



University of St.Gallen



Annual Report 2021 – 2022

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Lighthouse with regional foundations

In stormy times, lighthouses serve as landmarks. In the past academic year, too, the University of St.Gallen was confronted with extremely turbulent times: on the one hand, the corona pandemic continued to affect teaching and cooperation; and on the other hand, Russia's war of aggression against Ukraine and the consequent disruptions sent a shock through the economy, academia and society in general.

With due care, HSG managed to largely normalise university life. Thus, it was also able to fulfil its important function of analysing global and economic affairs with its integrative approach, launching discussion platforms, placing contiguities in a wide context and revealing perspectives for the future. HSG evidenced responsible action very practically by supporting refugee academics and students from Ukraine, as well as participating in the Round Table of the City of St.Gallen.

From the return of the St.Gallen Symposium with its international impact to running the public lecture courses as an exciting service for the region, HSG's indispensable role manifested itself as a reputation factor for education and the future in St.Gallen. SQUARE, HSG's forum for dialogue and field of experimentation, established itself as a lighthouse in the very best sense of the term. It is no coincidence that a partnership for future technologies was signed on its premises with the Land of Vorarlberg, since this is an initial lighthouse project of the Lake Constance metropolitan area.

What is also indispensable on a stormy sea is a compass: HSG has provided one for itself in the form of the Strategic Plan in order to chart a course for the university members and the region and to implement its Vision and Roadmap 2025. With this comprehensive navigation tool in place, I am pleased that the University of St.Gallen is successfully heading for its 125th anniversary as an educational institution.

Cantonal Education Minister Stefan Kölliker
Chairman of the University's Board of Governors



Stefan Kölliker

We are rethinking the university



Bernhard Ehrenzeller

Rethinking the university? This is not really a thought with which a president should start an annual report. After all, annual reports are about reviewing the successes of the past academic year, thus justifying that we are going in the right direction. There are such success stories galore, from the wonderful return to the campus after months of online and hybrid teaching and the first day for prospective women students, Women*@HSG, to the promising start of our Master's programme in Computer Science and the adoption of the Strategic Plan 2025. But one highlight of the year invites us day after day to rethink the university: the inauguration of SQUARE.

In February, we were able to celebrate the opening of SQUARE and guide several thousand guests from the city and the region through the new premises. However, SQUARE is more than "only" a new space; it is a marketplace for encounters and discussions, for innovative teaching and learning experiences – and precisely also for ideas about how we want to shape the university of the future. These visions are what we want to discuss in the anniversary year of 2023, also with you!

Future orientation is also a hallmark of our faculty, about which you will learn more in the following top stories. Even though they are set in different disciplines, they are still united by HSG's claim: to move from insight to impact by means of application-oriented top-class research. Our values of responsibility and sustainability are also reflected in our research. We will remain true to these values as an entire university and will focus on them even more in the future.

Prof. Dr. Bernhard Ehrenzeller
President of the University of St.Gallen (HSG)

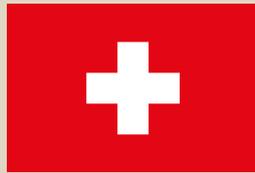


25%
reduction in energy
consumption
per student
since 2014



3,900 plants for the beech hedges
and 49,800 bulbous plants were used
by the gardeners around SQUARE

3,439
employees

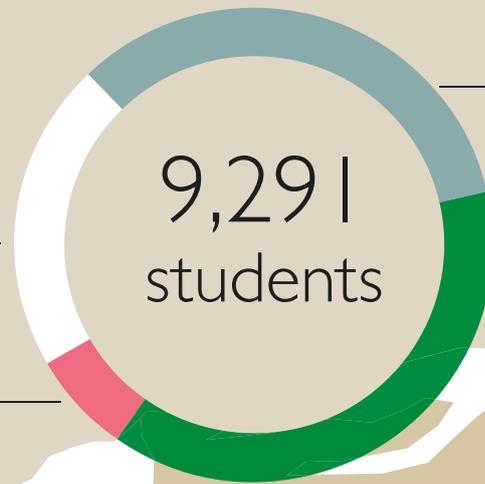


33,973
Alumni members

36%
proportion of
women

Assessment:
1,925

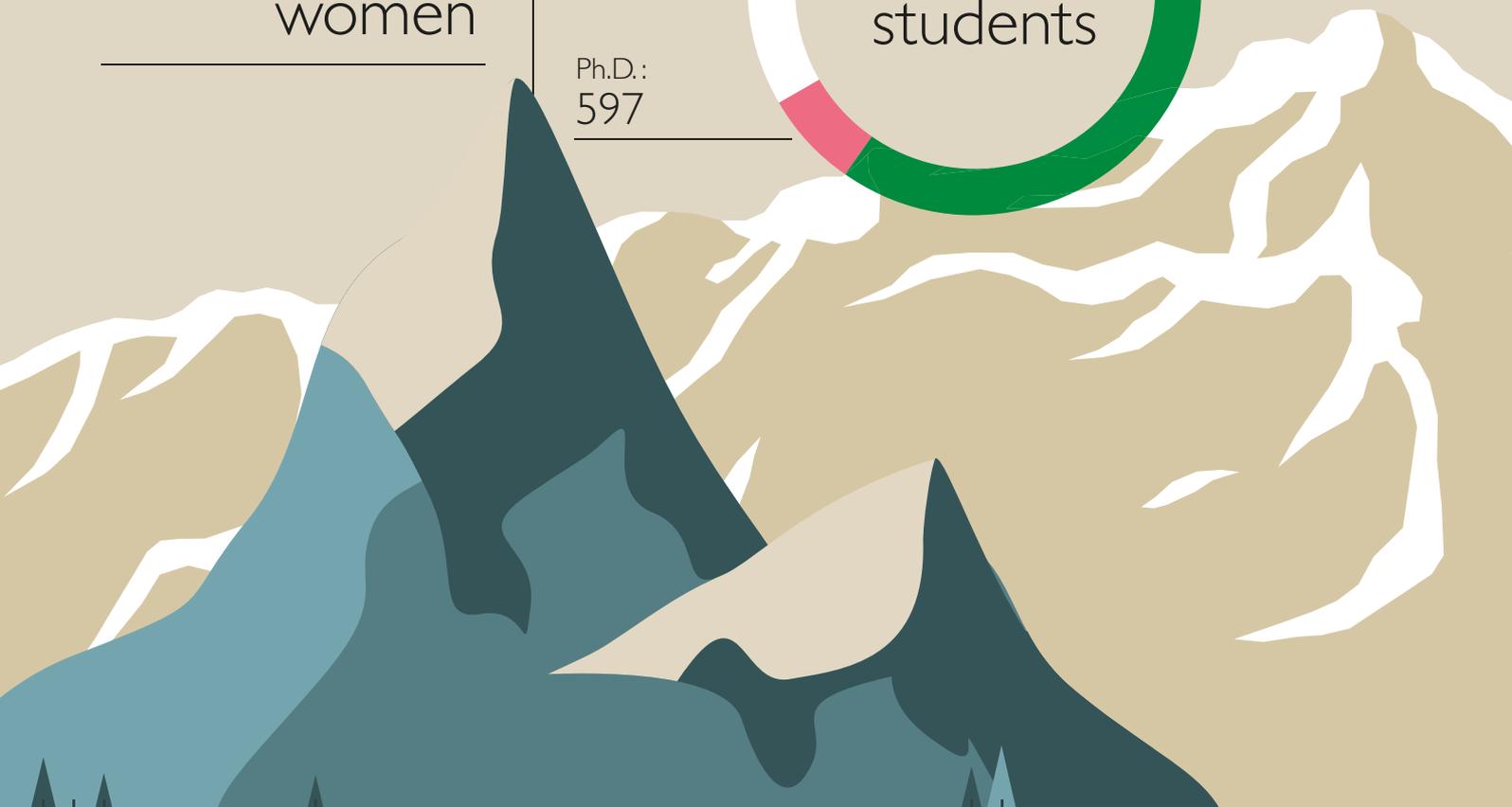
Ph.D.:
597



Bachelor:
3,149

Master:
3,577

9,291
students



One of the
ten biggest
employers
in the
canton



More than 400
start-ups consultations

77% of Master's graduates had a
permanent job on graduation

45% of the students are members of
one of the 130 student associations

160 companies have been
certified with the HSG's
spin-off label

Students from 90 countries are
enrolled at HSG

Over **40** institutes,
research units,
and centers

Yearly

CHF
50,3 m

turnover annually
with executive
education

4,2 m video views
on YouTube

13,000 media contributions
with HSG reference



6th place in the "Financial Times"
Ranking

Rank 1 for the Master in Strategy and
International Management (SIM) in the
FT „Masters in Management“ Ranking

Approximately 200 partner
universities and 3 global centers

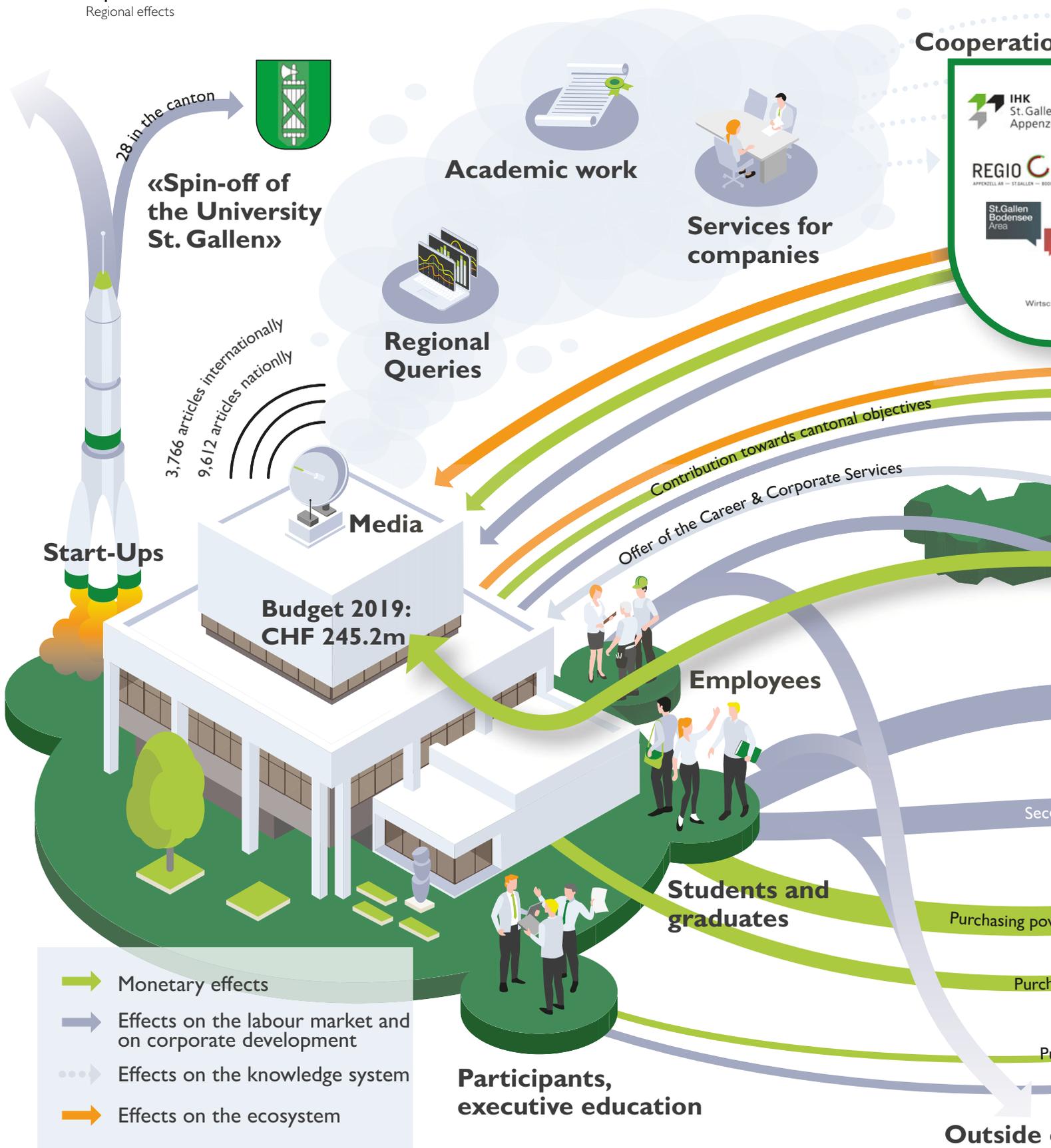
51,700 publications on the
Alexandria research platform



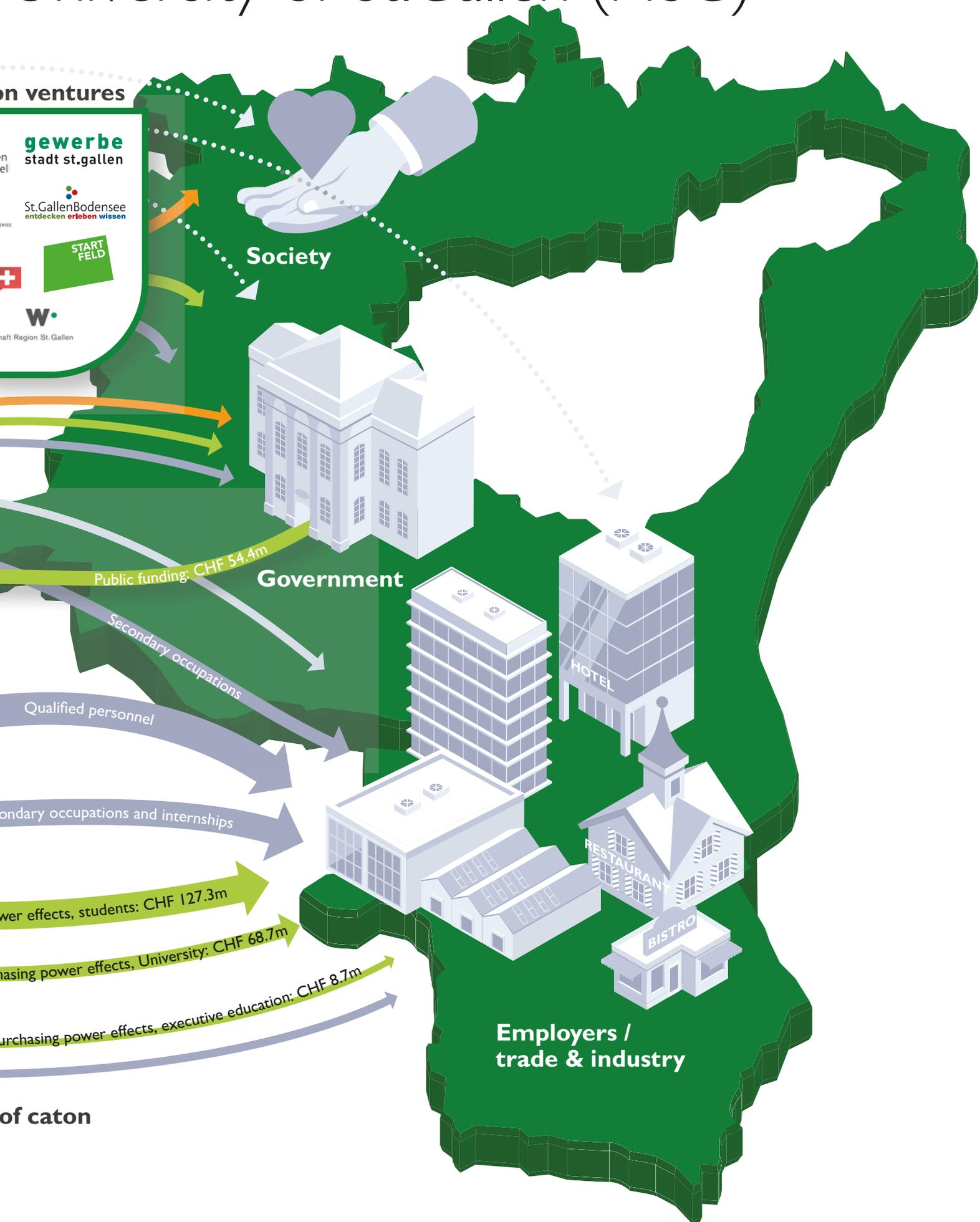


Report:
Regional effects

Regional effects (2019) of the



University of St.Gallen (HSG)



of caton

Research







Decluttering is good for you, but letting go is not an easy process

Topstory
School of Management
Decluttering

Our homes are cluttered up with things that encumber us rather than giving us pleasure. The magic word is decluttering. The research project “Decluttering – how consumers terminate their relationships with objects of consumption” reveals that this is easier said than done.

“In the western world, we are living in an age of abundance. More and more things are piling up in our homes. However, possessions can be cumbersome because they require our attention and we are afraid of losing them,” emphasises Johanna Franziska Gollnhofer, Associate Professor of Marketing at the University of St.Gallen. According to her, a countertrend has evolved in the last few years. “Many people are asking themselves what they really want to possess.”

Throwing away and tidying up as inner tidiness

The new frugal lifestyle is called “decluttering” and has become a trend that has brought to the market many people who provide advice about how to proceed with decluttering. One of the best-known “tidying consultants” is the Japanese Marie Kondo, who teaches that throwing things away and tidying up is the starting point of inner tidiness. Her surname has even become the verb “to kondo”, which means as much as “tidying up”. Also, she has been given her own Netflix series.

With the project “Decluttering – how consumers terminate their relationships with objects of consumption”, Johanna Gollnhofer is making an academic contribution towards this trend. Together with Kushagra Bhatnagar, Assistant Professor at the Aalto School of Business in Helsinki and Birte Manke, a doctoral candidate at the University of St.Gallen, she is investigating consumers’ motives for discarding processes. The three researchers shed light on the societal ideologies which people think about in the course of a decluttering process. “Having many possessions was regarded as desirable for a long time. Now, there is increasingly a feeling of saturation. We are realising that having many possessions also has disadvantages,” explains the HSG professor. Keywords for this are abundance and excess, waste and environmental pollution.

To understand the conflicts that confront consumers during a decluttering process, the researchers conducted interviews with people who were willing to declutter and with decluttering coaches; these interviews were systematically coded and evaluated. In addition, the authors

derived findings concerning decluttering from series, documentaries, YouTube videos, books and articles in blogs and journals.

More than a ton of unwanted possessions

Johanna Gollnhofer refers to an ethnographic household study from 2019, in which researchers counted 2,260 visible possessions in a three-room home. Other investigations revealed that the average British consumer accumulates more than a ton of unwanted possessions and that on average, women own 22 garments that they have never worn. A further study shows that a great deal of money is invested in material abundance: in 2019, Americans spent an average of USD 1,497 per month or almost USD 18,000 a year on non-essential goods.

“The effect of this consumer behaviour is that middle-class households in most western countries are crammed with an accumulation of goods. Consumers often find it difficult to keep this inflow of material goods in check,” says the economist. Regardless of what drives



Prof. Dr. Johanna Franziska Gollnhofer at the “Brocki Gossau-St.Gallen”, where decluttered goods find new owners.

“Decluttering means making countless decisions and entails an enormous learning process.”

them to buy more and possess more, the increasing stock of possessions results in what we and others would perceive as untidiness and chaos in our homes. To solve the problem of abundance, it is advisable to start getting rid of things.

Why it is difficult to part with objects

However, decluttering often causes identity conflicts, feelings of guilt and frustration. On the one hand, we live in abundance and everything is produced in vast quantities; on the other hand, we have learned from war-time and post-war generations that we shouldn't waste anything and should be grateful for possessions. “This conflict makes us feel

uneasy because we hoard so much that we don't need. At the same time, we've got a guilty conscience when we declutter,” says Johanna Gollnhofer. This also shows that we have become enslaved by our possessions. “Figuratively speaking, the objects fight for survival. They don't want to be thrown away but want to stay with us.”

According to the HSG professor, there are several reasons why it is so difficult to part with objects, even though they are mere everyday things. Financial considerations also play a part, for example. “We spent a lot of money on them, and this is why we're unable to throw the expensive Ray Ban spectacles away.” Or we think that the unused objects may come in handy in the future. “We intend

to do more sports or do something artistic. The things are bought quickly but never used. Subsequently, we keep meaning to use these things but then don't,” explains Johanna Gollnhofer. In addition, we often have an emotional attachment to everyday objects, for instance because they were given to us as presents or remind us of something.

Decluttering can change consumer behaviour

The research project further revealed that consumers deal very actively with their possessions in the course of a decluttering process, which can also result in a change of consumer habits. “We saw that after the decluttering experience,

“Figuratively speaking, the objects fight for survival. They don’t want to be thrown away but want to stay with us.”

interviewees often view marketing messages much more critically,” explains the HSG professor.

What was interesting is the observation that conversely, consumers spent more money on new purchases. “For example, they buy higher-quality objects or spend more money on things. In a spirit of sustainability, consumers may refrain from buying cheap things and, after their experience of discarding items, opt for timeless, classic objects with a longer life

cycle.” Sometimes, consumers then did not accept free things either because the discarding process had made them aware that they did not want to accumulate more at home. “They realise that having one drinking bottle is enough and that they don’t need three, four or five.”

Decluttering is a learning process with countless decisions

According to Johanna Gollnhofer, the examination of the discarding processes

demonstrated that there were no general rules as to what an individual still needs or wants to give away. Each and every one had to decide for themselves which objects should be kept and what could be given away. “This requires reflective behaviour. Decluttering means making countless decisions and entails an enormous learning process,” the researcher concludes. “And these countless decisions mean that consumers are very tired after decluttering and feel quite exhausted.”



Decluttering processes can also result in a change of consumer habits.



What do cyberattacks cost our society and economy?

Topstory
School of Finance
Extreme Cyber Risk
Scenarios

Cyberattacks perpetrated by criminals cause a great deal of damage to business and society – right down to a failure of the critical infrastructures. The HSG insurance economist Martin Eling has worked out the financial consequences digital attacks may have. These figures provide decision-makers in politics and business with important indicators as to what risks they have to protect their institutions against.

“Digital attacks by criminals or terrorists can result in economic damage amounting to dozens of billions,” says Martin Eling, Professor and Director at HSG’s Institute of Insurance Economics (IVW-HSG). “Since all companies and countries depend on digital technologies, our economy and our society are highly vulnerable to such attacks in cyberspace.” In an international research work, Eling has calculated the bandwidth of possible costs of six extreme damage scenarios. The study entitled *The Economic Impact of Extreme Cyber Risk Scenarios* lists the relevant figures, which pave the way for an estimate as to whether such damage can be insured at all. In August 2022, Martin Eling received the “Patrick Brockett & Arnold Shapiro Actuarial Award” at the annual meeting of the American Risk and Insurance Association in California for the work preceding the current study.

The calculation model, which he developed together with Mauro Elvedi (HSG) and Greg Falco (Johns Hopkins University, Baltimore), is now intended to be transformed from a theoretical

construct into a tool for managers and politicians. “The aim is that decision-makers will be able to make use of the model in their strategic planning,” says 44-year-old Eling. “If politicians and managers are able to estimate the costs of digital damage, this will enable them to pursue a more precise risk management. This means they can decide which digital and financial safeguards they want to install for what scenario.”

Digital attacks are increasing massively

The management of digital risks is facing great challenges. In 2020, cybercrime caused worldwide losses amounting to USD 1,000bn – an increase of 40 per cent in comparison with 2018. “The digital boost in the course of the corona pandemic contributed to this,” says Eling. Cybercrime is an industry of its own, and the perpetrators systematically attack vulnerable institutions. “In 2020, for example, cyberattacks on hospitals increased by 60 per cent. They were a sitting target since they were busy coping

with the pandemic,” says Eling. He and his co-authors assume that the frequency and severity of cyberattacks will continue to increase owing to growing globalisation and digitalisation. In an extreme case, an attack on digital systems does not only cause economic costs but also social and health problems, for the work of critical infrastructures such as healthcare, power and water supply depends on digital systems, too. “Of course, there are emergency plans in these areas, but a massive failure of digital technology could not be managed without the supply to the population suffering.” These are not pure future scenarios: thus the WannaCry ransomware paralysed large parts of the British National Health Service in 2017. Hospitals had to turn patients away and ambulances were unable to deliver their patients to A&E departments. WannaCry encrypted datasets and demanded a ransom payment from users for decryption. The German national railway company and Renault, for instance, were also affected. The blackmailing computer virus caused worldwide losses to the tune of several billion US dollars.

“Firms which have been affected are not really interested in disclosing cyberattacks and their consequences. This makes our research work challenging.”

Damage calculation is a challenge

Eling, Elvedi and Falco are not the first to attempt to calculate the damage caused by cyber risks. The researchers’ main problem in this field is the fact that there are hardly any historical data about cyber incidents. “Firms which have been affected are not really interested in disclosing cyberattacks and their consequences,” says Eling. In addition, studies conducted to date in academia and industry focus on individual cyber scenarios, and researchers apply different methods for the calculation of possible types of damage. Thus, the losses estimated by the different studies range from 0.2 per cent to 2 per cent of the gross domestic product in the year of the incident. “The upshot of this is that

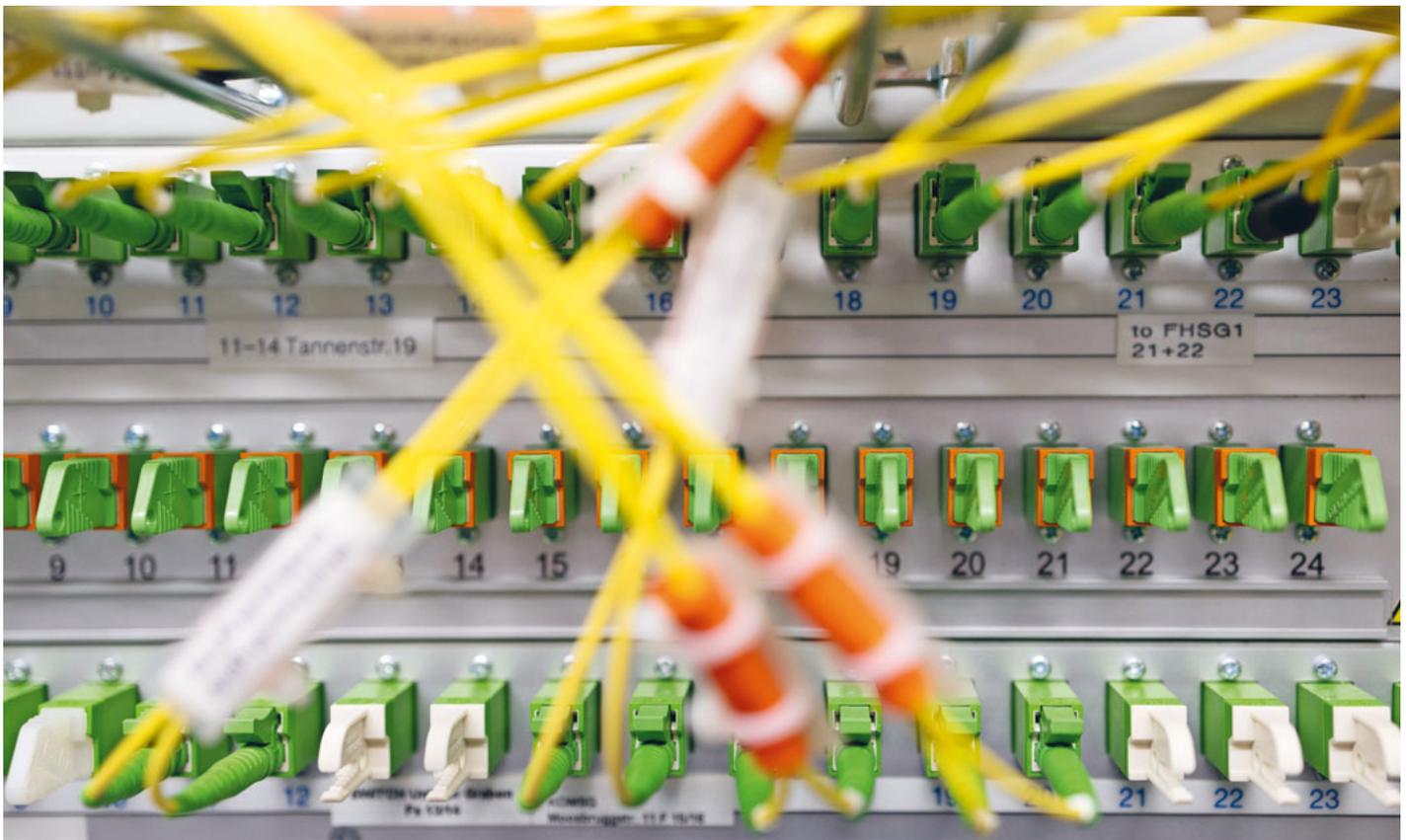
decision-makers only have vague ideas about how serious individual scenarios might be,” says Eling.

The team of HSG researchers will now make it possible for the economic consequences of six extreme cyber risk scenarios to be compared with each other. These scenarios describe the consequences of attacks launched on digital systems by criminals or terrorists:

1. failure of the monitoring and control software of technical processes in the industry,
2. failure of a cloud service,
3. cyberattack on the health sector and hospitals,
4. danger to critical government infrastructure,
5. interruption of the internet supply,

6. failure of the strategic IT infrastructure across several sectors.

The model integrates qualitative factors into the calculations for the first time. “To determine these, we discussed the possible impact of the scenarios with about 30 experts from the insurance industry,” says Eling. Based on these interviews, values were defined for two qualitative factors. The complementing “hard” figures for the calculation come from OECD statistics and indicate the degree of dependency between different economic sectors. “In our interlinked economy, ripple effects of failures must be expected beyond sectoral and national borders,” comments Eling. Thus, the input/output model applied in the calculation uses these OECD figures to show how the impairment of one sector



The frequency and severity of cyberattacks will continue to increase owing to growing globalisation and digitalisation.



As an insurance economist, Prof. Dr. Martin Eling paves the way for an estimate as to whether extreme damage scenarios can be insured at all.

“Our work is tantamount to futurology to a certain extent.”

impacts on the rest of the economy. The model indicates a minimum and a maximum of expected losses in US dollars for each of the six scenarios.

Accordingly, the scenarios with the most extreme effects are a digital attack on the health sector and a cross-sectoral attack: the possible maximum costs amount to USD 28bn and 35bn, respectively. “Of course, these are massive figures at first sight. But the big reinsurers could cope with them,” says Eling. “Our research also aims to point out these relations.” To make a comparison: natural disasters such as hurricane Katrina or the tsunami that led to the nuclear disaster of Fukushima caused costs of USD 125bn and 210bn, respectively – losses which the insurers and reinsurers were able to cover. However, there are some large bandwidths between the minimum and maximum values of the six scenarios. “Of course, the uncertainty of the calculation

is relatively big in our calculation with our approach as well,” says Eling. “With the integration of the scenarios, our research is tantamount to futurology to a certain extent, which is bound to involve some uncertainty.” Nonetheless, the definition of possible economic damage provides managers and politicians with important indicators.

Today’s cyber insurance cover is not sufficient

In executive education courses at HSG, Eling teaches experienced managers about cyber risks. “People’s awareness of the problem is much greater today than ten years ago,” says Eling. The problem is less that of companies than that of insurers. “There may be cyber risk insurance policies, but their limits of liability are too low. The insurers and reinsurers themselves do not want to run any risks with cyber risks whose damage

potential is difficult to assess.” Yet on the strength of his research, Eling is convinced that insurance companies would be able to cope with such cyber risks. “What would be necessary now is for insurers and reinsurers to meet up and determine what requirements their customers have. These risks could then be distributed across the industry.” A similar procedure is behind the Swiss Natural Perils Pool, in which insurance companies distribute the Swiss market, and thus also the risks of damage by fire and natural forces, among themselves.

In order to familiarise themselves with the current challenges of the insurance industry, Eling and other researchers of the HSG Institute of Insurance Economics regularly meet with 40 partner companies in Switzerland. “This is what fascinates me about insurance economics – it deals with current social issues and can always be applied in practice,” says Eling.



Fighting illnesses with FoodCoach

Topstory
School of Computer
Science
FoodCoach

The research project FoodCoach, which is funded by the Swiss National Science Foundation, is exploring the question as to how people can obtain information about foodstuffs better with the help of technologies. Inter alia, the app is intended to help reduce diet-related illnesses.

FoodCoach is an interdisciplinary research project pursued by the University of St.Gallen together with Halla University in South Korea. The researchers' interest focuses on possibilities of automating dietary interventions in order to prevent widespread modern diseases such as diabetes and obesity. In a nutshell, this is about evaluating for the benefit of consumers the shopping data that are already being collected by retailers. The aim is the presentation of recommendations for a healthy, balanced diet which can be made available with the help of an app. In contrast to cumbersome solutions, which are often based on the manual recording of all meals, new technological approaches will automatically provide participants with a better overview of their dietary behaviour and with tips for a permanent change in their eating habits – without ever having to record one single meal. FoodCoach has become possible thanks to a modernisation of data protection legislation: ever since 2018, Europeans have been able to retrieve their personal data for further digital processing.

Avatars help people to buy healthier foodstuffs

The FoodCoach research project explores issues from various areas of science. The four-strong research team is correspondingly diverse. Prof. Dr. Simon Mayer is a computer scientist and heads the Chair of Interaction- and Communication-based Systems at the Institute of Computer Science (ICS-HSG), at which Jing Wu is writing her doctoral thesis about this topic and is primarily dealing with the technical interfaces and interventions. Prof. Dr. Tanja Schneider is a digital sociologist and runs the Department of Technology Studies at the School of Humanities and Social Science (SHSS-HSG). In parallel with the technical development and implementation, she and her team are pursuing an ancillary sociological research angle which investigates users' experiences, as well as non-users' reservations regarding digital diet monitoring, and integrates the insights thus gained into the main research project. The FoodCoach project is based on the ideas and the nutritional value database from the

doctoral thesis written by Dr. Klaus Fuchs of ETH Zurich, who co-initiated the project.

The researchers launched the four-year project two years ago. In this period of time, they conducted a twelve-week study entitled FutureMe together with Dr. Annette Mönninghoff from the Institute for Customer Insight (ICI-HSG). For this purpose, they recruited smartphone users who live in Switzerland and use at least one of the two leading Swiss foodstuff customer cards. "Our primary objective was to explore the effects of an mHealth intervention on people's physical activities and foodstuff purchasing behaviour," Simon Mayer explains. Jing Wu adds: "Unhealthy dietary behaviour and physical inactivity contribute to the increase in non-communicable diseases and to increasing costs in the health sector. Preventive measures in the field of mobile health may cause this trend to be reversed." Individual avatars which provide users with a window into a future that may be possible if they retain their current habits have resulted in behav-



Photo shooting in the HSG cafeteria to demonstrate FoodCoach: Prof. Dr. Simon Mayer, Dr. Annette Mönninghoff and Jing Wu.

journal change in related fields. Initial conclusions revealed that mHealth interventions make an improvement in physical activity and foodstuff purchasing behaviour feasible. However, a high-performance randomised-controlled study with a larger number of subjects would be required to confirm this provisional evidence.

Personalised e-coaching for a healthy diet

The project generated a further study, DietCoach, which is being conducted in cooperation with the Department of Diabetology, Endocrinology, Nutrition Medicine and Metabolism of Berne University Hospital headed by Prof. Dr. Lia Bally (endocrinologist and nutrition medicine expert) and with Melanie Stoll (nutritional scientist). DietCoach focuses on the provision of personalised nutrition counselling by means of an automated evaluation of purchasing data. This study is supported by the Swiss Heart Foundation.

“The Inselspital provides the specialists in nutrition medicine and nutrition counselling and conducts the clinical evaluation in patients with metabolic disorders. We provide the infrastructure required to process these patients’ data,” explains Jing Wu.

In the study, the research team examines the efficacy of this e-health approach in clinical practice. Participants are patients of the Department of Diabetes, Endocrinology, Nutrition Medicine and Cardiology. “They discuss their foodstuff purchasing and eating habits, and now also their purchasing data, in personal meetings with their nutrition counsellors. The corresponding recommendations according to individualised medical objectives are recorded by our systems,” is how Jing Wu describes the course of action.

“In a next step, the intention is to automatically derive reliable dietary recommendations on the basis of these

data, which are fed back to patients by way of personalised goals. After the intervention, changes in purchasing behaviour in comparison with the beginning will be examined,” adds Simon Mayer. Unhealthy eating habits are an essential risk factor for the genesis and progress of cardio-metabolic disorders. A change in dietary behaviour could have a substantial influence on the risk and disease burden. “A platform for individual foodstuff purchasing behaviour provides an enormous potential for the reduction of cardio-metabolic morbidity and mortality and could have a nationwide and international scale effect.”

FoodCoach triggers off a wealth of new insights

According to Simon Mayer, FoodCoach primarily provides a new tool for recording individuals’ dietary behaviour and for making low-cost nutrition counselling available to the general

public. “There’s an interest in this both by people in good health who want to prevent diseases and by patients with cardio-metabolic problems. The health sector will profit because this free service will enable it to save financial resources.”

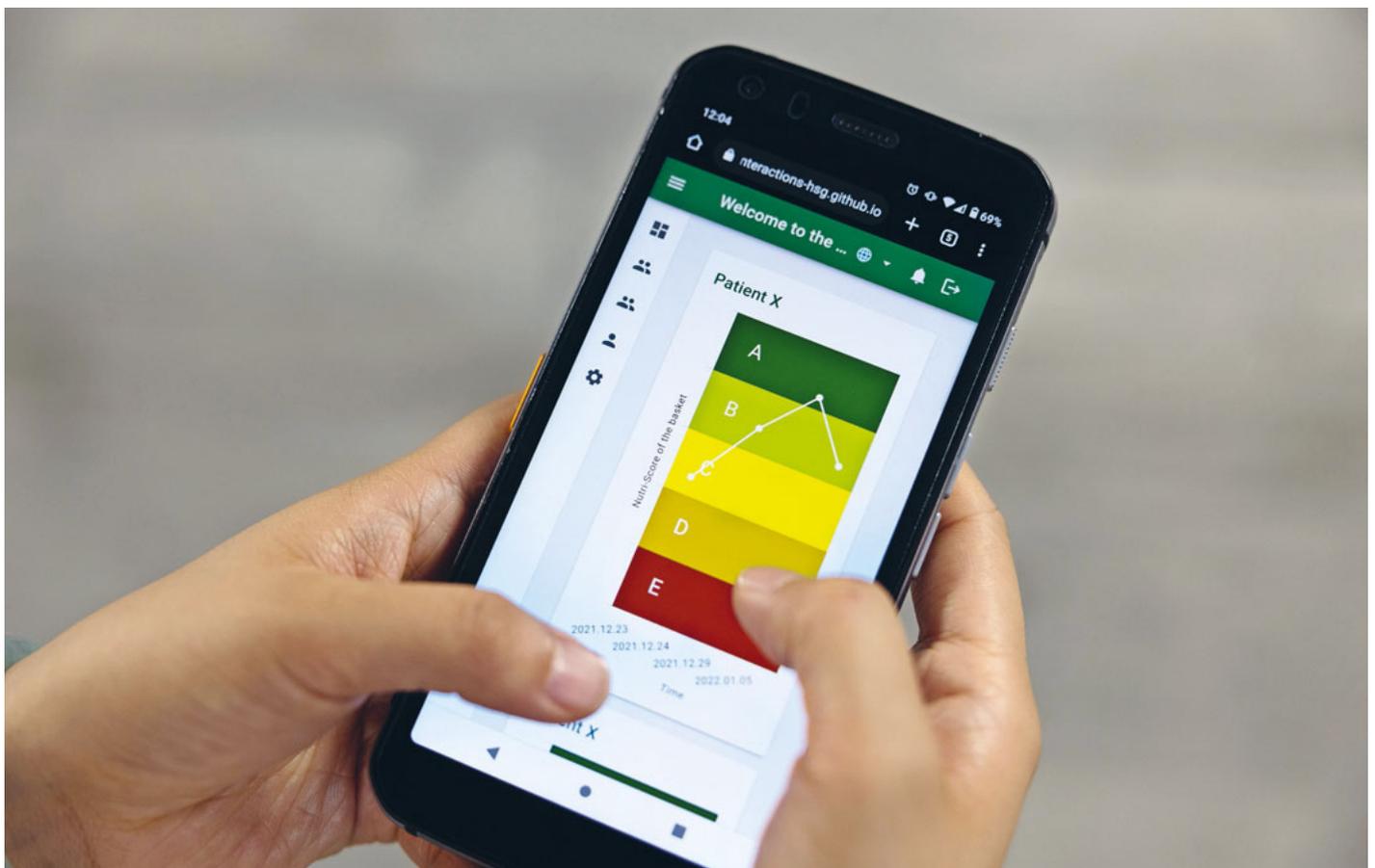
In addition, the research project resulted in a wealth of insight and foundations which will be useful for further projects. By way of keywords, the HSG professor adduces real-time behaviour nudging with regard to the purchase of problematic products – offline through mixed reality interventions or online through the client-side change of web contents. Through one of these off-shoot projects, the research team joined a research group headed by Prof. Dr. Verena Tiefenbeck at the Friedrich-Alexander-Universität Erlangen and published articles in several journals which deal

with the improvement of customer decisions in web-based e-commerce.

“Today, it’s completely up to the owners of online platforms what information they want to disclose about their products. Conversely, we show how product transparency in online shops can be improved by a

mutual accumulation of dealer websites – similarly to Ad Blocker, except that we add information instead of blocking advertisements,” Simon Mayer emphasises. “Additionally, we’re discussing the technical and legal feasibility of such changes and demonstrate that this has the potential to improve customers’ decision-making.”

“The DietCoach provides an enormous potential for the reduction of cardio-metabolic morbidity and mortality.”



FoodCoach provides a new tool for making low-cost nutrition counselling available to the general public.



The power of art and the limits to autonomy in dying

Topstory
School of Humanities
and Social Sciences
Assisted Dying in European
Writing and Visual Culture

What impact do European literature and films have on legislation concerning assisted dying? This issue will be explored by Anna Elsner's research project "Assisted Dying in European Writing and Visual Culture: Reciprocal Interactions between Law, Medicine and the Arts since 2000". Elsner is Assistant Professor of French Literature and Culture at the School of Humanities and Social Sciences of the University of St.Gallen. She received the much-sought-after Starting Grant of the European Research Council (ERC) for her research project.

In 1998, the 55-year-old Galician Ramón Sampedro committed suicide. After a dive into the sea, the former sailor had been paralysed from the neck downwards for 28 years. The 2004 film *Mar adentro (The Sea Inside)* related Sampedro's story. Many years ago, Anna Elsner read about how the film had rekindled the debate about assisted dying in Spain and how the issue had been debated in parliament. "I subsequently monitored the political discussions in other countries and came across further cultural documents which were used to justify amendments to legislation about assisted dying," says the 39-year-old Assistant Professor of French Literature and Culture. The research project "Assisted Dying in European Writing and Visual Culture" will start in 2023. It is supported by research funds from the European Research Council's (ERC) Starting Grants. It is the first time that a researcher of the University

of St.Gallen has received an ERC Starting Grant.

What right do people have to terminate their lives?

Anna Elsner obtained her PhD from the University of Cambridge in 2011. Her thesis dealt with the nexus between mourning and creativity in Marcel Proust, Sigmund Freud and Jacques Derrida. Since that time, the philosopher and literary scholar has been occupied with mourning and dying in literature: what is a good death, what is good dying, and what impact do the health system, the family, religion and society have on this? How does art document the process of dying? Elsner's research focuses on the medical humanities – literature and medicine, film and media science, as well as the philosophy of medicine and medical ethics. The project on assisted dying in

European literature and culture homes in on the interactions between law, medicine and contemporary culture and would like to unite the various research tracks about assisted dying in a comprehensive and innovative lines of research in the medical humanities. "Medical humanities, i.e. the integrative and humanistic perspective on medicine, is exciting, but law must play a stronger part," says Elsner.

A team consisting of several members will work on the transdisciplinary research project, which combines law and literature. The legal perspective is juxtaposed by the literary perspective: the team will include a legal expert to assess the juridical processes and the legal language. Elsner and her team will explore artistic documents from 2000 onwards which deal with assisted dying. The project will investigate the role and function of approx. 50 texts and 50 films in the legislative process



The philosopher and literary scholar Prof. Dr. Anna Elsner – here at the East Cemetery in St.Gallen – has been occupied with mourning and dying in literature.

concerning assisted dying in Switzerland, Germany, the Netherlands, Belgium and France. According to Elsner, most of what has been published to date is based on Anglophone texts. She will now take into consideration the French, German, Dutch, Flemish and Swiss German languages and reveal the vocabulary that is used with regard to assisted dying. The project is also intended to show cultural, geographic and sociodemographic differences.

The power of art to effect change

The project will shed light on the complex issues of assisted dying with the new approach of highlighting stories. Thus, the point of reference is a narrative ethics – an ethics, that is, which is based on stories. Since 2000, the number of autobiographical reports on assisted dying has increased exponentially. So far, there has not been any research on how these individual narratives influence the

legislative process concerning assisted dying. “With each document it becomes more difficult to take a clear stand – it’s not black or white,” says the philosopher and literary scholar. This ambiguity or grey area also accounts for the power of art and literature. What role does art play in our society? By addressing existential issues, the research project could demonstrate that art is more than aestheticism and is capable of bringing about essential social and consequently legal changes. “What is exciting is that assisted dying is attributed a different significance from case to case,” says Elsner. Not surprisingly, the French philosopher Georges Canguilhem advocated that this was always about an individual patient/doctor relationship that had to be reappraised in each case.

Autonomous until death

The French writer Anne Bert wrote her farewell book *Le tout dernier été* in 2017.

Owing to her incurable nervous disease, the author decided to avail herself of euthanasia in Belgium. Anna Elsner reports how Bert’s book inspired her and how the text was the starting point for her idea for the research project: “J’ai décidé d’écrire sur ma fin de vie afin de me réapproprier ce fantasme si intime du mourir, en m’affranchissant de celui que notre culture et la loi française nous imposent” – it was this quotation from Bert with its direct reference to the legal framework, in particular, which caught Elsner’s attention when she was reading the book. Being and remaining autonomous, being in charge of one’s death – this tenor finds expression in Anne Bert’s autobiographical work and thus represents many other reports on assisted dying, says Elsner.

Where are the limits to our autonomy? What merely happens to us, what do we control? Elsner notes that we as a society are in a stage of upheaval as to what we are able to control – also in connection with the development of

artificial intelligence. Major questions such as “Where is progress leading us?” or “What use are we making of science?” would now have to be negotiated. The stage of upheaval also concerns dealing with dying and death: “This is about sounding out the limits to our autonomy. We also want to exercise our right of self-determination when it comes to dying,” says the researcher. It turns out that assisted dying is permitted in those countries where autonomy is accorded a high degree of social value.

A fine line between art and activism

The research project will also consider activist literature and raise the fundamental question “What is literature?” This leads to Jean-Paul Sartre’s concept of committed literature; with his *littérature engagée*, he championed a “binding entanglement in the world”. The artistic documents about assisted dying are often situated in the grey area between activism and art, for the writers usually write against prohibitive laws – as did Anne Bert, who helped draft a legislative initiative for the legalisation of assisted dying which, however, was never adopted. After her book *Le tout dernier été*, Bert released the documentary *J’ai décidé de mourir* in 2018, which relates her last months before her death by euthanasia in Belgium. A letter to President Macron completed Anne Bert’s combined work of art. This amalgamation of narrative and political records is typical of artistic production about assisted dying, says Anna Elsner.

Pfäffikon instead of Magic Mountain

Part of the research project deals with the assisted dying tourism in Switzerland. This is a project close to Anna Elsner’s heart; she herself will write a book on Switzerland as a stronghold and popular destination for assisted dying: “What interests me, in particular, is the divide between reality and imagination: the people who travel to

Switzerland romanticise it as a utopian place and perhaps think of aesthetic pictures of Thomas Mann’s *Magic Mountain* and the sanatorium described in that novel. Then they encounter clinical and perfectly organised structures such as the premises of the assisted dying organisation Dignitas in the industrial estate of Pfäffikon.” Travelling to other countries for assisted dying indicates the transnational significance of the issue and sometimes raises the question as to whether assisted dying is a privilege of the affluent. A cross-border perspective makes the heterogeneousness of the cultures of dying in Europe obvious.

A passion for drama and cooking

Brought up in Würzburg, San Francisco and Meilen, Anna Elsner left Zurich after her university entrance qualification examinations and went to the UK and France in order to study in Oxford, Cambridge and the Ecole Normale Supérieure in Paris. Elsner lived in England for about 15 years before she took up her appointment at

HSG in 2020. Previously, Elsner taught at the Universities of Oxford and Zurich, as well as at King’s College, London. Besides her interest in literature and drama – as a young girl, Elsner performed in a theatre group and wanted to become a director – she has a passion for cooking. The range of her courses also extends to the culinary arts: the professor offers the – exceedingly popular – course on *Flavours of France*, which deals with culinary matters in French films and literature, from Proust as a “food writer” to the cooking rat Rémy from the film *Ratatouille*. This film is also a favourite of her two children Thaddeus (9) and Martha (6), who often accompany Anna Elsner on research visits and conferences.

Incidentally, Anna Elsner has the best ideas when she is in the water. She goes swimming in Lake Zurich every day, in the winter in a wetsuit: “I always think I’m a better human when I’m in the water – back into the amniotic fluid, into the original state. At any rate, I usually have very good ideas there.”



“We also want to exercise our right of self-determination when it comes to dying,” says the researcher.



Global influence: Simon J. Evenett and the Global Trade Alert

Topstory
School of Economics and
Political Science
Global Trade Alert

On 15 November 2008, G20 leaders gathered, making promises in Washington, DC to deal with the financial crisis. Back in St.Gallen, Simon J. Evenett saw their agreement to eschew protectionism as an opportunity.

For the past 13 years, Professor Simon Evenett and his team have been focused on closing the data gap as it relates to international trade, tariffs and public policy. But before his focus on tracking protectionism and his PhD work on American anti-dumping regulations, he was drawn to economics by his high school economics teacher David Smith. Understanding the big debates, how to make sense of the world, and how policy works intrigued him.

Evenett perceives himself as a benefactor of globalisation. "I was born in the UK, raised in New Zealand, returned to the UK for university. I then went to the USA to pursue my doctorate and start my career. Now, I am based in Switzerland." He continued, "the last 30-plus years of openness has benefited me greatly and I want other individuals, companies and countries to profit from this too."

The professor, in some way, also wants to make sure that those who come after him have the same variety of opportunity as he did, even if it seems at the moment that that might not always be the case. Evenett has observed that the accountability

mechanisms in trade policy are not as strong as they could be which could threaten our current level of global cooperation. Furthermore, governments are not always held accountable. "When a government's actions are beneficial and valuable they should be applauded," he said, "but when they are non-transparent and damaging they should have to own up to it as well."

Origins of GTA

Writing his PhD thesis at Yale University, Evenett focused on the anti-dumping regulations found in US trade policy. After completing his doctorate, Evenett looked around to see what else he could research. He quickly discovered that most of the trade policy that he and his classmates learned about in their textbooks focused on measures like import tariffs which had since become, by-and-large, negotiated away. By the mid-1990s, while the old trade barriers were slowly disappearing in areas like taxing imports and anti-dumping, there was a new wave of trade barriers coming to light. All of these new areas of trade and trade regulation were mostly under-studied, under-reported and undocumented.

Before coming to St.Gallen as a Full Professor at the Swiss Institute for International Economic Research and Applied Economics (SIAW), Evenett earned his Bachelor's degree from Cambridge and his PhD in Economics at Yale. Since then, he has taught at Oxford and Rutgers University and served as a World Bank economist twice. He was a non-resident Senior Fellow of the Brookings Institution in Washington, DC from 1994 to 2004, and a Member of the High-Level Group on Globalization established by the then French Trade Minister and current President of the European Central Bank Christine Lagarde.

"It is easier to download data than to collect it"

Over time, his frustration with this lack of data grew and simultaneously the world was confronted with the Global Financial Crisis in 2007 and 2008. Evenett saw this as an opportunity to do two things: First, to see if governments would stick to their pledge of "no protectionism" that they made at the November 2008 G20 Leaders Conference in Washington, DC. He was skeptical of their commitment and thought that they should be



In the high-bay warehouse of Emil Egger AG in St.Gallen, Prof. Dr. Simon Evenett explains the significance of his analyses for world trade.

monitored (their assurances in the end did not match their actions).

The second thing he realised was that because there was a lack of data in this area, any work he did filling in the data gap that existed would in turn support researchers and could have a profound effect of the study of international trade. Acting on this, his work quickly became known as the Global Trade Alert (GTA).

With a strong global vision, the GTA goes beyond other monitoring initiatives by identifying the trading partners who are likely to be harmed, it encourages third parties to submit new measures for scrutiny, and welcomes dialogue with the implementing decision-makers concerning the measures they have introduced.

One of the keys to the GTA is Evenett's core belief that strong, current, independent analysis without a political agenda needs a prominent platform. As a result, the GTA has quickly established itself as a respected voice academically, politically as well as in news media. GTA analysis has been included in G20 briefing pamphlets, the speeches of senior national and international officials as well as CEOs, and has described by the International Monetary Fund in 2016 as having "the most comprehensive coverage of all types of trade-discriminatory and trade liberalising measures."

Skirting policy and regulations

One of the challenges with global trade and the WTO in general is that compliance is largely voluntary. Over

the past 10 to 15 years many governments have been rethinking the ways they want to run their economies. This change in policy can see countries skirt their WTO obligations and in turn, harm other countries. "It is for this reason that there needs to be an independent voice that can highlight these changes," said Evenett. "It is also important that this voice comes from Switzerland, because Switzerland is not allied with the USA, Europe or China. Switzerland and other middle-sized nations are really well placed to play a positive role in the future of global trade."

Since the release of the first report in July 2009, the GTA has been released semi-annually. It has covered a multitude of trade related topics, such as BRICS strategy and reform propos-

als for the WTO. In the last couple of years, the GTA has pivoted its focus and dealt with the coronavirus and trade policy interventions affecting protective medical equipment, and export controls on vaccines. Recent reports have dealt with using trade policy to defer war and isolating the Russian economy due to the Russian invasion of Ukraine. The 29th report, released in June of 2022 was a call to action asking governments to better coordinate policy and track digital regulation.

The three pillars of the St.Gallen Foundation

In late 2020, after a decade of growth and 26 reports later, the GTA became the cornerstone of the St.Gallen Endowment for Prosperity through Trade (SGEPT). With the backing of the University of St.Gallen, the Max Schmidheiny Foundation and Professor Simon Evenett himself, this new foundation has since become the new institutional home of the GTA. The core competence of the St.Gallen Endowment is to grab, process, enrich and analyse public policies that affect cross-border commerce of any type. Moreover, it is the combination of employing digital tech skills (the grabbing and processing) and trade policy expertise (the enriching and analysing). The vision is to ensure that globalisation is better managed for the benefit of all.

The first pillar of the St.Gallen Endowment is the GTA itself, which will continue to fill in the data gap of commercial and subsidy policy in international trade and will strive to remain a relevant and up-to-date source of trade data that can be used by firms, industry associations, journalists, researchers, international organisations, such as the G20, the WTO, the World Bank, the International Monetary Fund and national governments.

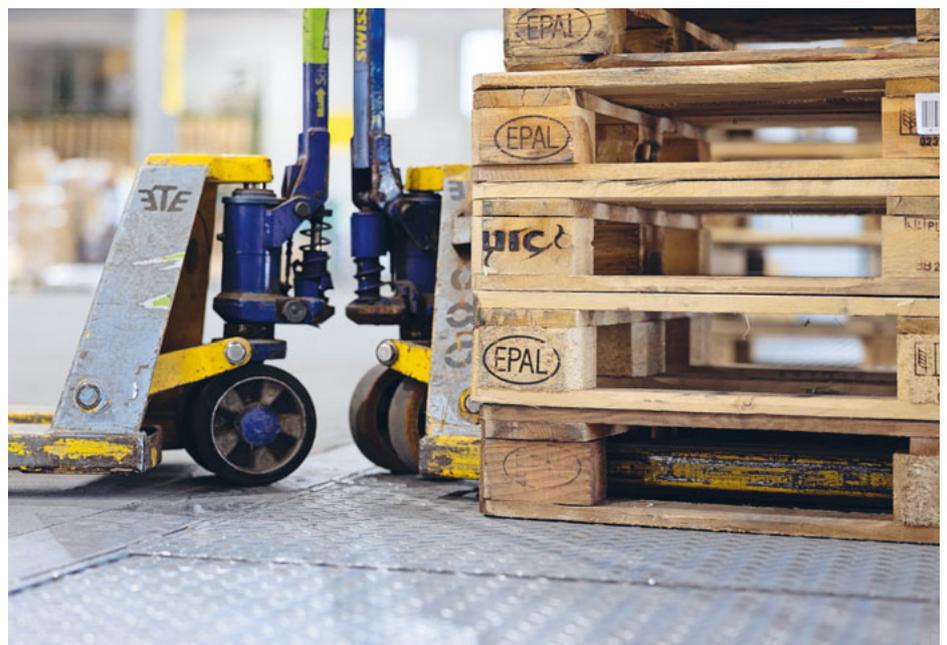
«Switzerland and other middle-sized nations are really well placed to play a positive role in the future of global trade»

The second pillar to the St.Gallen Endowment is the Digital Policy Alert, which seeks to fill in the data gap found in this sector and cover the laws and regulations pertaining to the digital economy and their cross-border effects. It has been operating since January 2021.

The third pillar is currently in development. The St.Gallen Endowment is

brainstorming ways that they can analyse climate change and supply chains and effect public policy.

By bringing his international research into the St.Gallen Endowment, Evenett has ensured that this important research that effects the core of our interconnected world will continue to influence public policy from the University of St.Gallen for decades to come.



The Global Trade Alert continues to fill in the data gap of commercial and subsidy policy in international trade.



Smart criminal justice: what can algorithms achieve in criminal justice?

**Topstory
Law School**
Smart Criminal Justice

Recording crime, punishment and perpetrators mathematically: smart criminal justice examines the use of intelligent algorithms in police work and criminal justice. Monika Simmler is Assistant Professor of Criminal Law, Law of Criminal Procedure and Criminology, as well as a Co-Director at the Competence Center for Criminal Law and Criminology. Her research has had a crucial impact on the term “smart criminal justice”.

“Oh, they do criminal law at HSG!” Monika Simmler says that initially, she often heard this surprised reaction. With her research focus on smart criminal justice, the 32-year-old legal scholar and assistant professor is leading the discourse on the use of algorithms and artificial intelligence in criminal justice. Examples of smart criminal justice are face recognition and predictive policing based on statistics and algorithms.

Competence center makes criminal law more visible

Monika Simmler obtained her doctorate in criminal law and criminology after reading law at the University of Zurich. Simmler worked as a guest researcher at Columbia University in New York, at the University of Oxford and at the University of Vienna. She has worked at the University of St. Gallen since 2018. On 1 April 2021, she was appointed Assistant Professor of Criminal Law, Law of Criminal Procedure and Criminology at HSG. In 2019, Monika Simmler co-founded the

Competence Center for Criminal Law and Criminology together with Nora Markwalder and Lukas Gschwend. The Competence Center makes criminal law visible at HSG and, besides conducting research, provides executive education for lawyers, authorities, police officers and public prosecutors. Courses such as “The digitalisation of criminal law and criminal procedural law” and conferences about sexual criminal law have met with widespread national interest. Another concern of the Competence Center is an exchange with the judicial authorities and the police: thus the criminal law professors are currently cooperating with the police forces of several cantons on a research project on threat management.

What technologies are used?

Are algorithms used at all by the police and by public prosecutors, and if they are, which ones? What legal bases are there for predictive policing? Such questions are answered by Simmler’s study Smart Criminal Justice of 2020, in

which she says that smart criminal justice with artificial intelligence is being met with a great deal of interest both in the media and among the general public but that research on this field is still very sparse. This gap has now been filled by the study with research data on the dissemination of intelligent technologies in police work and criminal justice. The study reveals that in Switzerland, it is primarily only simple algorithmic tools that are put to use while smart ones are only used occasionally. However, intelligent does not always mean smart: thus expensive tools might be used, which then fail to work.

Regulation first, use of technology later

Monika Simmler is greatly concerned with the legal regulation of smart criminal justice. She emphasises that our criminal procedure code is not geared to the use of smart technology yet. This raises various legal questions. In some cases, these intelligent technologies are already in use, but the



“There have to be legal bases before algorithms are used by the police and in criminal justice,” says Prof. Dr. Monika Simmler.

legal basis is lacking – face recognition in police work is a case in point. Simmler underlines how important a clear-cut legal basis is for the use of technology in a constitutional state – failing such a basis, arbitrariness would prevail and there would be a threat of unjustified surveillance: “This is not about the pros and cons of technology or about wanting to ban everything. But the use of intelligent technologies must be regulated. There have to be legal bases before algorithms are used by the police and in criminal justice,” says Simmler. She calls for national laws and a democratic discussion about the use of the new technologies. The researchers are trying to provide inputs in this regard.

Opportunities and dangers of algorithms in criminal justice

The digitalised processes of the judiciary take place between efficiency and legitimacy: on the one hand, smart criminal justice makes processes more

effective and more efficient. Thus, for instance, child pornography material can be examined faster and more easily while at the same time, the mental strain on investigators is reduced. When it comes to recording interrogations, too, algorithms can make the process more efficient. In addition, algorithms guide people through decision-making processes and may contribute to a higher degree of objectivity since they accord more weight to factual criteria than do gut feeling or personal preferences. Thus, they are able to eliminate so-called bias, i.e. prejudice and distortion – such as racist prejudices. At the same time, there is a great need for caution, for studies have demonstrated that algorithms sometimes adopt people’s racist or sexist prejudices and can even reinforce them.

On the other hand, the use of intelligent technologies is about legitimacy: irrespective of the increase in efficiency, the use of such technologies

must be democratically justified. “People’s trust in prosecuting authorities and the police is great in Switzerland. To make sure that this remains the case, it’s elementary that criminal proceedings and consequently sentences are credible and understandable. Only in this way can the rule of law be guaranteed in the future,” emphasises Monika Simmler.

“Responsibility remains with people”

Will we soon have robot police officers? According to Simmler, it is possible for sensors to be used for parking fines, with the ticket then delivered automatically. “However, human contact is and will remain important and can’t simply be replaced by technology,” says Simmler. Smart criminal justice combines the use of technical aids with human responsibility and intuition. Currently, Monika Simmler is working on her habilitation project on “Responsibility under criminal law

with regard to the joint operation of people and technology”, which deals with the question as to how the use of technology can be prevented from resulting in responsibility gaps. “I’m convinced that people will remain responsible when they use technology. Responsibility can’t simply be devolved to technology, even though the latter is becoming more and more autonomous,” says the assistant professor. In her habilitation project, Simmler is investigating in what cases actions may be delegated in what form, and what use of technology may entail responsibility under criminal law. In this respect, the specific interaction between people and technology, i.e. the degree of automation and the measure of technical intelligence, is proving crucial.

Back to the basic questions

New technologies also trigger off uncertainties in the general public. It is that much more important to create transparency: what instruments does government use? How are they regulated? What does Switzerland still have to expect? Monika Simmler and her team are working on a second study about smart criminal justice, in which they examine trends in Europe concerning the use of advanced technology by law enforcement authorities. In this way, they want to identify what is in store for the Swiss authorities, which in turn allows for an early discussion of regulation.

Besides her research focus on smart criminal justice, Monika Simmler also conducts research into cybercrime, at present into online sexual offences, for example. A further focus is criminal law with regard to data protection, as well as data offences. Monika Simmler thus primarily deals with digitalisation issues. However, she also keeps returning to the basic questions of criminal law: what is guilt, what is action, why do we punish people at all? “These basic questions of the theory of criminal law

«Punishment reveals how a society works, what keeps it together or what can tear it apart.»

are close to my heart,” says Simmler. “This is why I chose to study criminal law: criminal law says so much about our society! Punishment reveals how a society works, what keeps it together or what can tear it apart.”

A strong wind in her sails

The 32-year-old grew up in the City of St.Gallen. Besides her academic and professional activities, Simmler has been politically active ever since her teenage years: she was chairwoman of the St.Gallen Young Socialists, chairwoman of the Social Democrats of the Canton of St.Gallen and a member of the municipal parliament. Since 2016, Monika Simmler has been a member of the cantonal parliament and its finance committee. “I don’t

have much time left for hobbies,” says Simmler. She primarily finds the counterbalance to work and politics near and on the water: “Whenever possible, I spend my spare time on Lake Constance. I sailed as a child, and now I’ve taken it up again.” Monika Simmler is a member of a yacht club in Goldach. “I don’t sail a yacht, though, but a small dinghy,” she emphasises with a smile. Simmler is also able to switch off when she is reading; recently, she even joined a book club, which meets every six weeks: “I read everything apart from detective stories. I devoured the books by the British-Japanese writer and Nobel Prize winner Kazuo Ishiguro, and I can also recommend Simone de Beauvoir’s books to everyone, particularly her memoirs.”



“Smart criminal justice” provides research data on the dissemination of intelligent technologies in police work and criminal justice.

Campus



9,291 students at the University of St.Gallen



More details:
HSG in numbers

From 2020, the number of students at HSG rose from 9,047 to 9,291 in Autumn Semester 2021. The proportion of women is 35.7 per cent as in the previous year.

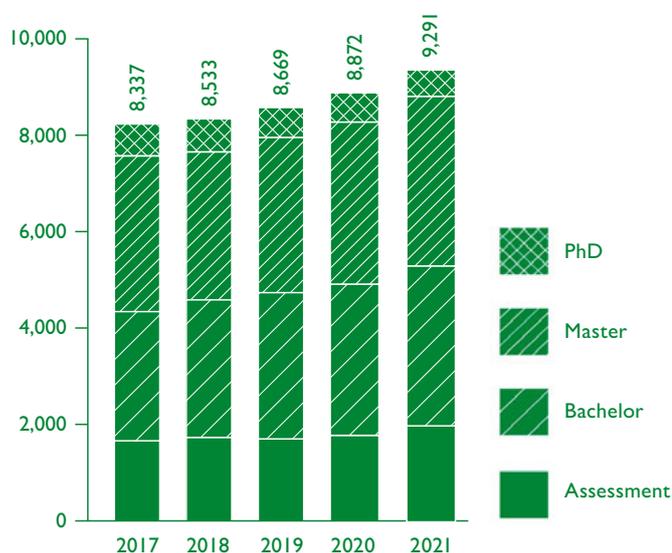
Enrolment statistics Autumn Semester 2021

Assessment Year	1,925
Bachelor	3,149
Master	3,557
PhD	597
Supplementary courses	43
Total	9,291

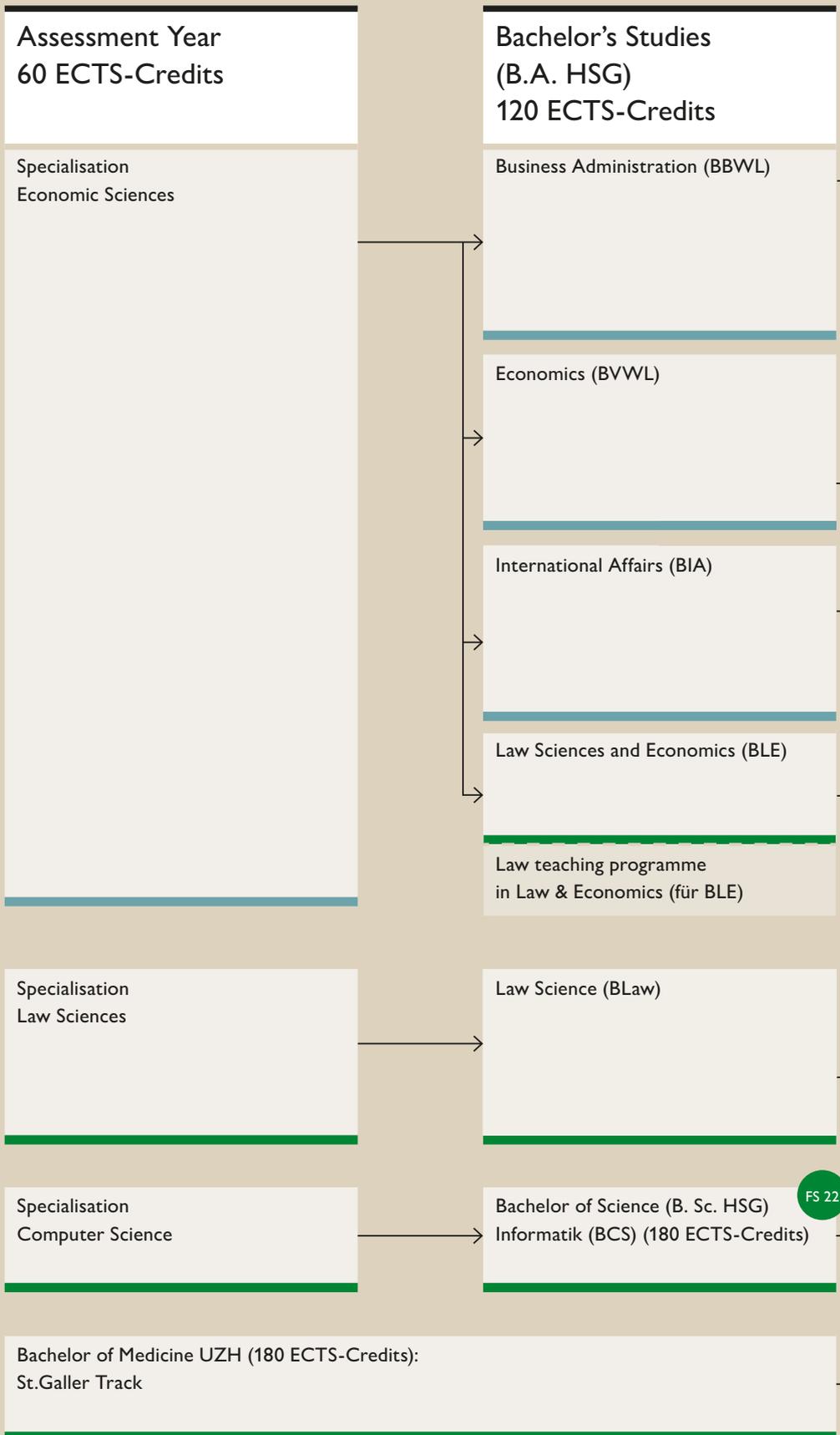
In the Autumn Semester 2021, 9,291 students were enrolled at the University of St.Gallen (HSG) (pre-eding year: 9,047). A total of 1,925 (1,919) undergraduates were studying in the Assessment Year and 3,149 (3,033) at the Bachelor's level. 3,577 (3,443) students were enrolled at the Master's level, and 597 (617) were doctoral students. Another 43 (35) students were attending supplementary courses.

17 December 2021. Overall, students from 89 countries (90) were enrolled at HSG. The proportion of women amounted to 35.7 per cent (35.7). Among the cantons of origin (residence at the time of obtaining a university entrance qualification), Zurich was most strongly represented with 1,287 students (preceding year: 1,293). The runner-up was the Canton of St.Gallen with 1,024 (1,041), followed by Thurgau with 401 (400). 104 (120) HSG students hailed from Appenzell Ausserrhoden and 40 (37) from Appenzell Innerrhoden.

The largest group among the foreign students, including guest students (residence at the time of obtaining a university entrance qualification) came from the German-speaking countries: Germany 1,752 (1,621), Austria 304 (278) and Liechtenstein 74 (75). Sizeable groups of students also came from Italy 202 (145), France 141 (105), China 63 (61), Spain 41 (27), Russia 44 (25) and the Netherlands 38 (15).



Degree structure



Master's Level (M.A. HSG) 90 ECTS-Credits

Business Innovation (MBI)

Marketing Management (MiMM)

Accounting and Finance (MACFin)

General Management (MGM)

Economics (MEcon)

Strategy and International Management (SIM)

Management, Organization Studies and Cultural Theory (MOK)

Banking and Finance (MBF)

International Affairs and Governance (MIA)

Quantitative Economics and Finance (MiQE/F)

International Law (MIL)

Law and Economics (MLE)

Law (MLaw)

Master of Science (M.Sc. HSG):

Computer Science (MCS)
(120 ECTS-Credits)

Master of Medicine HSG UZH (180 ECTS-Credits):
Joint Medical Master (St.Galler Track)

Doctorate (Dr. HSG)

Management (PMA)

Dr. oec. HSG with specialisation in:
Accounting (English)
Business Innovation (German)
General Management (English)
Marketing (German)

Graduate Programme

in Economics and Finance (GPEF)

Dr. oec. HSG with specialisation in:
Economics
Econometrics
Finance

International Affairs and Political Economy (DIA)

Dr. rer. publ. HSG

Organization Studies and Cultural Theory (DOK) Dr. rer. soc. HSG

Law (DLS)

Dr. iur. HSG

Computer Science (DCS)

Dr. sc. HSG

All majors (excluding BCS)

special approval procedure

special approval procedure



SQUARE, where the future of learning and teaching is explored



SQUARE

In February 2022, the University of St.Gallen officially presented the SQUARE, the completely privately funded new building in Guisanstrasse 20. The imposing glass construction by the Japanese architect Sou Fujimoto is a field of experimentation for new, trailblazing forms of learning and teaching – an innovation that the entire HSG will profit from. In addition, the SQUARE is a public place for encounters and a forum for dialogue – between academia, society, business, politics and culture.



Around 3000 guests turned the opening of SQUARE into a veritable fair on the Rosenberg.

The SQUARE is also a “base camp”: the intention is for students, as well as alumni and alumnæ, to cooperate with researchers and other interested parties in an inspiring environment.

As a prototype of the university of the future, the SQUARE will become a place of surprising encounters and mutual inspiration. This is where outstanding heads from business, politics and culture meet students, teachers and HSG alumni. In the 21st century, ideas and innovations emerge in teams, at the interface of different perspectives, interests and biographies. Today, an exchange across technical and social borders is more important than ever.

“Inspiration for the entire HSG”

More than 1,000 alumni and alumnæ of the University of St.Gallen, initial funders and donors raised a total of approx. CHF 65m in order to make the SQUARE a reality. The first donor pledges were made as early as 2016. In a mere two years from November 2019 to November 2021, the SQUARE was finally built. The cornerstone ceremony took place in May 2020.

“I’m deeply impressed by our HSG alumni’s commitment,” said Prof. Dr. Bernhard Ehrenzeller, President of the University of St.Gallen. “Being able to realise a project of this scale and rele-

vance entirely through private contributions is remarkable – and is evidence of the strong ties to the HSG that many of our alumni maintain long beyond their time as students.” The SQUARE has made an essential contribution to the future development of the HSG, President Bernhard Ehrenzeller added. “The new learning and teaching formats that are being developed in the SQUARE are intended to inspire the University as a whole and prepare our students for practical working life in the best possible way.”

About 3,000 visitors at the inauguration of the SQUARE

On the Friday evening of the inauguration weekend, the SQUARE was reserved for the numerous donors and for specially invited guests; on the Saturday, the building was inaugurated by the HSG community. Finally, on the Sunday, numerous people seized the opportunity to have a look at the new HSG building, the SQUARE. On that sunny day, the people in charge of the event counted approx. 3,000 guests from near and far: a veritable fair on the Rosenberg. The

visitors did not miss the opportunity to explore the SQUARE on their own or during a short guided tour conducted by HSG students and asked many questions concerning the architecture and sustainability of the building, as well as the programme. Many guests were also surprised by the fact that the building would be publicly accessible. “I hope that in the future, too, many St.Gallen people will drop into the SQUARE in order to attend one of the public lecture courses, to talk to members of the University or simply to have a cup of coffee. At any rate, we’re looking forward to the dialogue,” said Prof. Dr. Bernhard Ehrenzeller.

A foretaste of the Platztor campus

With the SQUARE, the University is opening itself up even more to the general public – a foretaste of what is planned with the Platztor campus from 2029 onwards. The experiences that the HSG will be gaining in the SQUARE in the course of the next few years will also have an impact on the plans and facilities of the Platztor campus.

Dies academicus 2022



HSG Impact Awards

After two virtual celebrations, the traditional Dies academicus again took place on the campus of the University of St.Gallen on 21 May 2022. The celebration was attended by University members and guests from politics, academia and the general public.

Once a year, the academic celebratory day of the University of St.Gallen brings together friends and former students of HSG with personalities from academia, politics, business and the general public. This year's Dies academicus was opened by Prof. Dr. Bernhard Ehrenzeller, President of the University of St.Gallen.

«St.Gallen, Thinking Hub»

“Universities provide diversity in unity; at the same time, they are part of a community of values. In addition, universities are places whose impact transcends their communities in the

narrower sense of the word,” said President Bernhard Ehrenzeller. In SQUARE, in particular, HSG had created a space where teaching and learning were not only intended to be refashioned, but would also increasingly invite people to cross the bridge – towards the inside as well as towards the outside. Lately, the label “Sankt Denkplatz” – St.Gallen, Thinking Hub – was being displayed on HSG doors – and indeed, the city had been transformed into that with the arrival of the eponymous saint: a place of intellectual energy, a place of thought leadership. The approaching 125th anniversary of HSG should be a

year of celebration, but equally a year of reflection on “the future of the university”, in whose discussion all of us were invited to participate, said President Bernhard Ehrenzeller to conclude his address. Brief video clips provided a retrospective of the HSG year of 2021 – 2022. With the return of campus life, activities also registered a strong increase at the beginning of Autumn Semester 2021. Highlights were the inauguration of SQUARE in mid-February 2022 and the launch of the Master's programme in Computer Science in October 2021, a sustainability course and student project in the context of the National Model United Nations. The 50th anniversary of the introduction of women's suffrage in Switzerland was also reviewed in the videos.

Digital university, student engagement, excellence

Lukas Zumbrunn acquainted the audience with his perspective on what would occupy HSG until 2062 – the year of his possible retirement. He emphasised three aspects: firstly, “The digital university is coming,” secondly, “Student involvement fosters their personal development” and thirdly, “Excellence, from the past into the future”.

The Student Union awarded the Mentor Prize to Dr. Felix Grisard, Chairman of the Board of Directors of HIAG and



Honorary senators and holders of honorary doctorates with President Bernhard Ehrenzeller.



Back on campus: Moving in for the Dies academicus 2022.

a member of the HSG Advisory Board, and a Teaching Award to Alexander Gruber, Ph.D.

Three Honorary Doctorates awarded, three new Honorary Senators

An honorary doctorate was awarded to three professors:

- Professor Mike Burkart, Professor of Corporate Governance and Financial Contracting at the London School of Economics and Political Science, was awarded an Honorary Doctorate by the School of Finance (SoF-HSG) as an internationally significant researcher, particularly with trailblazing work on the influence of shareholder activism and corporate takeovers on a company's value.
- Professor Eileen Fischer, Professor at the Schulich School of Business in Toronto, was awarded an Honorary Doctorate in Economic Sciences by the School of Management (SoM-HSG) as a leading academic and international voice in the field of qualitative consumer research.
- Professor Silvana Tenreyro, Professor of Monetary Policy and International Economics at the London School of Economics and Political Science and an external member of the Bank of England's Monetary Policy Committee, was awarded an Honorary Doctorate in Economic Sciences by the School of Economics and Political Science (SEPS-HSG).

The following people were received into the Honorary Senate:

- The long-time Managing Director of the Startfeld Foundation and the initiator of the educational lab Smartfeld, Dr. Cornelia Gut-Villa was appointed an Honorary Senator of HSG for her great services and commitment to the location of St.Gallen.
- In Prof. Dr. Dr. Dr. h.c. Ann-Kristin Achleitner and Dr. Paul Achleitner, the University of St.Gallen receives two outstanding providers of impulses into the Honorary Senate. In 1994, Ann-Kristin Achleitner was the first woman to be habilitated at HSG. Paul Achleitner obtained his doctorate from HSG in 1985. "Not only have you shaped institutions, but with your integrity and personal attention, you have been role models for many, particularly the young generation," said President Bernhard Ehrenzeller in his eulogy.

HSG Impact Awards for three projects

The HSG Impact Awards were also conferred on the occasion of the Dies academicus 2022. For the fifth time, the award went to HSG researchers who have made a particularly valuable contribution to society: to the research project "Ethik der Covid-19 Pandemie" (Ethics of the Covid-19 Pandemic) by Prof. Dr. Thomas Beschorner and Prof. Dr. Martin Kolmar, to the project "Life Design" by Prof. Dr.

Sebastian Kernbach, Prof. Dr. Martin Eppler and Prof. Dr. Sabrina Bresciani, and to "Die Zukunft der Arbeit verantwortungsvoll gestalten: Implikationen aus dem Pioneering-Projekt Resilienz und Hochleistung @Hilti" (Responsibly Designing the Future of Work: Implications from the Pioneering Project Resilience and High Performance @Hilti) by Prof. Dr. Heike Bruch, Prof. Dr. Nils Fürstenberg and Frederik Hesse.

Award of the Latsis Prize

The International Latsis Foundation annually honours young researchers at selected Swiss universities. This year, the prize went to Dr. Jamie Gloor, Assistant Professor of Diversity and Leadership Science. Her focal research points include the future of work and executives, diversity, artificial intelligence, emotions and humour.

Second HSG Culture Prize 2022

This year, HSG honoured the Solidaritäts-haus St.Gallen. This "Solidarity House," or "Solihaus" for short, is an open house for refugees and migrants in the St.Gallen, Appenzell and Thurgau region. It offers them a daily structure, help with various concerns, spare-time activities and courses free of charge. With various events, the Solihaus also enables personal encounters between refugees and the local population.

Joint Medical Master: Counteracting the shortage of doctors



School of Medicine
Annual Report

The University of St.Gallen and the University of Zurich created two chairs as part of the joint training of medical students – the Joint Medical Master. Harnessing the opportunities of digitalization in medicine is the focus for both bridge professorships.

The University of St.Gallen (HSG) and the University of Zurich (UZH) have been offering a Joint Medical Master (JMM-HSG/UZH) for 40 medical students annually since 2020. The aim is that more prospective doctors from eastern Switzerland will also settle there after graduation

in order to counteract the shortage of doctors in the region. Students complete the bachelor's program at UZH and transfer to St.Gallen for the master's program. Clinical teaching takes place in the St.Gallen/Eastern Switzerland region throughout the course of study.

Joint bridge professorships on digitalization in medicine

As part of the Joint Medical Masters, the two universities have now created two bridge professorships: Prof. Dr. Janna Hastings became assistant professor with tenure track for “Medical Knowledge and Decision Support” and Prof. Dr. Tobias Kowatsch took over the chair for “Digital Health Interventions”. The two specialists were appointed to the Medical Faculty of the UZH – specifically to the newly founded Institute for Implementation Science in Health Care. Funding, on the other hand, is provided by the HSG, where their primary place of work is also located.

“The newly created professorships bridge the gap between the Universities of St. Gallen and Zurich in two ways: they expand the spectrum of teaching and research into topics that are essential for the future of medical education and health care. In addition, the boundaries between the institutions become much more permeable, which strengthens the research landscape,” says Alexander Geissler, Academic Director of the School of Medicine at the HSG.



“Skills Training” at the School of Medicine.

ETH and HSG launch a joint executive education programme “emba X”



emba X

ETH Zurich and the University of St.Gallen (HSG) launched a joint Executive MBA programme, the «emba X», which started in February 2022. The two universities are combining their know-how in technology and management as well as their networks for this innovative programme.



The new “emba X” programme combines the strengths of the University of St.Gallen in leadership education, corporate management, sustainability, strategy and business transformation with the knowledge of ETH Zurich in the field of technology management.

Participants are expected to develop the way of thinking, knowledge and skills required to integrate management and technology issues in order to achieve a sustainable effect for their team, the organisations and society.

This partnership between the HSG and ETH resulted in a unique cooperation venture. Knowledge from the fields of cutting-edge technology, business innovation and leadership with a specific focus on responsible action has been brought together. This Executive MBA programme is also setting new standards

through the way in which the subject-matter is communicated. Besides the essentials, participants work on contents

in sprints, in impact projects and in many “skill building interventions”. Traditional teaching methods of management subjects are complemented by an integrative learning approach, with creative thinking, cognitive flexibility, as well as social and emotional skills being fostered. Even advanced executives can profit from this, for the increasing complexity of our society challenges existing ways of thought and action and requires new skills for top executives. In the emba X, business executives are trained to identify social changes and reconcile them with the economic objectives of their companies. In our programme, executives find answers to these challenges and are enabled to exhaust their full potential. The first 18-month program started in February 2022 with a cohort of 28.

The increasing complexity of our world challenges existing ways of thinking and acting and requires new skills for top leaders.

Partnership for future technologies between HSG and Vorarlberg

Together with illwerke vkw AG and the University of St.Gallen (HSG), the state of Vorarlberg signed an agreement in St.Gallen to intensify cooperation, which includes the establishment of an HSG computer science institute in Dornbirn.



The contractual partners of the cross-border cooperation: Prof. Dr. Bernhard Ehrenzeller, President of the University of St.Gallen, Stefan Kölliker, Chairman of the University's Board of Governors, State Councillor Marco Tittler, DI Helmut Mennel and Dr. Christof Germann, members of the Executive Board illwerke vkw AG.

On 29 March 2022, the governments of the state of Vorarlberg and the canton of St.Gallen signed a memorandum of understanding on intensified collaboration, which will also include the higher education sector. Building on this, an agreement was signed on 27 June 2022 between the University of St.Gallen (HSG) and the State of Vorarlberg and illwerke vkw AG to establish an “HSG Institute for Computer Science in Vorarlberg” on Campus V in Dornbirn during the course of 2023.

Subject of energy autonomy

One focus of the partnership is the establishment of two assistant professorships that will research and teach on the subjects of “Big Data Infrastructures” and “Embedded Sensing Systems“. In this context, work is also planned on the subject of energy autonomy, which is of particular interest to illwerke vkw AG.

Vorarlberg is providing 1 million euros per year for the establishment of the institute in Dornbirn, including assistant professorships, management, six doctoral positions and other positions over a period of ten years. Funding will be provided by the state of Vorarlberg, illwerke vkw AG, the Vorarlberg Chamber of Commerce, the Federation of Austrian Industries and the following cooperation partners from the Vorarlberg business community: Alpla, F-Technologies, Gebrüder Weiss, Haberkorn, Heron, Raiffeisen Landesbank Vorarlberg, Rhomberg Group and Zumtobel. HSG will ensure the institute’s academic quality and guarantee the freedom of teaching and research.



Prof. Dr. Barbara Weber, Dean of the School of Computer Science, gives insight into the cooperation.

First lighthouse project

All parties involved emphasise the importance of the agreement, which is intended to promote cross-border work on future technologies. “This cooperation is the first lighthouse project of the Lake Constance metropolitan area,” says Stefan Kölliker, Cantonal Councillor and Chairman of the University’s Board of Governors. “With this cooperation, in which the interests of the

state and the Vorarlberg economy are broadly represented, we are strengthening the potential of our region, which is unique in Europe, through research on innovation topics,” says State Councillor Marco Tittler. HSG President Bernhard Ehrenzeller is delighted “that we are strengthening the regional roots of HSG across borders and that an intensive knowledge transfer is taking place for the region on relevant topics.



Petra Kreuzer, Vice-President of the Chamber of Commerce, underlines the importance of the partnership for Vorarlberg companies.

The Financial Times European Business School ranking places HSG in 6th place



HSG ranking results

The international business newspaper the Financial Times (FT) published its European Business School Ranking, putting the University of St.Gallen (HSG) in 6th place. This is the ninth year consecutively that HSG has been recognised as one of the ten best business universities in Europe (2020: 7th place).

The FT European Business School Ranking consolidates four individual rankings published by the Financial Times over the course of a year and reflects the allround strength of a university. The Master in Strategy and International Management (SIM), the full-time MBA, the Executive MBA, and the Custom & Open Executive Education programmes contributed to this result.

Rank 1 in the individual ranking

In the European individual rankings in 2021, HSG came in first with its Master in Strategy and International Management (for the eleventh time in a row, globally). With the MBA, the Executive MBA and the Custom & Open Executive Education programmes (combined), HSG is among the top 25 in the most current rankings. HSG also ranks 6th worldwide with its Master in Banking & Finance in the FT individual ranking of master's programmes in finance, which is, however, not included in this overall business school ranking.

Other notable findings show that HSG is the strongest business school both in Switzerland and among German-speaking countries. Additionally, HSG is the highest-ranking public university found on the annual list.

The number of schools included in this edition of the FT ranking increased this year to 95. HEC Paris defended its #1 position from 2020 followed again by the London Business School and INSEAD.

Financial Times Ranking	2017	2018	2019	2020	2021
European Business Schools	4.	4.	4.	7.	6.
Master in Management	1.(SIM) 9.(CEMS)	1.(SIM) 9.(CEMS)	1.(SIM) 8.(CEMS)	1.(SIM) 9.(CEMS)	1.(SIM) 9.(CEMS)
Master in Finance	9.	6.	n.a.	6.	6.
Executive Education	16.	15.	16.	18.	n.a.
Full-Time MBA	19.	15.	17.	18.	18.
Executive MBA	22.	24.	20.	26.	21.

Ranking results for graduate and executive education programmes of the Financial Times rankings, 2017–2021. The European positions are indicated.

Back to local matters: public lectures and HSG at the OFFA



Public Programme

In Spring Semester 2022, the University of St.Gallen (HSG) invited the general public to attend 38 public lecture courses, which after two years in the grip of the corona pandemic largely took place on the HSG campus again.

Rediscovering local matters ...

“While the pandemic is manifesting itself globally in an unprecedented manner, we observe in parallel something that runs counter to this elimination of borders, namely a shrinking of our personal and social world,” says Prof. Dr. Florian Wettstein, Head of the Public Programme. The fact that the focus shifted onto local matters was also reflected in the range of lectures. Thus light was cast on the origin, history and significance of convents in Eastern

Switzerland, the history of alcohol production and alcohol consumption in the Canton of St.Gallen was investigated, and architectural solutions for appropriate daycare in St.Gallen were provided.

... or going far away

Those who missed trips to faraway countries were able to look forward to lectures which focused on places and issues around the world: the most important ports of East Asia were

presented and the Crimean peninsula was examined as the strategic hub of Eurasia.

HSG at the OFFA

After a two-year break caused by corona, HSG was again represented at the OFFA in April 2022. At the stand of the University of St.Gallen, visitors were able to obtain information about HSG's public services – the Children's University, the public lecture courses, the library, and SQUARE as the new public space for encounters in St.Gallen.



Interest in the HSG's Children's University at the OFFA fair stand.

HSG alumni win top positions in a ranking of young entrepreneurs



HSG Spin-Offs

According to a ranking published by the business magazine Bilanz in May 2022, ten of the 61 most successful Swiss entrepreneurs under 40 are HSG graduates. Several of them were already supported in their entrepreneurial efforts by HSG start-up services during their studies.

Meat substitute from plants, sustainable fashion and an online surgery for skin problems: these are only three of the many business ideas on the basis of which HSG graduates established start-ups. HSG students regularly found successful start-ups, as the present “100 under forty” ranking published by Bilanz reveals: besides others, the business magazine lists the 61 most

successful Swiss entrepreneurs under 40 years of age, among them two women and eight men who studied at the HSG.

HSG provides support from the business idea to the foundation

“The Bilanz ranking reflects the great significance which entrepreneurship enjoys at the HSG,” says Prof. Dietmar

Grichnik, Director at the Center for Entrepreneurship. “Many of the ten ranked founders were supported in the context of the Startup@HSG initiative. We support students at all entrepreneurial levels – from the development of their business ideas right down to the foundation and the growth of their enterprise,” says Grichnik. This is also reflected in the fact that six of the ten companies mentioned bear the official “HSG Spin-Off” label. Since the establishment of this label in 2017, 160 companies have received the HSG Spin-Off seal of approval.

This entrepreneurial support is appreciated by the students: according to a study of student entrepreneurship in Switzerland in 2021 (GUESS), the HSG occupies first place in the fields of “entrepreneurial climate and learning” among 56 universities and other institutes of tertiary education. The study was based on a survey of approx. 7,000 Swiss students.

HSG Spin-Off Barometer 2021

In the pandemic year, many HSG spin-offs were devoting themselves to social issues. This is revealed by the HSG Spin-Off Barometer, which is the result



Raffael Wohlgensinger, HSG founder of the year 2022, at the START Summit.



Support for students from the development of their business ideas right down to the foundation and the growth of their enterprise.

of a survey conducted by the Center for Entrepreneurship for the fourth consecutive time. 23.4 per cent of the 154 companies that were interviewed are completely self-financing and have the effect of a job engine in the German-speaking area, in St.Gallen and in their business activities worldwide.

Entrepreneurial focus: sustainable development

87 per cent of the HSG spin-offs pursue business activities which concern at least one or several of the sustainability goals (UN SDGs). This high percentage is an indication of the companies' awareness of the significance of individual contributions and immediate measures in the field of sustainability.

HSG start-ups are a strong driver for Eastern Switzerland's economy and far beyond: 96% of the spin-offs surveyed have a larger team than at the time of their establishment. This indicates a positive effect of HSG start-ups on the local and supranational labour market. "We assume that HSG start-ups' positive overall impact on employment is far greater than represented by data collected recently," says Diego Probst, who

HSG start-ups are a strong driver for Eastern Switzerland's economy and far beyond.

runs the survey together with Dietmar Grichnik.

HSG founder of the year 2022

During the START Summit in March 2022, Raffael Wohlgensinger has been named "HSG Founder of the Year 2022" on behalf of the company Formo. Since the cheese lover was not satisfied with previously available cheese substitutes based on soy or nuts, he began to "recreate" the product in the lab. To this end, the Berlin-based startup Formo received \$50 million last year, the largest Series A financing for a foodtech in Europe to date. Raffael Wohlgensinger was co-founder and vice president of the "VeganClub@HSG" during his studies.

HSG contributes towards the establishment of a national start-up fund

The HSG is also involved in important projects in the areas of innovation and entrepreneurship at a national and political level: at the behest of the State Secretariat for Economic Affairs (SECO), the Chair of Entrepreneurship assumed the responsibility for an analysis of public start-up funding programmes in twelve countries. On the strength of this survey, among other things, the Federal Council decided in late June to set up an innovation fund for start-ups with growth potential in all industries. These resources will in future be invested with a focus on digitalisation and decarbonisation.

Faculty

New full professors

Prof. Dr. Dominik Sachs: appointed Full Professor of Macroeconomics and Public Finance as from 1 August 2021

Prof. Dr. Johannes Schöning: appointed Full Professor of Human-Computer Interaction as from 1 August 2021

Prof. Dr. Beatrix Eugster: appointed Full Professor of Disability Economics and Integration as from 1 February 2022

Prof. Dr. Insa Koch: appointed Full Professor of British Cultures as from 1 February 2022

Retirement

Prof. Dr. Alan David Robinson, Full Professor of English Language and Literature, retired on 31 January 2022

New associate professors

Prof. Dr. Emanuel de Bellis: appointed Associate Professor of Empirical Research Methods as from 1 August 2021

Dr. Anastasia Kartasheva: appointed Associate Professor of Insurance Economics as from 1 August 2021

Prof. Dr. David Preinerstorfer: appointed Associate Professor of Econometrics as from 1 August 2021

Dr. Clemens Stachl: appointed Associate Professor of Behavioral Science as from 1 August 2021

Prof. Dr. Ivo Blohm: appointed Associate Professor of Information Management with special focus on Business Analytics as from 1 February 2022

Prof. Dr. Paolo Giovanni Piacquadio: appointed Associate Professor of Applied Economics as from 1 February 2022

New affiliate professors

PD Dr. Felix Keller: appointed Affiliate Professor of Sociology as from 1 August 2021

PD Dr. Monika Kurath: appointed Affiliate Professor of Science and Technology Studies as from 1 August 2021

PD Dr. Daniel Häusermann: appointed Affiliate Professor of Private Law and Business Law as from 1 August 2021

PD Ass. Prof. Dr. Felix Wortmann: appointed Affiliate Professor of Information and Operations Management as from 1 August 2021

Dr. Alia Gizatulina: appointed Affiliate Professor of Economics as from 1 February 2022

Prof. Dr. Wolfgang Jenewein: appointed Affiliate Professor of Business Administration as from 1 February 2022

Dr. Moritz Loock: appointed Affiliate Professor of Energy and Sustainability Management as from 1 February 2022

PD Dr. Maximilian Palmié: appointed Affiliate Professor of Management with special focus on Technology and Innovation Management as from 1 February 2022

Prof. Dr. Martin Brown: appointed Affiliate Professor of Financial Economics as from 1 April 2022

New honorary professors

None

New senior lecturers

Prof. Dr. Heiko Bergmann: appointed Senior Lecturer in Entrepreneurship as from 1 August 2021

Dr. Florian Hohmann: appointed Senior Lecturer in Financial Management as from 1 August 2021

Prof. Dr. Moritz Looock: appointed Senior Lecturer in Energy and Sustainability Management as from 1 August 2021

Prof. Dr. Maximilian Palmié: appointed Senior Lecturer in Business Management with special focus on Energy and Innovation Management as from 1 August 2021

Prof. Dr. Felix Wortmann: appointed Senior Lecturer in Information and Operations Management as from 1 August 2021

Dr. Tomas Casas i Klett: appointed Senior Lecturer in International Management with focus on China as from 1 February 2022

PD Dr. Daniel Cuonz: appointed Senior Lecturer in Transcultural Communication as from 1 February 2022

Dr. Daniel Dietrich: appointed Senior Lecturer in Qualitative Research Methods as from 1 February 2022

New habilitated lecturers

Dr. Dr. Thomas Noll: appointed Habilitated Lecturer in Law of the Execution of Penal Sentences as from 1 August 2021

Prof. Dr. Maximilian Palmié, Assistant Professor at the University of St.Gallen: appointed Habilitated Lecturer in Management with special focus on Technology and Innovation Management as from 1 August 2021

Prof. Dr. Christoph Peters, Assistant Professor at the University of St.Gallen: appointed Habilitated Lecturer in Business Administration with special focus on Business and Information Systems Engineering as from 1 August 2021

Dr. Beatrix Schibli: appointed Habilitated Lecturer in Constitutional Law, Administrative Law and Comparative Public Law as from 1 August 2021

Dr. Oliver Streiff, Dipl. Arch.: appointed Habilitated Lecturer in Administrative Law with a special emphasis on the Law of Spatial Planning and Technology Law as from 1 August 2021

Prof. Dr. Ivo Blohm: appointed Habilitated Lecturer in Information Management with special focus on Business Analytics as from 1 February 2022

Dr. Federica Gregoratto: appointed Habilitated Lecturer in Philosophy as from 1 February 2022

Dr. Hendrik Hüttermann: appointed Habilitated Lecturer in Business Administration with special focus on Leadership and Organisational Behaviour as from 1 February 2022

Prof. Dr. Petra Kipfelsberger, Assistant Professor at the University of St.Gallen: appointed Habilitated Lecturer in Business Administration with special focus on Leadership and Organisational Behaviour as from 1 February 2022

Prof. Dr. Tobias Kowatsch, Assistant Professor at the University of St.Gallen: appointed Habilitated Lecturer in Information Systems with special focus on Digital Health as from 1 February 2022

Dr. Moritz Looock: appointed Habilitated Lecturer in Management with special focus on Energy and Sustainability Management as from 1 February 2022

New assistant professors

Dr. Andrei-Nicolae Ciortea: appointed Assistant Professor of Computer Science with focus on Web-based Systems (non-tenure track) as from 1 February 2022

Dr. Philipp Ebel: appointed Assistant Professor of Business Administration with special focus on Business and Information Systems Engineering as from 1 August 2021

Dr. Jamie L. Gloor: appointed Assistant Professor of Diversity and Leadership Science (non-tenure track) as from 1 August 2021

Dr. Georg Guttman: appointed Assistant Professor of International Corporate Governance as from 1 August 2021

Dr. Merla Kubli: appointed Assistant Professor of Managing Climate Solutions as from 1 August 2021

Dr. Michael Mommert: appointed Assistant Professor of Computer Science with focus on Computer Vision as from 1 February 2022

Dr. Ronny Seiger: appointed Assistant Professor of Computer Science with focus on Software Engineering Methods and Techniques (non-tenure track) as from 1 February 2022

New assistant professors (tenure track)

Prof. Dr. Ola Mahmoud: appointed Assistant Professor (tenure track) of Quantitative Economics as from 1 August 2021

Prof. Dr. Suzanne Enzerink: appointed Assistant Professor (tenure track) of American Studies as from 1 February 2022

Dr. Nils Fürstenberg: appointed Assistant Professor (tenure track) of Organizational Culture, Leadership and Collaboration as from 1 February 2022

Dr. Mariana Giorgetti Valente: appointed Assistant Professor (tenure track) of International Economic Law as from 1 February 2022

Dr. Marc Linzmajer: appointed Assistant Professor (tenure track) of Retail Marketing & Service Management as from 1 February 2022

Prof. Dr. Vesa Pursiainen: appointed Assistant Professor (tenure track) of Finance as from 1 August 2021

Dr. Ioana Silvia Stroe: appointed Assistant Professor (tenure track) of Entrepreneurship and Innovation as from 1 February 2022

Dr. Valentin Jentsch: appointed Assistant Professor (tenure track) of Corporate Law as from 3 May 2022

New visiting professors

Univ. Prof. Dr. Karin Harrasser (University of Art and Design, Linz): appointed Visiting Professor of Culture Studies for Autumn Semester 2021

Prof. Ivar Hartmann, LL.M., S.J.D. (Insper São Paulo): appointed Visiting Professor of Law & Economics for Autumn Semester 2021

Prof. Dr. Elena Kantorowicz-Reznichenko, LL.M. (Rotterdam Institute for Law and Economics, Erasmus University Rotterdam, Netherlands): appointed Max Schmidheiny Foundation Visiting Professor of Criminal Law & Economics for Autumn Semester 2021

Prof. Dr. Christian Moser (Columbia Business School): appointed Visiting Professor of Economics for Autumn Semester 2021

Prof. Dr. Ken Opalo (Georgetown University): appointed Visiting Professor of Political Science for Autumn Semester 2021

Prof. Dr. Giacomo Pasini (Ca' Foscari University of Venice): appointed Visiting Professor of Economics for Autumn Semester 2021

Prof. Dr. Philipp Ther (University of Vienna): appointed Visiting Professor of Eastern European History for Autumn Semester 2021

Prof. Dr. Kerstin von der Decken (Kiel University): appointed Visiting Professor of Public International Law for Autumn Semester 2021

Prof. Dr. Tilmann Altwicker, LL.M., (University of Zürich): appointed Visiting Professor of Law and Economics for Spring Semester 2022

Prof. Vanessa Rahal Canado, PhD, (Insper São Paulo): appointed Visiting Professor of Law and Economics for Spring Semester 2022

Prof. Dr. Gabriella Coleman (Harvard University, Boston): appointed Visiting Professor of Anthropology of Digitalisation for Spring Semester 2022

Prof. Vanina Farber, PhD, (IMD Lausanne): appointed Max Schmidheiny Foundation Visiting Professor of Sustainable Business Transformation for Spring Semester 2022

Prof. Dr. Thomas Grisaffi (University Reading, UK): appointed Visiting Professor in Residence of Human Geography for Spring Semester 2022 until and including Autumn Semester 2025

Prof. Dr. Karin Müller (University of Lucerne): appointed Visiting Professor of Company Law for Spring Semester 2022

Prof. Dr. Caio Farah Rodriguez (Insper São Paulo): appointed Visiting Professor of Law & Economics for Spring Semester 2022

Prof. Dr. Miriam Iris Ticktin (City University of New York): appointed Visiting Professor of Anthropology for Spring Semester 2022

Jun. Prof. Dr. Johann Justus Vasel, LL.M., (Heinrich Heine University, Düsseldorf): appointed Visiting Professor of Law and Economics for Spring Semester 2022

Dr. Christoph Wolff (World Economic Forum, Member of Executive Board, Global Head of Mobility Industries and Systems): appointed Visiting Professor of Business Administration with special focus on Smart Mobility Management for Spring Semester 2022

Interim professorships

Prof. Dr. Heiko Bergmann: interim Professor of Management of Small- and Medium-Sized Enterprises) as from 1 January 2022 until 30 June 2023

Campus life



The St.Gallen Symposium brings together decision-makers of today and tomorrow who want to develop solutions and projects on how we can jointly secure global peace, freedom, sustainability and prosperity.

51st St.Gallen Symposium

The 51st edition of the St.Gallen Symposium was launched on the HSG Campus after taking approximately a 1000 day break because of the

COVID-19 pandemic. The 2022 edition saw over 700 participants, 120 speakers and 250 leaders of tomorrow gathering to exchange ideas and opening a dialogue under the topic “Collaborative Advantage” to explore current dilem-

«When a lot is happening at the expense of the next generation, it is very important to find better and currently more peaceful ways with leaders from politics and business»

Vivian Bernet, Head of the Organizing Committee

mas and new, more impactful models of collective action to address shared challenges.

Since 1969, the St.Gallen Symposium has pursued its mission of fostering, through inclusive and global cross-generational dialogue. With war having returned to the European continent, dialogue and cooperation between businesses, governments, and across generations is more needed, but also more difficult than ever.

Highlights of this year’s Symposium included 2021 Nobel Peace Prize Laureate and CEO of Rappler Maria Ressa, CEO of Shell Ben van Beurden, Ugandan environmental activist Vanessa Nakate and global blogger and CEO of Nas Academy Nuseir Yassin.

The Russian invasion of Ukraine took centre stage in this year’s discussions. Swiss President Ignazio Cassis and Austrian Minister for EU and the Constitution Karoline Edtstadler re-examined the role of neutral states in times of war, while journalist Maria Ressa and Reporters Without Borders head Christophe Deloire focused on the role of free media in light of authoritarian crackdowns.

At the public forum EcoOst St.Gallen Symposium on May 18, 2022 in the Lokremise, the findings from the Symposium were explained and discussed regionally in cooperation with the chamber of industry and commerce.

HSG Health Days 2021: “think health differently – rethink performance”.

From October 18 to 20, the HSG Health Days, organized by Unisport and the Psychological Counseling Center, took place for the second time. The motto was “think health differently – rethink performance”. The goal of the event was to generate greater awareness in the HSG community that health does not just happen, but can be promoted through a sustainable way of working and living. Thinking performance sustainably, for example, along the lines of what you can actively do to stay healthy through retirement and beyond, therefore often requires a shift in thinking.

During the three-day event, HSG students and employees had the opportunity to explore various aspects of their mental, physical and social health behaviors in innovative sessions. In order to address the different aspects of health as well as the different interests of students and staff, both established offers were presented and innovative events, which are not part of the standard programme of the university, were organised.

Evaluation showed that the HSG community valued the offerings. The impact of pandemic has made it clear to many that changing lifestyle habits can have a serious impact on well-being. For the university, this represents another milestone on the road to becoming a health-promoting university and reflects the university's commitment to the well-being of its members, beyond their academic performance.



Art Yoga during the Health Days.

Starting signal for the Master's programme in Computer Science

In September 2021, the first 24 students were starting the Master's programme in Computer Science at the HSG, which was developed in the context of the IT education offensive of the Canton of St. Gallen. The HSG offers students a future-oriented computer science program with excellent support. They benefit from a newly developed and modern curriculum, small groups and the freedom to experiment in new laboratories. The Computer Science degree programme offers in-depth technical knowledge in the field of Computer Science. Additionally, topics such as business model design, digital innovation, entrepreneurship and leadership form an important part of the degree. “We want to prepare our students with a solid foundation within these fields to be able to succeed in a career as a computer science entrepreneur or manager,” says Barbara Weber, Dean of the School of Computer Science.

A ceremony to mark the launch of the Master's programme in Computer Science as an important addition to the subject portfolio of the University of St.Gallen in November 2021 made clear the importance of the educational

offering for the HSG, the Canton of St. Gallen and the economy in Eastern Switzerland. Director of Education Stefan Kölliker described the new computer science education as a pioneering achievement that does not yet exist in its kind. In any case, the idea of combining entrepreneurial thinking and technical knowledge is impressive.

In Autumn 2022, the first Computer Science Bachelor's degree programme will be launched at the HSG. At the same time, the M.Sc. in Computer Science will be launched for the second time. In the long term, about 100 students per year are planned in the Bachelor's degree programme, and about 70 per year in the Master's degree programme. In five years, there should consequently be between 500 and 600 Computer Science students on campus at any one time, which would correspond to 10 to 12 percent of all university Computer Science students in Switzerland. The new Computer Science degree programmes emerged from the cantonal IT education initiative, which was approved by St.Gallen voters in early 2019. The regional IT education initiative is intended to counteract the shortage of skilled workers and promote the business location.



Digital translation service DeepL is based in Europe, but used worldwide. Florian Schweitzer, Co-Founder and Partner of btov Partners, interviewed Jaroslaw Kutylowski, Founder and CEO of DeepL, at the START Summit 2022.

START Summit 2022

“The World in 2042 – Bolder Founders. Better Future.” This was the motto of the START Summit from March 24 to 25, 2022. Around 5000 people, including more than 800 founders and around 100 speakers, came together at Europe’s leading student-organized conference for entrepreneurship and technology – for the first time in a hybrid format. During the two days of the Summit, not only current founders met with future generations of founders, but also stakeholders from all over the world. The founders of companies such as Climeworks, TIER or AirUp – a start-up founded in 2019 that has already saved 85 million PET bottles and 2,465 tonnes

of unnecessary sugar worldwide by selling the first drinking bottle that is flavoured only by scent – are also working towards a better future and solving current problems.

The speakers’ visions of the future, which they share with the entrepreneurs of the next generation, highlight revolutionary, paradigmshifting technologies and key technologies of the 21st century such as greentech, blockchain, artificial intelligence, robotics, quantum computing and cyber security.

In addition to the Olma trade fairs, the new SQUARE rooms were also transformed into exclusive event locations for the Summit.

The last two years have been challenging for all university members, but they have also opened up new opportunities.

Renovations give library building a new look

The comprehensive renovation of the HSG library building, which has been in use for more than 30 years, has been completed in time for the start of the 2021 fall semester. In addition to various technical improvements, the building features a new look inside. Students, employees and the general public can also expect an “Avenue”, a glass passageway between the library building and the SQUARE. There, multi-functional rooms can be used and the HSG Shop can be visited in its new home. There are also new things for staff and the general public to discover, for passers-by, those interested in finding a quiet place to read or those on the way to visit the Mensa.

Corona Pandemic: Return to Campus

After the Federal Council lifted most of the previously valid measures in February 2022, teaching started again in the spring semester for the first time after two years of pandemic-related restrictions, with full attendance and without compulsory certificates. The last two years have been challenging for all university members, but they have also opened up new opportunities. Developments have been accelerated and facilitated that have taken the university a big step forward in the area of digitisation and that the HSG would like to apply to on-site teaching.

War in Ukraine

The HSG expressed dismay at Russia's invasion of Ukraine in late February 2022 and condemned the massive violation of international law against a sovereign state that has brought pain and suffering to innocent people, families and communities.

HSG students quickly became involved in a wide range of activities: The initiative "St.Gallen Helps Ukraine" provided humanitarian aid on site by collecting donations in kind and coordinating transports, a benefit concert organised by students collected donations as did the creation of NFT art as part of the St. Gallen Symposium, the sales proceeds of which were donated to a Ukrainian relief organisation.

In addition, the University of St.Gallen offered various study opportunities to Bachelor and Master students from Ukraine who were unable to continue their studies. The HSG continued the humanitarian tradition it had shown during the crises in Hungary (1956) and in what was then Czechoslovakia (1968), and as a member of "Scholars at Risk" it supported people fleeing in their academic activities and opened up doctoral positions for researchers from Ukraine.

In numerous events, interviews and guest contributions, HSG experts provided background information, explanations and assessments of the war in Ukraine in the national and international arena. Since then, the HSG has been involved at regional level in the "Round Table" of the city of St.Gallen on integration projects for refugees from Ukraine.



Where is Russia headed? An "Echo der Zeit" panel discussion with the SRF foreign correspondent David Nauer and Russia expert, Professor Ulrich Schmid (left), in SQUARE examined this question.

SME Day: a majority would like a new era

What does everyday life look like after the pandemic? Have we now reached the right point in time to set a new course? Or does the way point rather in the direction of the old normality again? These questions were discussed by the 2021 Swiss SME Day. Approximately 1,000 participants from business, politics and culture met in OLMA Hall 9 after one year's interruption.

"SMEs and surprises – at a moment's notice" was the title of the Swiss SME Day. Tobi Wolf, research associate at the KMU-HSG, who hosted the event, opened the series of addresses with the presentation of the SME Day survey, which is always conducted among SME executives in the run-up to the conference. The questionnaire revealed, inter alia, that a high degree of uncertainty is perceived by all the industries. In comparison with the preceding year, the increase was not just slight, but distinct. "In what areas do you expect the greatest sources of uncertainty for your company in the medium and long term?" was one of the questions of the SME

study. Skills shortages, cyber incidents and problems with supply chains and material procurement were indicated most frequently.

The presented SME study showed that a majority would like to see a departure into a new era. Just under 60 per cent were of the opinion that now was the right time for a turnaround. About 26 per cent indicated that they would take things as they came, and roughly 15 per cent wanted a return to the old normality. The study author was convinced that in order to be able to continually adapt to a complex, turbulent and uncertain environment, it would take agility, curiosity and a welcoming attitude towards new things.

The SME Day was offered and run by the Swiss Institute of Small Business and Entrepreneurship (KMU-HSG) and the *alea iacta ag* agency. The Patronage Committee, which is chaired by Urs Fueglistaller, Director at the KMU-HSG, consists of members of the Swiss Small Business Association, *economiesuisse*, the St.Gallen-Appenzell Chamber of Industry and Commerce and the Cantonal Small Business Association.

“The SQUARE represents an opportunity for the HSG, because it offers many possibilities for new formats.”

147 high school students at the first “Info Day for Future Female Students”

In November 2021, the University of St.Gallen welcomed 147 young women at the “Women*@HSG – Info Day for Future Female Students”. Professors as well as students and alumnae offered the schoolgirls an insight into the fields of study of the HSG Bachelor’s programmes and into everyday student life. With the information day, the HSG would like to contribute to increasing the proportion of women among new HSG students.

President Prof. Dr. Bernhard Ehrenzeller and Irina Kopaz, Vice President of the HSG Student Body, welcomed the participants and introduced them to the day. In the morning, professors from the HSG introduced the participants to the study programmes Business Administration, Economics, International Affairs, Law and Computer Science in five workshops. Opportunities for questions and exchange were at the forefront of the rest of the programme: in a panel discussion with students and alumnae, the participants were given an insight into everyday study life and career prospects.



Workshop atmosphere at the “Women*@HSG – Info Day for Future Female Students”.

Inspiration for teaching at the HSG

How can digital media be used in teaching? And what changes have arisen from SQUARE for regular teaching staff at the HSG thus far? These and other questions were discussed on the HSG’s eighth “Teaching Day”.

“Today, we want to inspire regular teaching staff, academic directors and other HSG colleagues and thus continually improve our teaching,” said Martin Eppler, Vice-President Studies & Academic Affairs, in a discussion parallel to the event. There are current factors that are influencing the way we think about teaching, he noted, explaining: “Various studies show that after two years of the pandemic, student engagement has fallen across Switzerland.” Innovative learning formats are therefore now important, he continued, for activating students, among other things. “The SQUARE represents an opportunity for the HSG, because it offers many possibilities for new formats.” Eppler welcomed attendees with a short speech, saying: “At HSG as well, teaching is changing drastically.” He mentioned the “Personality in Residence” format, as one example among others. Here, external figures from business, culture, academia and politics enter into an exchange with the SQUARE community.

Various HSG members and external parties reported on their initial experiences of using the SQUARE thus far in the spring 2022 semester. Anne Rickelt, a lecturer at the Research Institute for Organizational Psychology, talked about a learning experience outside of familiar classroom settings. Together with the St.Gallen-based art education expert Jasmin Kaufmann, she organised an art workshop at the SQUARE at the end of March. The aim of this was to produce an artwork within one day based on the working title “Climate change is expensive”. Students were able to attend the workshop without registering. “I think it would be interesting to have a permanent space for artistic work set up in the SQUARE,” said art education expert Kaufmann. “Even just the one workshop prompted a lively exchange among the students.”

Organisation

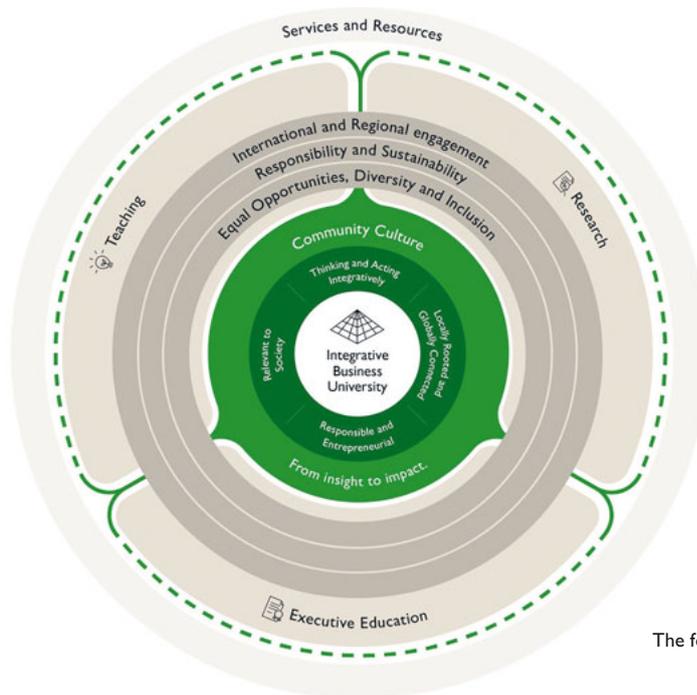


Compass and map: “Strategic Plan 2025”



Strategic Plan 2025

In recent years, the University of St.Gallen (HSG) has grown notably and has undergone structural changes. In 2017, Roadmap 2025 was established which set out guiding principles to guide future decisions. This vision has now been developed into a Strategic Plan which concretely defines the guiding principles and goals for the University until 2025.



The focus areas of the Strategic Plan.

Since its foundation, the University of St.Gallen (HSG) has been committed to an integrative approach, which it pursues equally in teaching, research and continuing education. The Vision 2025 is based on a solid foundation. However, staying true to itself does not mean stagnation and frugality.

Building on the vision, the HSG drew up a roadmap in 2017 as a framework for orientation. Since then, the HSG has gained

disciplinary breadth with the establishment of the Joint Medical Masters and the founding of the School of Computer Science. It is precisely when many changes have to be processed that the strengths and weaknesses of an organisation become apparent. Accordingly, it was time to translate and concretise the Roadmap 2025 and substrategies into a Strategic Plan. Strategic guidelines and goals were defined in eight focus areas, the achievement of which will be monitored on the basis of defined success indicators.

The “Strategic Plan 2025” acts not only as a compass pointing the way, but more like a map showing intermediate stops and the best paths.

The Strategic Plan is a flexible instrument that provides the HSG with guidance at all levels of governance and forms the basis upon which we can plan our immediate future. With the founding of the Vice President’s Board for Institutes & Executive Education, the HSG has also prepared itself for new challenges, while setting the course for the future in research and teaching.

With the redesign of academic career paths, the HSG is attractive and competitive for a new generation of excellent researchers. The University of St.Gallen is constantly improving the framework conditions to enable impact-oriented top-level research. In this way, its research should not only gain increased international recognition, but also remain connected to practice and achieve social impact. The success of research and work is ultimately measured by whether the HSG makes a contribution to society.

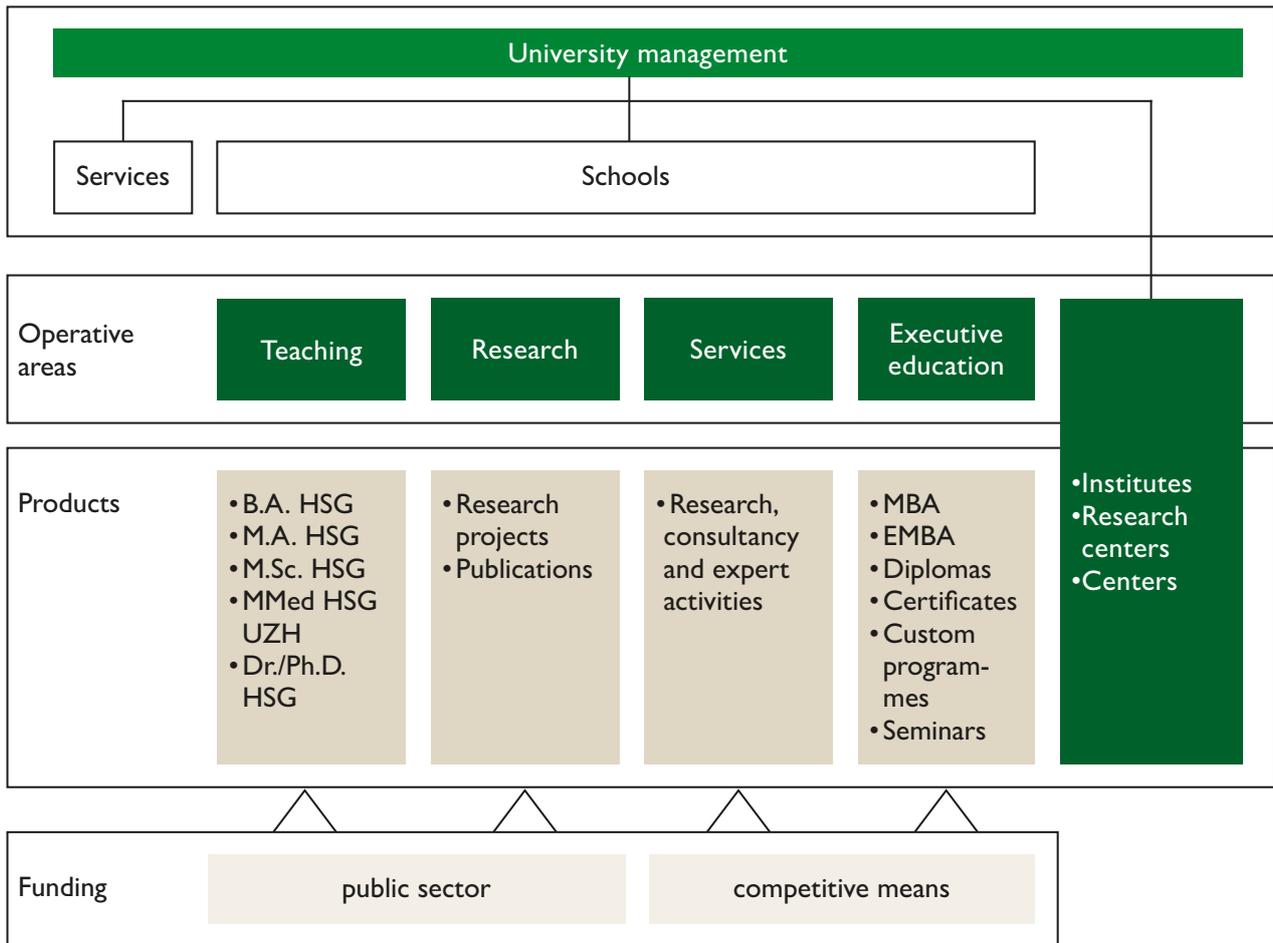
Social responsibility also guides the HSG’s strategy in teaching and training by sensitizing future and current decision-makers to the consequences of their actions and equipping them with the tools to act in a sustainable and ethical manner. The HSG’s SQUARE offers an inspiring environment for this,

where university members and externals can work as a community, across generations and hierarchies, on solutions for tomorrow. The spirit of experimentation and innovation at SQUARE should ultimately have an impact on the University as a whole and influence the spirit of its future location at Platztor.

Regional engagement

One of the eight focus areas concerns our international and regional commitment. Specifically, we have set out to «safeguarding St.Gallen as an educational location in the long term and contributing to the creation of economic and social value in the region. As an important regional player, we contribute to key issues, while focusing on maintaining and consolidating collaborative relationships.» We maintain such strong cooperative relationships with «Startfeld» and the «Smartfeld» education lab. A visible sign of this connection between knowledge and impact was the appointment of the long-standing managing director of the Startfeld Foundation and initiator of the Smartfeld education lab founded in 2017, Dr Cornelia Gut-Villa, as an honorary senator during the Dies Academicus 2022.

Organisation



The University's Board of Governors, which is appointed by the cantonal parliament, is the HSG's supreme body. It is chaired by the cantonal education minister. The supreme academic body is the Senate. Its membership is made up of full professors, members of the non-tenured faculty, as well as student representatives. The University is headed by the President.

President's Board

The University of St.Gallen is headed by the President. The President is Prof. Dr. Bernhard Ehrenzeller. The Vice-Presidents are Prof. Dr. Martin Eppler (Studies & Academic Affairs),

Prof. Dr. Urs Fueglistaller (Institutes & Executive Education), Prof. Dr. Ulrich Schmid (External Relations) and Prof. Dr. Thomas Zellweger (Research & Faculty). According to the University Statutes, the President's Board consists of the President and the Vice-Presidents, and in addition the General Counsel (Hildegard Kölliker), the Director of Administration (Bruno Hensler) and the Dean of Studies (Marc Meyer). The President may coopt further members of the University. At present, these are the Director of Research & Faculty (Monika Kurath), the Director of Institutes and Executive Education (Karla Linden), the Director of External Relations (Peter Lindstrom) and the Head of Communication (Adrian Sulzer).

Research and competence areas

Global Centers Top-class research at University level with global recognition. Responsibility lies with the President and the Vice-President for Research & Faculty.	Level: University
Profile areas Pooling of resources at the Schools' level for the expansion of their profiles on a European scale. The Schools coordinate this with the President's Board.	
Centers Interinstitutional cooperation with a showcase function. The Institutes coordinate this with the President's Board	Level: inter- institutional
Strategic cooperation ventures Research partnerships with business and industry over several years. The Institutes coordinate this with the President's Board.	
Institutes and research centres Responsibility lies with the Board of Governors.	
Competence centres/transfer centres/research groups at HSG Institutes Responsibility lies with the Institutes.	Level: Institutes

Profile areas and Global Centers

Profile areas School of Finance

System-wide Risk in the Financial System

“System-wide Risk in the Financial System” is the joint, overriding research topic in this profile area and constitutes the central link between the various fields of research of the School of Finance. The financial crisis revealed that our knowledge of the systemic properties and risks of the financial system is still incomplete. Although certain areas of finance may be described as far advanced and mature today, interactions between the various areas and the effects on the overall system have not been subject to adequate research.

School of Humanities and Social Sciences

Transcultural Workspaces

This markedly interdisciplinary group consists of researchers from several Schools (SHSS, SoM, SEPS, and LS) who study sensitive cultural aspects in internationally active organizations and companies. So far, this experimental space has included collaborations with Victorinox, the International Committee of the Red Cross (ICRC), and the pop-up institute and ecosystem "Edgeland".

Global Centers

Global Center for Customer Insight (GCCl)

On the strength of the achievements and findings of the Institute for Marketing and Consumer Insight (IMC-HSG), this global center is intended to become a place of globally acknowledged thought leadership in the field of purchase decision and purchase behaviour research. Even today, the IMC-HSG is one of Europe's institutions that are strongest with regard to research and maintains optimal contacts with practice – ABB, Audi, BMW, Bühler, Hilti, Lufthansa, the Swiss Post and Schindler being cases in point. The IMC-HSG's research ranges from behavioural branding, design and product development, as well as brand and emotion, to market research and data modelling.

Global Center for Entrepreneurship and Innovation (GCE&I)

In their fields of research, the professors of this global center have a crucial international influence on innovation research, start-ups and young companies, as well as family businesses. Firms such as Audi, BASF, Bosch, Bühler, Daimler, SAP and Swisscom have established long-running research cooperation ventures with them. Through working groups, the findings from the research projects conducted with these partners are also made accessible to regional SMEs. Additional benefit is created for the region through numerous start-ups and spin-offs.

Global Center for International Economics (GCIE)

The Global Center for International Economics (GCIE) was established in 2020. It is an excellence center of the University of St. Gallen dedicated to the study of international economics. Its research interests lie in the fields of Macroeconomics, Development, Political Economy and International Trade.

The center conducts research at the academic frontier. A key focus of the center is to also translate these findings into policy-relevant findings, develop research-driven teaching, and facilitate exchange between our student body, academics, and policy-makers.

Centers

Asia Connect Center (ACC-HSG)

The Center is dedicated to support European/Swiss as well as Asian companies when entering an Asian or European market. In this context, the Asia Connect Center focuses on the provision of “intelligence” based on a collaborative network among leading Asian and European business schools and universities.
acc.unisg.ch

Center for Disability and Integration (CDI-HSG)

This Center is an interdisciplinary research unit which explores the possibilities of professional integration of people with disabilities.
cdi.unisg.ch | contactcdi@unisg.ch

Center for Aviation Competence (CFAC-HSG)

This Center serves as a competent contact point for questions in connection with aviation. It supports aviation by means of research and services, as well as seminars and conferences on a scientific basis.
cfac.unisg.ch | cfachsg@unisg.ch

Center for Family Business (CFB-HSG)

This Center is dedicated to family businesses in order to support them in the long term. For this purpose, it conceives of itself as a leading internationally and nationally operating family business expert in research, teaching and executive education, as well as knowledge transfer.
cfb.unisg.ch | cfb-hsg@unisg.ch

Center for Entrepreneurship (CfE-HSG)

This Center familiarises students with the fascination of entrepreneurship. In addition, it supports technology-oriented and knowledge-intensive start-up projects at HSG.
ent.unisg.ch

Center for Innovation (CFI-HSG)

This Center aims to establish itself as a leading research unit for innovation management in Europe. This is done by combining the disciplines of technology & innovation management, marketing management, consumer behaviour and strategy.
cfi.unisg.ch | cfihsg@unisg.ch

Center for Health Care (CHC-HSG)

This Center is a transdisciplinary competence centre in the health sector. It pools HSG’s activities in this field and pursues an integrative and interdisciplinary approach.
chc.unisg.ch | chc-hsg@unisg.ch

Center for Mobility (CfM-HSG)

The center coordinates and works on questions relating to personal mobility, taking a social science perspective.
cfm.unisg.ch

Centro Latinoamericano-Suizo de la Universidad de San Gallen (CLS-HSG)

This Center establishes a connection between HSG and Latin America by stimulating an exchange in teaching and research and facilitating and encouraging intercultural cooperation.
cls.unisg.ch | cls-hsg@unisg.ch

Center for Leadership and Values in Society (CLVS-HSG)

This Center deals with public value, i.e. contributions to the common good by companies, public administrations and non-government organisations.
clvs.unisg.ch | clvs@unisg.ch

Center for Governance and Culture in Europe (GCE-HSG)

This Center examines social, economic, political and cultural processes of change and Europeanisation from an interdisciplinary and transnational perspective.
gce.unisg.ch | gce-info@unisg.ch

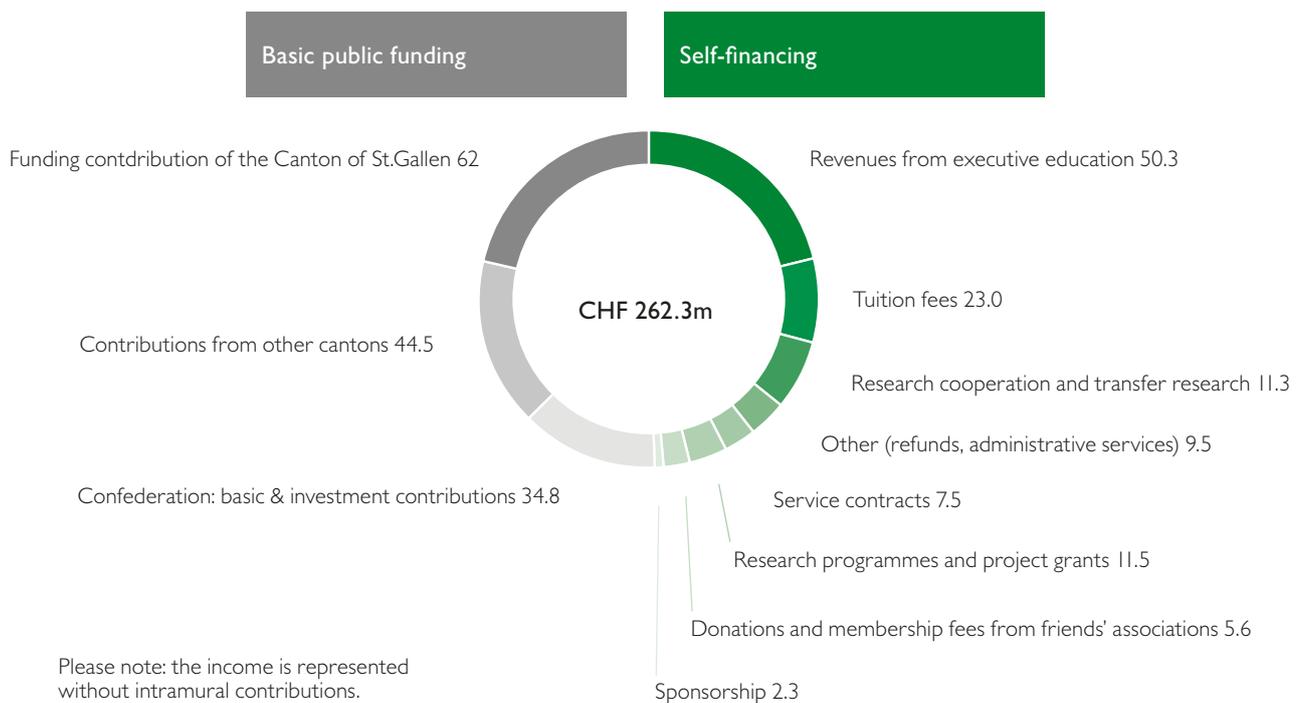
Funding model

In 2021, HSG reported a consolidated operating income of CHF 262.3m. This consisted of basic public funding and self-financing, including tuition fees. The basic public funding of approx. 54 per cent was made up of the funding contribution of the Canton of St.Gallen, contributions from students' cantons of origin and federal funds. The income from basic public funding includes the payment of a government contribution of CHF 6.8m to the Joint Medical Master in St.Gallen.

Solid and reliable funding in the form of monies from the public purse is an indispensable foundation for the University.

By way of complementing basic public funding, HGS generates considerable self-financing resources, which together with the tuition fees account for approx. 46 per cent of the monies required. This does not only relieve the cantonal budget but helps to achieve a quality in teaching and research which enables the University's supraregional presence, as well as its substantial economic impact on the region, and the Canton of St.Gallen in the first place.

Funds generated by the University itself serve to additionally strengthen the profile of research and teaching quality for students and thus to improve HSG's position in the competitive world of international education.



Rules of self-financing

The University of St.Gallen Act enables the University of St.Gallen to finance itself as a complement to basic public funding and tuition fees. Cooperation with sponsors and companies does not only constitute a great opportunity for HSG but is indeed a prerequisite for the preservation of teaching quality and the research profile.

The University's own documents on the "Basic principles of self-financing" and its "Information and disclosure guidelines" affirm the safeguard of freedom in teaching and research, academic integrity and – to reinforce the independence and credibility of teaching and research – the principle of transparency. The University's independence is particularly also the result of the broad spread of external funding resources. HSG sets great store by precise rules of self-financing and by contractual arrangements, which ensure the following central principles, in particular:

- preservation of freedom of teaching and research,
- the binding nature of HSG standards for teaching content and course planning,
- compliance with international standards and the HSG's rules for the appointment and employment of researchers and teachers.

In an exchange with practice

The University of St.Gallen operates in four fields: teaching, research, executive education and services. All these fields of operation can basically be supported by self-financing within the framework of the freedom of teaching and research. The information and disclosure guidelines stipulate that organisational units at HSG, such as Institutes, centers, research units and entities similar to Institutes must disclose on their websites all partnerships (such as research cooperation, donations, sponsorship, services, etc.) where the contract amount is CHF 100,000 and above. Thus there is no central record of partnerships; rather, the aim is a decentralised type of transparency which the organisational units have to guarantee themselves. The following forms of external funding are applied:

1. Research cooperation and knowledge transfer research

Strategic research cooperation serves the cooperative acquisition of insights and the transfer of knowledge between academia and practice. Such research cooperation ventures have a financial volume which enables the operation of one or more research jobs. Cooperation and funding can take place at the level of centers, institutes, chairs or so-called labs. What is funded is the academic unit rather than a person. All appointments and employment contracts in all areas – even those which are funded externally – are in the competence of the University bodies and the cantonal government. The same appointment rules are applicable to all professorships regardless of the nature of their funding.

2. Research programmes

Research programmes are a central instrument of research funding with public resources. At the same time, they constitute an important source of income for universities, particularly to drive forward basic research, but also practice-oriented research, in order to fulfil the universities' research mission. Often, research programmes also serve to fund individual jobs, for instance for young academics or doctoral students. As a rule, research is funded with the help of a selection process in which the research projects submitted are evaluated by (mostly external) experts. Government research funding comes from both national science organisations such as federal offices, the Swiss National Science Foundation and Innosuisse, and international ones such as the EU research programmes.

3. Service contracts

Service contracts, for instance for expert reviews, are concluded by institutes and fulfilled separately from teaching and research. They concern commissions that are limited in time and are usually one-off, placed by public- or private-sector actors who want to obtain an expert opinion or added knowledge about a certain issue. Principals are free to use the results for their own purposes; the results need not be published directly. Institutes have sovereignty over this kind of work but have to comply with the University's principles

and guidelines in order to avoid any conflicts of interest. The academic standards to be satisfied by consultancy and reviewing activities are identical with those to be met by publicly funded research. Results from services thus provided often lead to publications in the form of meta-analyses, case studies, etc.

4. Sponsorship

Sponsorship enables companies to commit themselves financially in the fields of teaching, research or executive education. By way of compensation, sponsors are given an opportunity to publicise their names (logo placement). Sponsorship is envisaged at the University of St.Gallen if

- no public monies are forthcoming for a project,
- such a project generates added value in teaching or research,
- the freedom of teaching and research is not affected.

Sponsorship is used in the following areas, among others: enterprises are interested in the recruitment of graduates and want to strengthen their brands as employers at the University, for instance by placing advertisements on the job platform www.hsgcareer, by posting their corporate portrait or by participating in the HSG Talents Conference. The revenue from this is then invested in the career services for students. Another form of branding is the support of the Freshers' Week as a partner.

5. Donations

Donations are usually one-off contributions which can be ring-fenced but do not call for compensation in support of a corporate goal. Personalities, foundations, organisations such as associations, and companies want to give something back to society with their donations and therefore support education, for example. They may support a programme without expecting any direct compensation in return. Such donations can go to individual Institutes, for instance through the latter's friends' association, or directly to the University.

6. Faculty members' additional occupations

Faculty members' additional occupations provide valuable contacts with the world of practice and are of practical relevance which otherwise could not be realised by the University. The model in use has stood the test of time, for through these contacts, numerous projects and research cooperation ventures were realised in the last few years which were not only helpful to the University in terms of insights gained through practical application but also made sense in terms of the entrepreneurial model of HSG and its Institutes.

Additional occupations at HSG are regulated and have to be registered. In the case of a full-time job, the sum-total of all additional occupations must not exceed one day per week. Faculty members are not permitted to compete with activities pursued by any the HSG units. HSG resources used for additional occupations must be compensated for according to guidelines issued by the Administration. Additional occupations must not result in any conflicts of interest with academic freedom. In every case, it must be assessed prior to approval whether an additional occupation will or could result in conflicts of interest or reputational risks for the University.

Additional occupations of significance (from 1/2 day per week), functions in public and private bodies and activities with a great publicity effect have to be approved by the Committee for Additional Occupations before this sideline job is taken up. The assumption of chairmanships of boards of directors and comparable bodies, as well as functions in public and private bodies fulfilled by the members of the President's Board have to be approved by the University's Board of Governors upon application by the Committee prior to any appointment as a member of that body. The Committee for Additional Occupations and the University's Board of Governors may prohibit an additional occupation and also revoke any approvals granted at an earlier stage.

Faculty members' additional occupations can be viewed in a central, publicly accessible list on the University's website.

7. Compliance

In order to be able to guarantee a high degree of compliance at the University, procedures described in manuals concerning, say, the internal control system (ICS), information security or data protection, are applied systematically. Additionally, Internal Auditing regularly examines the ICS across the entire University.

The compulsory application of defined mechanisms and the structured, continual review of their impact create the preconditions required for the consolidation of the organisational development of the systems and of the University as a whole.

The digital Compliance training programme consists of five compulsory courses for members of staff:

- Basic course, Information Security
- Basic course, Secondary Employment
- Basic course, Outlays and Expenses 1
- Basic course, Outlays and Expenses 2
- Basic course, Data Protection

These courses have to be documented and checked for correctness, appropriateness and up-to-dateness by their owners once a year. If necessary, they are amended and released through a controlled process; this process may also serve to implement a new course that is deemed to be necessary.

HSG Foundation

thanks all the benefactors

The HSG Foundation's aim is to support the HSG in its development as one of the internationally leading business universities. It initiates and pools funding activities in order to realise strategically important projects for the HSG and thus makes a contribution towards safeguarding the excellence of research and teaching. As an autonomous charitable foundation, it grew out of the HSG Alumni Foundation in 2013 and is jointly run by HSG alumnae and alumni, donors and representatives of the University.

In the year under review, the HSG Foundation's activities continued to focus on the funding of the didactic programme, the construction and funding of the new learning centre SQUARE. Thus the lighthouse project, which was entirely funded by donations, was inaugurated on 11 February 2022 according to plan. With donations amounting to CHF 65m, the SQUARE is the biggest fundraising project in the history of the HSG. More than 1,100 donors made the realisation of the SQUARE vision possible. The SQUARE is where outstanding heads from business, politics and culture meet students, teachers and HSG alumni. The SQUARE is a public place of personal encounters for everyone who wants to become engaged in a constructive dialogue for the future of society and the economy. The SQUARE is intended to have an impact as a new, innovative place of learning where trailblazing didactic forms are developed. In the SQUARE, the HSG Foundation has realised a project of future significance for the HSG.

Board of trustees

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Dr. h.c. Thomas Schmidheiny
Urs Wietlisbach

Management

Ernst Risch is responsible for the operative management of the Foundation as its Managing Director.

Donations by private individuals, foundations and companies constitute an increasingly more important supplement to the resources from basic public funding. They enable the HSG to launch innovative projects in order to be able to assume a leading role in teaching and research in the future, too. Whether this concerns chairs, scholarships or infrastructure: thanks to the generous, traditional commitment of alumnae, alumni and friends of the HSG, substantial developments towards today's University of St.Gallen could be initiated and implemented. We would like to thank all the benefactors for their extraordinary support. A list of all the benefactors can be found on the homepage of the HSG Foundation.

hsg-stiftung.ch | kontakt@hsg-stiftung.ch

Initial and major benefactors of the SQUARE

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Ursimone Wietlisbach Foundation
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Monika and Wolfgang Schürer
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Josef Ackermann
Angela and Manfred Dirrheimer
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Ernst Göhner Foundation
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Max Schmidheiny Foundation at the University of St.Gallen
Henri B. Meier
Thomas Schmidheiny
Joachim Schoss
STARR International Foundation

You can learn more about the HSG Foundation's donation
projects at hsg-stiftung.ch.

HSG Advisory Board 2021 – 2023

Impulses from the HSG network for the University of St.Gallen

In terms of organisation, the HSG Advisory Board is situated between the President's Board, HSG Alumni and the University's Board of Governors. Its 16 members – eminent personalities from business and academia – advise the University Management with regard to strategic issues and pioneering projects and in a dialogue with the private industry, the public sector and with NGOs. Ever since 2007, this Board has championed the University and provided essential impulses for its continued development, such as the promotion of HSG's research profiles, as well as offering advice for the development of the HSG Vision. Together with the University representatives, the honorary members of the Advisory Board face the challenges of a business university with international and regional roots in the 21st century.

Members

Dr. Swan Gin Beh (until 31.12.2021)

Chairman of the Singapore Economic Development Board (EDB)

Prof. Dr. Eugènia Bieto Caubet

Associate Professor, Department of Strategy and General Management at ESADE

Prof. Dr. Christoph Franz

Chairman of the Board of Directors of Roche Holding AG

Dr. Felix Grisard

Chairman of the Board of Directors of HIAG

Adrian T. Keller

Vice Chairman of the Board of Directors of Diethelm Keller Holding Ltd.

Prof. Dr. Robert (Bob) Kennedy

Dean Emeritus at Nanyang Business School of the Nanyang Technological University

Georges Kern

CEO Breitling SA

Prof. Dr. Axel P. Lehmann

Chairman of Credit Suisse

Affiliate Professor of Business Administration and Service Management, University of St.Gallen

President of the Executive Committee of the Institute of Insurance Economics, University of St.Gallen

Carolina Müller-Möhl

Founder and President of the Müller-Möhl Group and Müller-Möhl Foundation

Prof. Dr. Bernard Ramanantsoa

Dean Emeritus of HEC Paris

Dr. Eveline Saupper

Member of the Board of Directors in various companies

Dr. Claudia Süßmuth Dyckerhoff

Member of the Board of Directors in various companies

Christen Sveaas

Owner and Chairman of the Board of Directors of Kistefos Traesliberi

Franziska A. Tschudi Sauber

CEO and Delegate of the Board of Directors at Wiedmann Holding AG

Urs Wietlisbach

Co-founder of Partners Group and executive Member of the Board of Directors of Partners Group Holding AG

Dr. Martin C. Wittig

Founder and Chairman of mcw Management Services AG
Senior Advisor at Bain & Company

Ex officio members

Prof. Dr. Bernhard Ehrenzeller

President of the University of St.Gallen

Prof. Dr. Ulrich Schmid

Vice-President, External Relations

Mathieu S. Jaus

President HSG Alumni

Prof. Winfried Ruigrok, Ph.D.

Dean HSG Executive School

Overall financial statement

Statement of financial positions

in 1,000 CHF	31.12.2020	31.12.2021
Cash	119,988	120,618
Current account, Canton of St.Gallen	35,319	33,974
Current financial assets	130	10,131
Receivables from goods and services	28,696	30,419
Other current receivables	2,738	1,695
Inventories and services not yet invoiced	367	203
Accrued income	6,196	4,830
Current assets	193,435	201,868
Financial assets	78,167	83,408
Investments	20	170
Movables	153	0
Land and buildings	3,544	3,311
Intangible assets	762	572
Non-current assets	82,645	87,461
TOTAL ASSETS	276,080	289,329
Accounts payable	5,882	6,945
Other current payables	2,958	4,217
Accrued liabilities and deferred income, current provisions	70,516	70,619
Current liabilities	79,356	81,780
Long-term interest-bearing liabilities	213	273
Other long-term liabilities	0	572
Provisions	9,827	9,978
Non-current liabilities	10,040	10,823
Capital stock	21,735	21,735
Fund capital	153,022	161,528
Free capital	11,927	13,464
Equity	186,684	196,726
TOTAL LIABILITIES	276,080	289,329

As of 31 December 2021, the University's consolidated equity amounted of CHF 196,726m. The capital stock amounted to CHF 21,735m and corresponded to the targeted quota of 40 per cent of public funding for the core budget (Humanities and Social Sciences). The Joint Medical Master in St.Gallen (Medicine) is funded through a separate performance agreement.

The adaptation of the capital stock on the basis of this additional agreement will take place at the end of the 2022 performance period.

The fund capital amounts to CHF 161,528m and consists of the capital stock, free assets, reserves and provisions of the core budget, the institutes, executive education, the funds and independent operating statements.

Profit and loss statement

in 1,000 CHF	2020	2021
Funding contribution of the Canton of St.Gallen	62,033	62,033
Basic and investment contribution, Confederation	33,342	34,808
Contributions from other cantons	43,385	44,496
Total income from public-sector contributions	138,760	141,337
Grants from the Confederation, SNSF and EU	13,362	11,521
Research cooperation, service contracts and sponsoring	22,445	21,086
Tuition fees	19,927	22,991
Executive education	41,900	50,256
Other income	11,156	15,127
Reduction in revenue	-125	-32
Revenue from self-financing	108,665	120,949
Operating income	247,425	262,286
Salaries, academic staff	94,930	99,506
Salaries, administration	54,571	58,462
Social insurances and other personnel costs	28,406	29,554
Personnel costs	177,907	187,522
Lease and real estate expenses	20,066	20,472
Other material and operating expenses	42,946	49,399
Operating expenses	240,918	257,393
Result from operating activities	6,507	4,893
Depreciation, financial assets	58	0
Depreciation, non-real estate fixed assets	183	153
Depreciation, land and buildings	380	469
Depreciation, intangibles	97	190
Depreciation and value adjustments	718	812
Financial income	3,250	7,759
Financial expenses	1,369	2,033
Financial results	1,881	5,726
Extraordinary income	240	515
Extraordinary expenses	347	280
Extraordinary income and expenses	-107	235
Result before change in fund capital	7,563	10,042
Change in fund capital	785	8,505
Net profit/loss of the year	6,779	1,536

The University of St.Gallen closed its consolidated 2021 accounts with a profit of the year of CHF 1,536m. Whereas the accounts of the core budget report a loss of CHF 0,918m,

the separate performance agreement for the Joint Medical Master reports a profit of CHF 2,454m.

Accounting model and principles

The financial statement takes into consideration the Ordinance concerning Reporting, Accounting and Equity of the University of St.Gallen of 8 December 2015 and has been drawn up in accordance with the accounting provisions of the Swiss Code of Obligations, the precepts of the Conference of Swiss Universities and the generally recognised commercial principles.

The period under review covers twelve months. The financial statement is reported in Swiss francs (CHF). Unless otherwise indicated, all amounts are quoted in thousands of Swiss francs.

Range of consolidation

The financial statement has been adjusted for internal transactions. Since the total amount of the HSG's holdings¹ is insignificant, consolidation was not deemed necessary.

¹ RSS AG (26 per cent); HSG Shop GmbH (50 per cent); St.Gallen Institute of Management in Asia PTE. LTD (100 per cent); Swiss Library Service Plattform AG (4 per cent); Switzerland Innovation Park Ost AG (4 per cent); St.Gallen Institute of Management in Latin America (Association). The Student Union was not taken into account for consolidation, either.

Income and expenditure items in detail

The funding contribution of the Canton of St.Gallen was fixed for the four-year performance agreement period of 2019–2022 and amounts to CHF 54,336m. CHF 6,817m are cantonal funds for studies in Medicine in accordance with a separate performance agreement for the period of 2020–2022.

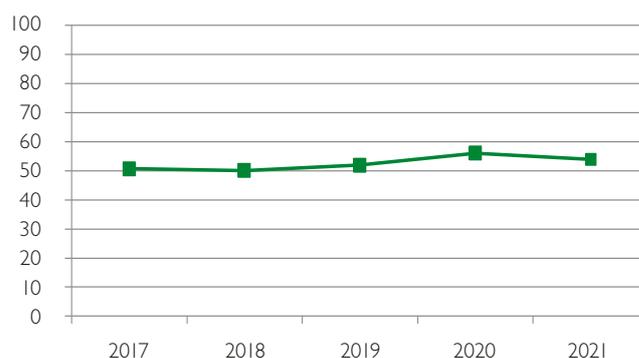
The Confederation's basic and investment contributions pursuant to the Federal Act on Funding and Coordination of the Swiss Higher Education Sector (HEdA) amounted to CHF 1,466m more than in the preceding year. The financial contributions for students from other cantons pursuant to the Intercantonal University Agreement (IUA) rose slightly to CHF 44,496m.

Contributions from the Confederation, the Swiss National Science Foundation and the EU in the amount of CHF 11,521m concern various projects which are directly supported by the Confederation, the EU, the Swiss National Science Foundation (SNSF) or Innosuisse.

Personnel costs constitute the largest item among operating expenses and increased by CHF 9,615m in comparison with 2020. Their share in operating expenses decreased to 72.8 per cent (preceding year: 73.8 per cent). In the business year of 2020, this indicator was influenced by the pandemic situation, in particular; since various events and travel activities in connection with research and executive education could not be realised, operating expenses decreased to CHF 240,918m. Approx. 53.1 per cent of personnel costs accounted for the

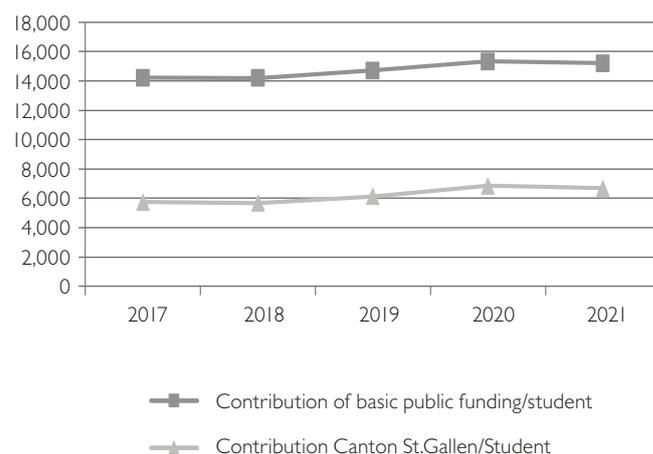
salaries for academic staff, and 31.1 per cent for the salaries for the Administration. The lease and real estate expenses item includes compensation to the Canton for the use of buildings in the amount of CHF 3,119m.

Proportion of basic public funding in the HSG's income in per cent



The proportion of basic public funding in the HSG's overall turnover amounts to approx. 54 per cent. The self-financing level is tantamount to the reported "Total income from self-financing" in relation to "Total income". This indicator takes into account the payment from the public purse of CHF 6,817m towards the funding of studies in Medicine. The self-financing level of approx. 46 per cent remained distinctly high in comparison with other universities

Cantonal and federal contributions per student in CHF



In comparison with the preceding year, basic public funding increased by 1.9 per cent to CHF 141,337m. The public purse contribution per student decreased to CHF 15,212 (preceding year: CHF 15,338).

Segments reported

Statement of financial positions in 1,000 CHF	Core budget (1)		Joint Medical Master (2)		Funds and operating accounts (3)	
	31.12.2020	31.12.2021	31.12.2020	31.12.2021	31.12.2020	31.12.2021
Current assets	108,387	120,598	4,625	7,618	13,725	14,515
Non-current assets	10,393	10,112	0	0	31,998	34,264
Total assets	118,780	130,710	4,625	7,618	45,723	48,778
Current liabilities	70,405	78,105	604	1,144	8,590	10,359
Non-current liabilities	16,126	16,372	0	0	0	0
Liabilities	86,531	94,477	604	1,144	8,590	10,359
Capital stock	21,735	21,735	0	0	0	0
Fund capital	2,607	7,509	0	0	37,132	38,419
Free capital	7,907	6,989	4,020	6,474	0	0
Equity	32,249	36,233	4,020	6,474	37,132	38,419
Total liabilities	118,780	130,710	4,625	7,618	45,723	48,778

The overall financial statement of the University of St.Gallen consists of four segments. The core budget (1) maps that part of the University which is largely funded by the public purse. The core budget funds all the full professors, associate professors, assistant professors, as well as permanent lecturers, including their standard equipment, the lecturers, as well as the University Administration and the infrastructure. In addition, the core budget makes resources available to the Basic Research Fund, the profile areas and other projects.

The Joint Medical Master segment (2) records business transactions in connection with teaching and research for the Joint Medical Master in St.Gallen.

Funds and operating accounts (3) are various ancillary accounts, such as "Project monies and contributions to assistantships, academia", the Loan and Scholarship Fund and the infrastructure and operation of the Executive Campus HSG. In the "Project monies and contributions to assistantships, academia", all third-party funds and guarantees for

Executive education and Institutes (4)

Eliminations (5)

Total account

31.12.2020		31.12.2021		31.12.2020		31.12.2021		31.12.2020		31.12.2021	
	113,276		115,997		-46,577		-56,860		193,435		201,868
	46,448		49,280		-6,194		-6,194		82,645		87,461
	159,724		165,277		-52,771		-63,054		276,080		289,329
	46,334		49,033		-46,577		-56,860		79,356		81,780
	107		645		-6,194		-6,194		10,040		10,823
	46,441		49,678		-52,771		-63,054		89,395		92,603
	0		0		0		0		21,735		21,735
	113,283		115,599		0		0		153,022		161,528
	0		0		0		0		11,927		13,464
	113,283		115,599		0		0		186,684		196,726
	159,724		165,277		-52,771		-63,054		276,080		289,329

professors who are not in an institute are managed. All third-party funds and Research Committee guarantees for professors at the institutes are transferred to and processed by the institutes.

Areas of Executive education and institutes (4) cover the business activities of the Executive School of Management, Technology and Law (ES-HSG), the postgraduate Master of Business Engineering (E.M.B.E-HSG) and the institutes and research centres.

The Eliminations column (5) reports offsets between individual segments.

Profit and loss account

Profit and loss account in 1,000 CHF	Core budget (1)		Joint Medical Master (2)		Funds and operating accounts (3)	
	2020	2021	2020	2021	2020	2021
Income from contribution of basic public funding	131,943	134,154	6,817	7,183	0	0
Intramural contributions and offsets	13,470	16,856	5	4	22,794	13,035
Infrastructure contributions A, B and C	0	0	177	0	4,520	5,158
Income from self-financing	28,529	32,392	1,167	149	4,335	8,040
Operating income	173,942	183,401	8,166	7,336	31,650	26,233
Personnel expenses	120,104	126,293	2,750	3,182	11,685	13,589
Lease and real estate expenses	18,144	19,058	231	215	920	582
Other material and operating expenses	30,182	33,328	1,165	1,484	22,488	13,456
Operating expenses	168,431	178,678	4,146	4,882	35,094	27,627
Result from operating activities	5,511	4,723	4,020	2,454	-3,444	-1,394
Depreciation and value adjustments	-416	-543	0	0	-16	-72
Financial result	-102	-416	0	0	1,003	2,748
Extraordinary income and expenses	-140	219	0	0	-52	4
Result before change of fund capital	4,854	3,984	4,020	2,454	-2,510	1,287
Change in fund capital	-2,096	-4,902	0	0	2,510	-1,287
Disbursements	0	0	0	0	0	0
Net profit/loss of the year (-)	2,758	-918	4,020	2,454	0	0

The "Income from self-financing" item includes income from executive education. Executive education is provided by the institutes and the Executive School of Management, Technology and Law. The University of St.Gallen (core budget) closed its

2021 financial statement with a loss of the year in the amount of CHF 0,918m. The accounts of the Joint Medical Master in St.Gallen reported a positive result of CHF 2,454m. Funds and operating accounts and Executive education and institutes

Executive education and Institutes (4)		Eliminations (5)		Total account	
2020	2021	2020	2021	2020	2021
0	0	0	0	138,760	141,337
9,861	8,937	-46,131	-38,832	0	0
15,452	15,717	-20,150	-20,875	0	0
74,634	80,369	0	0	108,665	120,949
99,947	105,022	-66,280	-59,707	247,425	262,286
70,390	71,697	-27,023	-27,239	177,907	187,522
3,529	3,825	-2,758	-3,209	20,066	20,472
22,198	23,750	-33,089	-22,619	42,946	49,399
96,117	99,273	-62,870	-53,067	240,918	257,393
3,830	5,749	-3,410	-6,640	6,507	4,893
-286	-197	0	0	-718	-812
980	3,393	0	0	1,881	5,726
85	11	0	0	-107	235
4,609	8,956	-3,410	-6,640	7,564	10,042
-1,199	-2,317	0	0	-785	-8,505
-3,410	-6,640	3,410	6,640	0	0
0	0	0	0	6,779	1,536

generated a net profit of the year of CHF 10,243m. In compliance with the HSG's accounting provisions, this has been directly allocated to the fund capital account.

In the Annual Report, the figures were commercially rounded to a thousand francs, in contrast to the financial figures on which they are based, which were calculated to several decimal points. This may lead to deviations in the sums.

Jobs: faculty

	2021
Full professors	
School of Management (SoM-HSG)	39,2
School of Finance (SoF-HSG)	10,0
Law School (LS-HSG)	11,2
School of Humanities and Social Sciences (SHSS-HSG)	10,2
School of Economics and Political Science (SEPS-HSG)	20,2
School of Computer Science (SCS-HSG)	5,4
Total	96,2
Senior lecturers/assistant professors	
School of Management (SoM-HSG)	35,4
School of Finance (SoF-HSG)	9,0
Law School (LS-HSG)	6,3
School of Humanities and Social Sciences (SHSS-HSG)	12,7
School of Economics and Political Science (SEPS-HSG)	14,2
School of Computer Science (SCS-HSG)	2,5
Total	80,1
Lecturers, assistants, visiting professors, and academic administration	
Assistants	92,6
Teaching assistants	40,4
Lecturers and visiting professors	100,1
Academic administration	31,6
Total	264,7
Total jobs, faculty	441,0

Jobs: services

	2021
President's Board	3,6
General Secretariat	10,2
Communication	9,4
Vice-President's Board, Studies & Academic Affairs	66,1
Vice-President's Board, Research & Faculty	18,0
Vice-President's Board, External Relations	42,7
Vice-President's Board, Institutes & Executive Education	1,6
Office of the Director of Administration	2,1
Finance	11,7
HR	19,6
Library	28,7
IT Service	56,5
Real Estate	28,6
Executive Campus HSG	14,3
Organisation & Development	4,2
University Development	5,8
School of Medicine	5,4
Total jobs, services	328,5
Academic personnel	304,5
Administrative personnel	138,3
Total, institutes and executive education	442,8
Total, University	1212,3

University authorities

Board of Governors

Stefan Kölliker, Minister of the Cantonal Government
(Chairman)
Thomas Scheitlin, lic. oec. HSG, former mayor (Vice-Chairman)
Silvia Bietenharder-Künzle, Dr., Tax Advisor
Stefan Kuhn, lic. oec. HSG, Entrepreneur
Kurt Hollenstein, Dr. Dipl. Ing. ETH
Yvonne Suter, lic. rer. publ. HSG, Member of the Cantonal
Parliament
Pepe Sonderegger, Dr. oec. HSG, Auditor
Beat Eberle, lic. iur., Attorney at Law
Regula Mosberger, MSc UZH, Entrepreneur
Patrick Ziltener, Prof. Dr., Lecturer
Michael Götte, Member of the Cantonal Parliament, Mayor

In an advisory capacity

Bernhard Ehrenzeller, Prof. Dr., President
Urs Fueglistaller, Prof. Dr., Vice-President
Martin Eppler, Prof. Dr., Vice-President
Ulrich Schmid, Prof. Dr., Vice-President
Thomas Zellweger, Prof. Dr., Vice-President
Hildegard Kölliker-Eberle, lic. iur. HSG, Secretary General
Bruno Hensler, Dr., Director of Administration
Rolf Bereuter, Dr., Head of the Cantonal Office for Universities,
Education Department

Auditing

Adrian Bischof, Auditor

Honorary senators

2022 Ann-Kristin Achleitner, Prof. Dr. Dr. Dr. h.c.
2022 Paul Achleitner, Dr. HSG
2022 Cornelia Gut-Villa, Dr.
2021 Urs Landolf, Dr. iur. et lic. oec. HSG
2020 Thomas Schmidheiny, Dr. h.c.
2019 Kurt Weigelt, Dr.
2018 Martha Niquille-Eberle, Dr.
2016 Lord Griffiths of Fforestfach
2015 Fürst Hans-Adam II. von und zu Liechtenstein
2014 Wilfried Rutz, Dr.
2013 Werner Gächter, lic. rer. publ.
2011 Henri B. Meier, Dr. Dr. h.c.
2010 Fredy A. Lienhard, lic. oec.
2008 Michael Hilti, lic. oec.
2007 Ivo Fürer, Bischof em. Dr. Dr. h.c.
2004 Peter A. Wuffli, Dr.
2003 Ruth Dreifuss, lic. ès sc. éc., former federal councillor
2001 Peter Häberle, Prof. em. Dr. Dr. h.c. mult.
2001 Alex Krauer, Dr.
2000 Ulrich Bremi-Forrer, former national councillor
1999 Lluís M. Püges Cambra, Prof. em. Dr.
1998 Mark Wössner, Prof. Dr.

President's Board

Bernhard Ehrenzeller, Prof. Dr., President
Urs Fueglistaller, Prof. Dr., Vice-President
Martin Eppler, Prof. Dr., Vice-President
Ulrich Schmid, Prof. Dr., Vice-President
Thomas Zellweger, Prof. Dr., Vice-President
Hildegard Kölliker-Eberle, lic. iur. HSG, Secretary General
Bruno Hensler, Dr., Director of Administration
Marc Meyer, Dr., Dean of Studies & Academic Affairs
Monika Kurath, PD Dr., Dean of Research & Faculty
Karla Linden, Dr., Director of Institutes and Executive Education
Peter Lindstrom, Dr., Dean of External Relations
Adrian Sulzer, MAS, Head of Communication

President's Delegates

for Quality Development: Bernadette Dilger, Prof. Dr.
for University Development and Executive Education:
Winfried Ruigrok, Prof. Ph.D.
for Accountability and Sustainability:
Judith Louise Walls, Prof. Dr.
for the Public Programme: Florian Wettstein, Prof. Dr.
for Equality, Diversity and Inclusion:
Isabelle Wildhaber, Prof. Dr.

Members of the University Administration

Bruno Hensler, Dr., Director of Administration
Jürg Wicki-Breitinger, Dr., Director of HR
Roger Kellenberger, MAS Corporate Finance CFO,
Head of Finance
Harald Rotter, MAS Business Information Management,
Head of IT
Edeltraud Haas, Mag., MSc., Library Director
Hans Jörg Baumann, Executive MBA HSG, Head of Real Estate
Gaby Heeb, Dipl. Hotelier HF, Director of the Executive
Campus HSG
Jennifer Essig, Dr., Head of Organisation & Project Development
Ernst Risch, lic. oec. HSG, Head of University Development

Senate Committee

Bernhard Ehrenzeller, Prof. Dr., President
Urs Fueglistaller, Prof. Dr., Vice-President
Martin Eppler, Prof. Dr., Vice-President
Ulrich Schmid, Prof. Dr., Vice-President
Thomas Zellweger, Prof. Dr., Vice-President
Reinhard Jung, Prof. Dr., Dean, School of Management
Roland Füss, Prof. Dr., Dean, School of Finance
Reto Föllmi, Prof. Dr., Dean, School of Economics
and Political Science
Bardo Fassbender, Prof. Dr., Dean, Law School
Caspar Hirschi, Prof. Dr., Dean, School of Humanities
and Social Sciences
Barbara Weber, Prof. Dr., Dean, School of Computer Science
Bruno Hensler, Dr., Director of Administration
Julia Nentwich, Prof. Dr., President, Non-Tenured Faculty,
SpS 2022

Christoph Frei, Prof. Dr., President, Non-Tenured Faculty,
AS 2021
Lukas Zumbrunn, President, Student Union, 2021/22
Irina Kopatz, President, Student Union, 2022/23

In an advisory capacity

Winfried Ruigrok, Prof. Ph.D., Academic Director,
Executive School of Management, Technology and Law
Alexander Geissler, Prof. Dr., Academic Director,
School of Medicine
Monika Kurath, PD Dr., Dean of Research & Faculty
Hildegard Kölliker-Eberle, lic. iur. HSG, Secretary General
Marc Meyer, Dr., Dean of Studies & Academic Affairs

Senate

Full professors

SoM (School of Management)

Urs Fueglistaller, Prof. Dr., Vice-President
Peter Leibfried, Prof. Dr., Vice-President
Thomas Zellweger, Prof. Dr., Vice-President
Björn Ambos, Prof. Dr.
Andrea Back, Prof. Dr.
Thomas Berndt, Prof. Dr.
Thomas Bieger, Prof. Dr.
Walter Brenner, Prof. Dr.
Heike Bruch, Prof. Dr.
Bernadette Dilger, Prof. Dr.
Tami Dinh Thi, Prof. Dr.
Martin J. Eppler, Prof. Dr.
Elgar Fleisch, Prof. Dr.
Karolin Frankenberger, Prof. Dr.
Oliver Gassmann, Prof. Dr.
Alexander Geissler, Prof. Dr.
Dietmar Grichnik, Prof. Dr.
Isabella Hatak, Prof. Dr.
Andreas Herrmann, Prof. Dr.
Christian Hildebrand, Prof. Dr.
Reinhard Jung, Prof. Dr.
Tomi Laamanen, Prof. Ph.D.
Christoph Lechner, Prof. Dr.
Jan Marco Leimeister, Prof. Dr.
Miriam Meckel, Prof. Dr.
Klaus Möller, Prof. Dr.
Johann P. Murmann, Prof. Ph.D.
Thomas Rudolph, Prof. Dr.
Johannes Rüegg-Stürm, Prof. Dr.

Winfried Ruigrok, Prof., Ph.D.
Kuno Schedler, Prof. Dr.
Hato Schmeiser, Prof. Dr.
Sabine Seufert, Prof. Dr.
Amanda Shantz, Prof. Dr.
Evangelos Souitaris, Prof. Ph.D.
Chris Steyaert, Prof. Ph.D.
Wolfgang Stölzle, Prof. Dr.
Torsten Tomczak, Prof. Dr.
Karl Joakim Jerry Vincent, Prof. Ph.D.
Judith Walls, Prof. Dr.
Antoinette Weibel, Prof. Dr.
Robert Winter, Prof. Dr.
Rolf Wüstenhagen, Prof. Dr.

SoF (School of Finance)

Manuel Ammann, Prof. Dr.
Martin Eling, Prof. Dr.
Karl Frauendorfer, Prof. Dr.
Roland Füss, Prof. Dr.
Stefan Morkötter, Prof. Dr.
Angelo Ranaldo, Prof. Dr.
Markus Schmid, Prof. Dr.
Paul Söderlind, Prof. Ph.D.
Tereza Tykvová, Prof. Dr.

SEPS (School of Economics and Political Science)

Francesco Audrino, Prof. Ph.D.
Johannes Binswanger, Prof. Dr.
Timo Boppert, Prof. PhD
Stefan Bühler, Prof. Dr.
Guido Cozzi, Prof. Ph.D.
James Warren Davis, Prof. Ph.D.
Enrico Giovanni De Giorgi, Prof. Ph.D.
Klaus Dingwerth, Prof. Dr.
Patrick Emmenegger, Prof. Dr.
Beatrix Eugster, Prof. Ph.D.
Simon Evenett, Prof. Ph.D.
Matthias Reginald Fengler, Prof. Dr.
Reto Foellmi, Prof. Dr.
Tina Freyburg, Prof. Dr.
Dennis Gärtner, Prof. Dr.
Roland Hodler, Prof. Dr.

Christian Keuschnigg, Prof. Dr.
Winfried Koeniger, Prof. Dr.
Martin Kolmar, Prof. Dr.
Michael Lechner, Prof. Dr.
Dirk Lehmkuhl, Prof. Ph.D.
Dominik Sachs, Prof. Dr.

LS (Law School)

Bernhard Ehrenzeller, Prof. Dr., President
Urs Bertschinger, Prof. Dr.
Martin Eggel, Prof. Dr.
Patricia Egli, Prof. Dr.
Bardo Fassbender, Prof. Dr.
Lukas Gschwend, Prof. Dr.
Peter Hettich, Prof. Dr.
Peter Hongler, Dr.
Markus Müller-Chen, Prof. Dr.
Vito Roberto, Prof. Dr.
Benjamin Schindler, Prof. Dr.
Stefan G. Schmid, Prof. Dr.
Isabelle Wildhaber, Prof. Dr.

SHSS (School of Humanities and Social Sciences)

Ulrich Schmid, Prof. Dr., Vice-President
Patrik Aspers, Prof. Dr.
Veronica Barassi, Prof. Dr.
Daria Berg, Prof. Dr.
Thomas Beschorner, Prof. Dr.
Caspar Hirschi, Prof. Dr.
Insa Koch, Prof. Dr.
Ulrike Landfester, Prof. Dr.
Yvette Sánchez, Prof. Dr.
Dieter Thomä, Prof. Dr.
Florian Wettstein, Prof. Dr.

SCS (School of Computer Science)

Damian Borth, Prof. Dr.
Siegfried Handschuh, Prof. Dr.
Simon Mayer, Prof. Dr.
Aikaterini Mitrokotsa, Prof. Dr.
Johannes Schöning, Prof. Dr.
Barbara Weber, Prof. Ph.D.

Members of the Non-Tenured Faculty

Julia Nentwich, Prof. Dr., President, SpS 2022 (SHSS)
Christoph Frei, Prof. Dr., Affiliate Professor, President,
AS 2021 (SEPS)
Pietro Beritelli, Prof. Dr., Affiliate Professor (SoM)
Andreas Grüner, Prof. Dr., Affiliate Professor (SoF)
Andreas Härter, Prof. Dr., Affiliate Professor (SHSS)
Sandra King-Savic, Dr. (SHSS)
Edona Elshan, M.A. HSG (SoM)
Florian Krause, Dr. (SoM)
Sven Reinecke, Prof. Dr., Affiliate Professor (SoM)
Monika Simmler, Prof. Dr., Assistant Professor (LS)

Members of the Student Union 2021/22

Lukas Zumbrunn, President
Theresa Berz
Yule Fishediek
Florian Gasser
Eduardo Ludwig Bernardo
Livia Gloria Lüdin
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Tabea Spors
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Members of the Student Union 2022/23

Irina Kopatz, President
Eliseo Biondini
Benjamin Brückner
Jonas Dresel
Yule Fishediek
Florian Gasser
Victoria Lorenzen
Philip Rodak
Ann Julie Sevray
Till Trefzger

Permanent guests

Marc Arnold, Prof. Dr., Associate Professor
Paula Bialski, Prof. Dr., Associate Professor
Christian Biener, Prof. Dr., Associate Professor
Ivo Blohm, Prof. Dr., Associate Professor
Stephan Böhm, Prof. Dr., Associate Professor
Alexander Braun, Prof. Dr., Associate Professor
Thomas Burri, Prof. Dr., Associate Professor
Roman Capaul, Prof. Dr., Adjunct Professor
Emanuel de Bellis, Prof. Dr., Associate Professor
Florian Eugster, Prof. Dr., Associate Professor
Johanna Gollnhofer, Prof. Dr., Associate Professor
Anna-Lena Horlemann, Prof. Dr., Associate Professor
Anastasia Kartasheva, Prof. Dr., Associate Professor
Federico Luisetti, Prof. PhD, Associate Professor
Paolo Giovanni Piacquadio, Prof. Dr., Associate Professor
David Preinerstorfer, Prof. Dr., Associate Professor
Guido Salvaneschi, Prof. Dr., Associate Professor
Tanja Schneider, Prof. PhD, Associate Professor
(Academic Director, Contextual Studies)
Charlotta Sirén, Prof. Dr., Associate Professor
Clemens Stachl, Prof. Dr., Associate Professor
Ann-Kristin Zobel, Prof. Dr., Associate Professor

In an advisory capacity

Bruno Hensler, Dr., Director of Administration
Hildegard Kölliker-Eberle, lic. iur. HSG, Secretary General
Marc Meyer, Dr., Dean of Studies & Academic Affairs

