation. The University supports emerging start-ups individually and systematically through advising, access to talent, technological expertise and facilities for developing start-up ideas. To enhance the start-up capabilities and activities of all members of the University,





Actors involved in the regional innovation ecosystem (selected examples, as of October 2025)



we provide the necessary skills. To this end, it is essential to stabilize and further expand start-up support. In particular, we will place even greater emphasis on the importance of the social sciences and humanities in future.

Strengthening transfer with partners from society and politics

Exchange and transdisciplinary collaboration with society and politics are prerequisites for the successful transfer of research findings into practice and application. This fosters innovation and contributes to solving societal challenges and necessary transformation processes. Furthermore, the transfer of scientific findings into societal and political processes enhances our societal relevance.

Further expanding science communication



Science communication is a key element of our Third Mission, forming the basis for mutual understanding between the University and society. We make findings from research and teaching, as well as the principles of scientific work, accessible to those outside the scientific community. At the same time, we aim to engage in dialogue and, where possible, involve society in the process of developing and presenting new findings. Furthermore,



it is important to us to raise awareness among our researchers and academic support staff regarding the necessity and practice of science communication with various target groups, and to provide them with the necessary skills.

Lifelong learning and staying connected



Universities play a central role in promoting lifelong learning and continuing education by providing flexible educational opportunities. In addition to contributing to societal progress, they support individual development. The targeted engagement of individuals in various roles with the University of Bayreuth facilitates our access to the diverse target groups of the Third Mission – such as those in business, institutions, politics, society, alumni as well as post-graduate students and participants in continuing education programmes – and enables us to expand activities in this area rapidly and effectively. To further strengthen the University of Bayreuth’s alumni work, we are developing a coherent strategy. In doing so, we encourage individuals with close ties to the University to act as ambassadors in various roles. Furthermore, in the coming years we aim to drive forward the expansion of our continuing education programmes, currently offered through the Campus Academy, introduce higher education to new target groups, and continue to actively support our (former) students in their education.



Administration and Infrastructure

The outstanding quality of research and teaching at the University of Bayreuth is based on a collaborative partnership between researchers, lecturers and professional services staff. To further strengthen this foundation, we specifically recruit, support and retain qualified staff and create attractive, appreciative working conditions. Together, we shape the University of Bayreuth as a living environment. We shape it as a campus that is far more than just a place to work and study. Through efficient, user-centred administrative processes, we are increasing efficiency and service quality, thereby supporting academic operations in a forward-looking manner. At the same time, with a modern, flexible infrastructure, we are creating optimal conditions for research, teaching and administration. In doing so, we are addressing the challenges of refurbishment, sustainable practices and energy efficiency. In this way, we are further developing the University of Bayreuth as a high-performing, innovative institution that is open to change and underpinned by a strong sense of community.

Attracting, developing and retaining professional services staff



Our aim is to attract the best staff to the University of Bayreuth as a regionally rooted and internationally networked employer and to retain them in the long term. To this end, we are introducing systematic employer branding. We aim to embed a welcoming culture within the institution and further improve our onboarding processes. In addition, we support

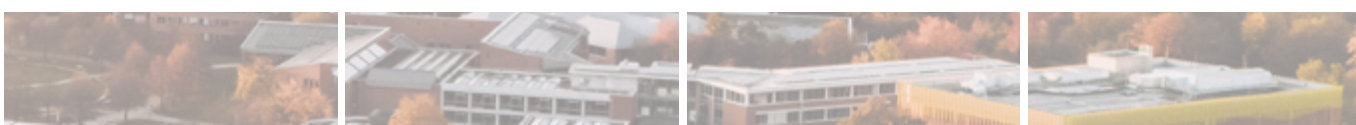


our staff in their development and empower them by expanding existing and introducing new training and professional development programmes, making targeted use of internal expertise. A particular focus is placed on leadership skills. To this end, we are developing and implementing a staff development concept for professional services staff. We aim to retain staff at the University of Bayreuth by ensuring they experience a diverse and positive working environment here – one that is, above all, appreciative and promotes health, with equal opportunities for all. A genuine sense of togetherness is particularly important to us, which we intend to increase e.g. via simple opportunities for interaction between the academic and administrative sectors. Establishing open forums for exchange at these interfaces strengthens our sense of belonging. Equally important is the development of health-promoting, modern workplaces and working conditions, supported by the University Health Management programme, which simultaneously raises awareness of health-promoting measures.

The University of Bayreuth as a living environment – shaping the campus of the future together

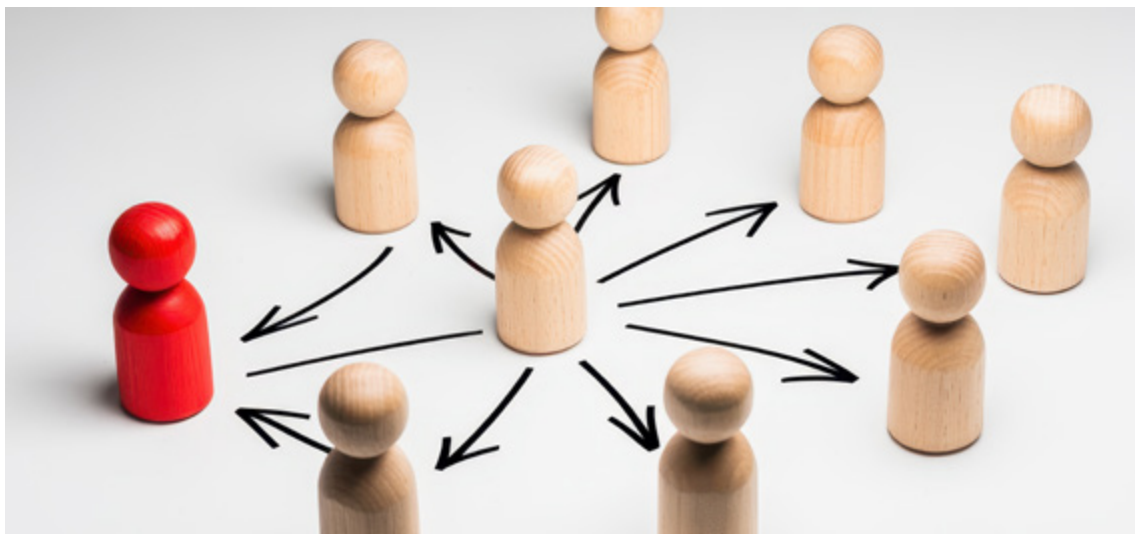


The University of Bayreuth should be more than just a place for research and teaching. We intend to develop our campus into a living and working space characterized by mutual respect, opportunities for development and a strong sense of community. We hope to provide an environment in which all members of the University, as well as the wider public,



can flourish. We create spaces for interaction, encourage exchange across boundaries and, through new formats, strengthen the sense of community across our entire institution and the surrounding region. At the same time, open, comprehensive and transparent communication lays the foundation for positive coexistence and a strong sense of belonging to the University of Bayreuth. That is why we are constantly working to improve our communication culture and our communication channels. We raise the profile of people and issues, thereby helping our university to continue growing into a place where everyone feels welcome and can flourish – now and in the future.

Implementing efficient and user-centred processes



We continuously evaluate and improve the University of Bayreuth's academic support processes, involving all stakeholders, with the aim of making them efficient and user-centred. A key focus here is simplification through deregulation, standardization and digitization. The subject-matter expertise and perspectives of the groups involved are recognized and allow for appropriate flexibility in the implementation of administrative processes. To this end, we are establishing a continuous improvement process to professionalize process implementation and facilitate the further development of the staff involved. The establishment and organizational embedding of lean process and project management plays a key role here. In addition, we aim to raise our staff's awareness of change management, provide them with targeted training and grant them the necessary degree of autonomy.



Providing and modernizing infrastructure



Kulmbach Campus. South view of the new building – competition rendering (a+r ARCHITEKTEN GmbH)

All activities at the University are based on a modern and flexible infrastructure that creates excellent conditions for research, teaching and administration. Sustainable practices and energy efficiency are central guiding principles in this regard. We place particular emphasis on building refurbishment, to which we will give even higher priority in future. To this end, we are establishing a renovation process that takes into account the goals of climate neutrality and resilience, encompassing the identified budget, resource planning and procurement, as well as close consultation with users and stakeholders. Building on this, we prioritize and define our timelines. We attach great importance to the effective, needs-based, flexible and accessible use of university-wide building and room capacities. In addition to further digitizing the room booking process, we also intend to digitally record relevant room data in the future. In doing so, we are defining standards and facilities for the more flexible use of room resources. Together with suitable rooms and buildings, the availability of up-to-date research and teaching infrastructure contributes to modern working and teaching conditions. We identify requirements and needs in order to increasingly consider internal partnerships regarding room usage and to prioritize the further development of collaborative room usage concepts. We continuously renew our IT infrastructure and expand it in line with requirements.

Internationalization

Internationalization can, will and must contribute to the preservation and further development of the University of Bayreuth as a centre of excellence in research and teaching. At the same time, we aim to fulfil our social mission and play a part in attracting and developing global talent for the region. To this end, we intend to make effective use of our international networks. These networks raise the global profile of our researchers and of the University of Bayreuth as a whole, and promote our research topics as well as our understanding of tolerance and academic freedom. In the spirit of a 'double perspective', this involves reciprocal processes of perception and understanding. It is our self-image to thereby simultaneously support and help shape intergovernmental processes through science diplomacy. To this end, we aim to provide the necessary infrastructure in a way that meets the professional requirements of internationalization. Researchers, lecturers and administrative staff work together constructively and in partnership. This forms the basis for our international projects, which are of vital and strategic importance and must therefore be supported in the long term. In this way, we continue to develop our university as an internationally connected and culturally open institution – reliable, high-profile and globally engaged.

Further promoting the international character of the University of Bayreuth

Internationality in practice across research, teaching, knowledge transfer and administration is an integral part of our campus culture and is regarded as the norm, or even the ideal. We will focus our university-wide internationalization efforts particularly on onboarding. Increased internal exchange and cross-faculty cooperation among the relevant stakeholders – whether researchers, lecturers, students or administrative staff – can help us better achieve this goal. We do not merely wish to establish subject-specific networks; in the future, we will place particular emphasis on selected target regions. To achieve the desired effects through internationalization, we intend to adopt a clearer focus based on quality control. In doing so, we aim to proceed in an even more targeted manner with regard to countries of origin, institutions and academic departments, taking into account the resources available both within and outside the University. We aim to strike a balance between international and German-taught programmes. By internationalization, we do not mean abandoning all German-taught programmes, but rather facilitating a meaningful and complementary interaction between German-taught programmes and our degree programmes taught in other languages. This applies, among other things, to degree programmes, committee work and events. In this context, the development of a clear language strategy is of central importance to us. Key priorities for us include, for example, German



as a foreign language/bilingualism, a clear distinction between minimum requirements and additional offerings, and the introduction of flexible deadlines for achieving language proficiency and multilingualism. Furthermore, we aim to utilize translation services within our self-governing bodies.

Attracting and retaining international students and doctoral researchers



In the future, we aim to adopt a more coordinated, proactive and digitally supported approach to onboarding international students, beginning in the pre-enrolment phase and delivered in collaboration with the relevant departments. To attract international students and doctoral candidates to study and/or pursue a doctoral programme at the University of Bayreuth, as well as to retain them in the long term – for instance as committed alumni and as partners in joint research projects – we are establishing the recruitment of young talent as an integral part of our internationalization strategy and our sub-strategies. We intend, among other things, to create and revise measures specifically for this purpose and to focus them more precisely.



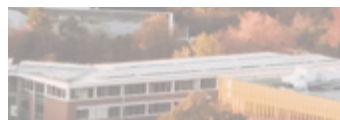
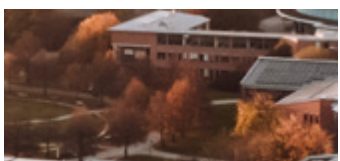
Strengthening the University of Bayreuth's global networks

We support and promote our existing global networks in the areas of research, teaching and knowledge transfer. At the same time, we aim to further increase our visibility and presence abroad, particularly at our Global Strategic Hubs and other strategic destinations, such as the Africa Multiple Research Centres. Our key guiding principles for this are transparency and process-oriented approaches. We are optimizing our organizational transparency and making contact points and their interactions more visible both externally and internally. For our endeavours within Europe, we are developing a European strategy. At the University of Bayreuth itself, we aim to facilitate the work of all stakeholders by providing targeted information on existing funding opportunities in the form of a toolbox, which offers insights into various formats, experiences and support services. This also includes a moderated exchange on international networking, partnerships and process-oriented approaches, as well as a focus on strategic, academic and institutional aspects. We are integrating all levels and staff groups into the University of Bayreuth's global networking and intend to invest particularly in the networks of the future by encouraging early-career researchers and mid-level academic staff to participate and proactively involving them in international contacts and stays abroad. To this end, we will, on the one hand, maintain and further expand existing mechanisms such as the Bayreuth Humboldt Centre and the Global Strategic Hubs. On the other hand, we also aim to achieve the desired impact by intensifying our alumni work and increasing the range of activities designed to foster a sense of connection to the University of Bayreuth among students.

Supporting scientific diplomacy processes

Responsible science diplomacy, at both the individual and institutional levels, will form part of all our international collaborations. It is based on the mission statement of reciprocity and mutuality: where we, as the University of Bayreuth, have an impact beyond our research content, we also scrutinize our own approaches, for example in dealing with conflicts and those who hold differing views. We aim to structurally embed a nuanced and balanced discourse within international collaborations and partnerships, and to make it a central focus of our international contacts in an appropriate manner across the board. We are developing the principles of our understanding of science diplomacy in an interdisciplinary manner and setting them out in a position paper. Just as important as internationalization is for the University of Bayreuth, so too is the support of science diplomacy processes by universities essential for the preservation of freedom and peace. The University of Bayreuth sees itself as a key player in this regard, with the ambition to make a substantial contribution.





Digitalization

Digital transformation is increasingly shaping research, teaching, student life and administration. At the University of Bayreuth, we do not view digitalization as a purely technical development, but as a strategic cross-cutting task that we wish to shape in an active, reflective and forward-looking manner. To shape digital transformation in a forward-looking and confident manner, we provide a reliable digital infrastructure that meets the diverse requirements of academic work. Using agile, user-oriented approaches, we drive digital innovation whilst simultaneously providing access to key technologies such as artificial intelligence. In doing so, a responsible and thoughtful approach to digital technologies is just as important to us as fostering digital literacy among all members of our university. In this way, we are shaping the digital transformation as a learning organization – open to progress, rooted in our values and ready for the challenges of tomorrow.

Providing a reliable digital infrastructure



With the increasing digitization of its core processes, the University of Bayreuth is seeing a growing need for an enabling IT services foundation. This requires technical, financial and human resources. At the same time, the demands on ensuring the sustainability, long-term availability, security, resilience and 24/7 availability of these services are increasing. To meet



these challenges, we intend to place greater emphasis on collaborations with other universities and research institutions. In parallel, we are driving forward the targeted use of (AI-based) automation and intensifying our cooperation with external service providers. An improved range of IT training courses for academic and professional services staff, as well as systematic recruitment and retention of staff in the IT sector, will ensure our long-term capacity to act. In addition, we are expanding a permanently available research data infrastructure – including links to national and European initiatives.

Shaping the digital transformation with agility



The University of Bayreuth intends to actively utilize the further development of digitization technologies for its own digital transformation. This requires the ability to act proactively, agilely and flexibly in order to rapidly implement and evaluate new technologies and digitization approaches. We are creating low-threshold access for researchers to propose and test digital opportunities. By ensuring the most flexible budgeting possible for our internal funding instruments, we secure the necessary flexibility in planning. With the development of a sovereignty strategy as part of the Digital Agenda 2030, which also encompasses the topic of open source, we aim to further enhance the University's digital self-determination.



Integrating the University of Bayreuth into emerging AI architectures



The use of artificial intelligence has the potential to bring about beneficial changes to research, teaching and administrative processes at the University. To this end, the University of Bayreuth aims to provide its members – students, researchers and administrative staff alike – with easy and sustainable access to AI infrastructure. In this connection, we are integrating our own technological capabilities with external offerings, in particular access to the Bavarian AI architecture, the development of which we are actively helping to shape. For us, ensuring that these access points meet the criteria of usability, integrability, security and sustainability is just as much a matter of course as our social responsibility to pass on our skills.



Dealing responsibly with digitalization

Shaping digitalization requires users to engage with new technologies in a sensitive, transparent and ethically reflective manner. Whilst the sensible use of technologies – such as AI – should be encouraged, risks such as data protection, dependencies or resource consumption (Green IT) must be specifically addressed. To this end, we are developing guidelines for the fair, transparent and ethical use of AI as part of our Digital Agenda. To promote a responsible approach to digitalization and AI, we aim to provide information resources, advice and training for all members of the University. The implementation of technical measures based on transparent metrics and intelligent IT management is intended to make an active contribution to data minimization and resource conservation. Exchange platforms such as AI Day, face-to-face meetings or discussion forums also promote open and critical discourse within our institution.



Equal Opportunities and Diversity



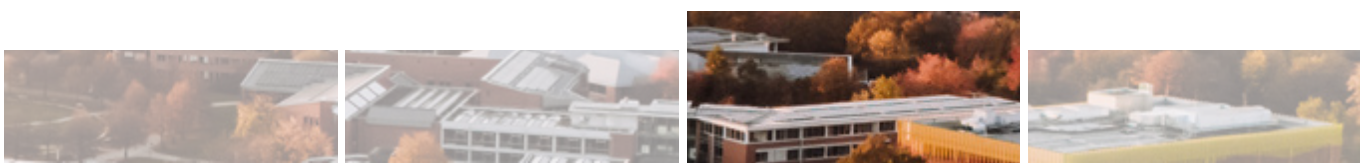
We view diversity, equality of opportunity and inclusion as the basis for respectful coexistence and a tolerant university, as well as the foundation for excellent research and teaching. To consolidate and further develop what has already been achieved, we actively promote a cultural shift towards greater openness, mutual respect and structural justice. We consistently embed equality of opportunity and diversity as a cross-cutting priority across all areas of the University – including human resources and organizational development, teaching and learning and research and administration. The lived diversity of perspectives, experiences and life realities enriches our work every day, whether in the design of learning environments or the work of heterogeneous research groups. In this connection, we rely on clear structures, binding standards and an ongoing dialogue with all members of the university community. In this way, we create a working and learning environment that unlocks potential regardless of origin, social background, religion, disability, gender or sexual orientation, and in which diversity is experienced as an enrichment.



Consolidating achievements, driving cultural change



We regard equal opportunities and diversity, including inclusion, as the cornerstones of our university culture. In the coming years, we aim to further strengthen equal opportunities and diversity, and to safeguard and further develop existing structures. We wish to preserve our existing initiatives on gender equality, as well as our existing programmes to raise awareness of discrimination and abuse of power, and to integrate them consistently across all areas of the University. The University of Bayreuth takes a clear stand against all forms of discrimination, including any form of disadvantage or harassment on the grounds of race, cultural or social origin, age, religion or belief, disability or chronic illness, gender or sexual orientation. We are committed to ensuring that all members of the University can actively participate in everyday university life. This also includes the targeted promotion of participation in committee work and events. At the same time, we are identifying opportunities for structural optimization: we aim to address the shared needs of different groups in a synergistic manner in order to meet a range of requirements. We also pay attention to the recognition and active combating of multiple disadvantages.



Intensifying communication and providing continuing education opportunities



We are countering impending anti-democratic and anti-scientific developments that lead to social regression. We are refining our self-image and strengthening its communication both internally and externally. We aim to create opportunities for all members of the University to promote their discussion and argumentation skills. Aspects of equal opportunities and diversity should be integrated into teaching methodology, universal design and linguistic formulation. Accessibility to continuing education and professional development opportunities will also be established for all staff categories. Through an enhanced network of contact points and the use of shared resources, such as by pooling holiday care provision in joint projects, we aim to make efficient use of limited funds. Where appropriate, we will expand data collection on diversity aspects and structural disadvantage to enable evidence-based strategy and policy development.

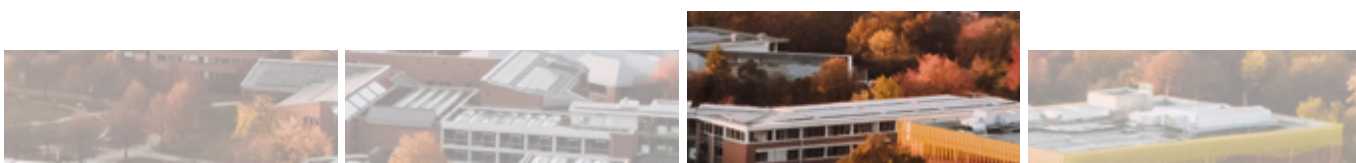


Consistently mainstreaming equality of opportunity and diversity in all areas

We would like to establish equality of opportunity and diversity as a natural part of all areas of the University. In addition to traditional diversity issues, we also want to explore dimensions that have been less visible to date and place greater emphasis on their significance for research, teaching and administration. Our objective is to increase the strategic integration and implementation of equality of opportunity and diversity across all areas of the University and to make the collaboration between existing contact points more visible and stronger. In doing so, we simultaneously increase the visibility of these issues throughout the University. In research, we regard the consideration of gender and diversity aspects in all areas of the University as a mark of quality and a cross-cutting task. We therefore define gender and diversity relevance in accordance with the standards of good scientific practice and, building on existing structures, create appropriate training and advisory services. Furthermore, we aim to establish a platform for equality and diversity issues that also addresses gender and diversity aspects in research beyond the immediate scope of gender studies or inclusion research, and which is available to a broad target group with the involvement of our professors. In our study programmes and teaching, we take account of diverse educational backgrounds. These include socio-cultural and family backgrounds, such as students without an academic family background, students with caregiving responsibilities, or those affected by student poverty.

Supporting engagement

We support teaching staff and programme coordinators in overcoming their own stereotypical thought patterns through self-reflection and anti-bias training, and in identifying and dismantling hidden barriers as well as their own perceptual gaps and biases – ranging from linguistic barriers and financial hurdles to work-life balance issues. Our responsibility does not end at the campus gates. To ensure that our students, as responsible individuals, contribute positively to gender equality, equal opportunities, inclusive participation and diversity in the workplace and society, we foster the relevant skills. In this way, the University of Bayreuth actively engages with society through its Third Mission. By way of targeted collaborations with municipal and regional partners, we are further expanding our network. In this way, we are laying the foundations for a university culture that actively embraces and shapes diversity.



Sustainability

As a research and educational institution, the University of Bayreuth plays a central role in shaping a sustainable future. As a university, we take responsibility for a future worth living and embed sustainability as a guiding principle in our research, teaching, Third Mission, operations and campus life. The following text primarily refers to the ecological dimension of the concept of sustainability. The social and economic dimensions are made visible and taken into account through the interconnection of this with the other areas of action. To fulfil our role as a catalyst for social change, we promote sustainable mobility and consistently drive forward intelligent energy and resource management. We systematically integrate education for sustainable development into our teaching programmes to empower our students to actively contribute to the transition towards sustainability. In the interests of planetary health, we are committed to providing healthy and environmentally friendly food options. At the same time, we are strengthening the climate resilience of our infrastructure and making the campus fit for the future. In this way, we are developing the University of Bayreuth into a place where sustainability is lived, thought through and shaped together. Within the scope of our capabilities and subject to political decisions, we strive to become climate-neutral as soon as possible.

Promoting sustainable mobility

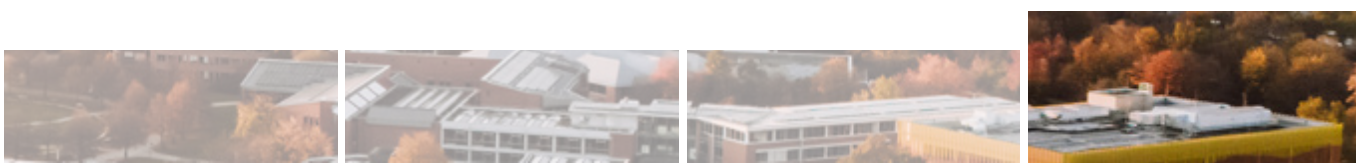


We understand sustainable mobility as resource-efficient, low-emission and health-promoting ways of travelling and as an important contribution to achieving climate neutrality. This includes travel to and around the University of Bayreuth, business trips and excursions. Our aim is to raise awareness of sustainable mobility and promote responsible behaviour. We pursue this through communication measures tailored to specific target groups, helping to build acceptance and understanding of environmentally friendly mobility solutions. We are committed to improving infrastructure for sustainable travel and are in close dialogue with local authorities and municipal utilities. We are developing a comprehensive mobility concept that takes all modes of travel into account and is regularly reviewed for effectiveness, social acceptability and fairness.

Promoting energy and resource management



For us, the efficient and economical use of energy and resources is of central importance for the University's climate neutrality, economic efficiency and the protection of natural resources. We aim to raise awareness across the entire university community regarding energy and resource requirements and to highlight potential savings. To this end, key performance indicators for monitoring electricity, heating, cooling, water and waste will be reg-



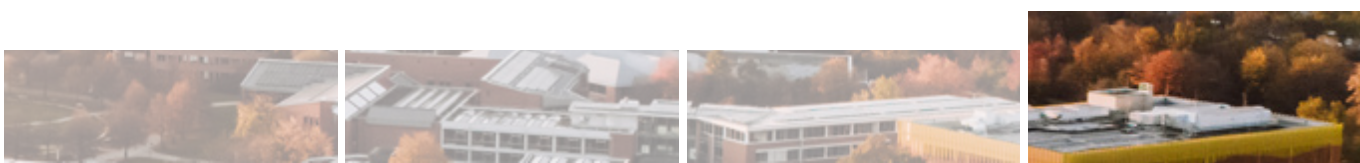
ularly collected, reviewed and progress documented. We will communicate the results transparently to strengthen awareness among our community. Furthermore, the transition to renewable energy plays a central role for us.

Establishing education for sustainable development



We promote skills and attitudes necessary for acting in line with ecological and social sustainability goals. Through education for sustainable development, we empower the members of the University to think with a view to the future and to understand the impact of their actions on the world. We aim to give all university members the opportunity to acquire the skills needed to reflect on their actions and integrate sustainable practices into their daily lives. To promote the relevant knowledge and its application, we aim to integrate sustainability into degree programmes and continuing education in a meaningful way. Furthermore, we see ourselves as knowledge disseminators and bring topics of sustainable development to society. We encourage members of the University to get involved in sustainable development projects, and we place particular emphasis on Third Mission activities such as school partnerships and the educational work of the Botanical Garden.





Raising awareness of nutrition in the context of planetary health

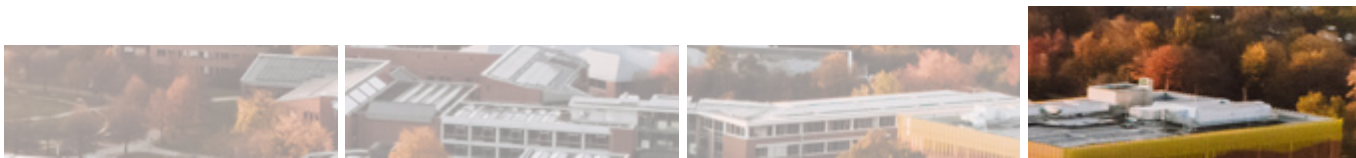


By nutrition in the context of planetary health, we mean a diet that promotes both human health and that of the planet. It encompasses the production, processing, distribution and consumption of food and aims to reduce waste, promote regional and seasonal produce, and utilize sustainable resources. Through greater awareness and more appealing offerings, we aim to contribute to reducing environmental impact. In dialogue with the Association for Student Affairs, we aim to expand the range of sustainable food options, striving to further increase the proportion of plant-based foods and reduce animal products. Furthermore, we intend to work with the Association for Student Affairs to reduce waste – for example, through optimized meal planning and raising awareness within the university community about conscious consumption.



Increasing climate resilience

We understand climate resilience as the socio-ecological capacity to withstand the challenges of climate change. By implementing appropriate measures, we not only strengthen the University's resilience but also make a significant contribution to sustainable urban development. This is to be achieved through local adaptation strategies. In view of increasing extreme weather events, which can place a strain on both the infrastructure and the health of the university community, it is essential to take targeted measures. In particular, increasing droughts and heavy rainfall events require adapted water management. Furthermore, we aim to contribute to transforming Bayreuth and Kulmbach into so-called 'sponge cities', which means increasing the water infiltration capacity of land surfaces. In addition, we are developing recommendations for action and target-group-specific measures to reduce the health impacts of climate change on members of the University.





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