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# The University of St.Gallen (HSG)

Prof. Dr. Thomas Bieger, President



# Solutions for the economy and for society since 1898.

People from 80 nations shape a globally recognised place of research and learning here in St.Gallen.

# Vision & General Principles

As a leading business university we set global standards for research and teaching by promoting

### I. Teaching in a complex reality

We offer talented and committed students a carefully calibrated range of courses at all degree levels from initial training to further education that satisfy the highest international standards and are recognised worldwide.

We challenge and encourage our students through educational excellence in an inspiring campus environment, transparent course structures and efficient administrative processes. Through the constant and innovative further development of our study programmes, we respond attentively to the developments and needs of both science as well as the global labour market.

We train our students to become entrepreneurs whose actions are informed by social responsibility, whose integrated thinking enables them to solve complex practical and academic problems in a structured manner and to communicate the results well, and who are able to harness social and cultural orientation skills.

integrative thought, responsible action and an entrepreneurial spirit of innovation in business and society.

### 2. Research for society

The working environment we provide at the University of St.Gallen (HSG) ensures that academics who are committed to undertaking scholarship and who are interested in interdisciplinary and transdisciplinary approaches find here a great place for research and reflection that, thanks to our unfettered commitment to academic freedom, enables them to conduct research at the highest level of excellence.

We encourage our employees' innovative entrepreneurial spirit through structuring our schools, institutes and study programmes in a way that helps in maintaining University's interests and facilitates the achievement of its objectives. In the interest of achieving these objectives, we support initiatives by researchers, teachers and students.

Our integration of economic, legal, social and cultural perspectives, as well as international affairs allows us to conduct research that makes significant contribution to solving current and future economic and social issues. Through this research, we are globally perceived as an opinion leader in our analyses of selected issues.

# Vision & General Principles



### 3. Identity through community culture

We are committed to a culture of trust and cooperation between the students, academic staff, and the HSG administration based on mutual respect, flat hierarchies and a willingness to communicate in a non-bureaucratic manner. At the same time, we preserve a size that permits us to create our own clear profile, to pursue a sensible internal division of labour, and to enhance our position on the international academic market, while still allowing for personal encounters and simple structures.

We convey to our students the basic values of living and working collaboratively on the HSG campus by encouraging their extracurricular engagement alongside their education, and foster life-long ties between our graduates and the university with the active involvement of our alumni.

We pursue an active inclusion policy backed by the entire university when dealing with diversity. For this purpose, we ensure full equality of all members of the university regardless of their gender, religious and sexual orientation, social and ethnic origin, or their health needs and restrictions, with a focus on problem-solving approaches.



### 4. Internationalisation and regional roots

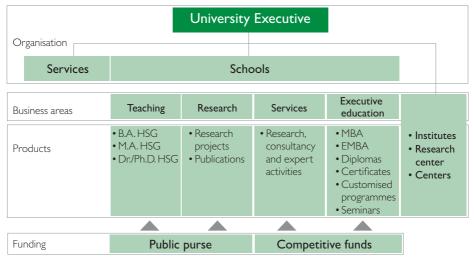
As a consequence of the global presence of our research, and the fact that we systematically enable both students and academic staff to gather study and research experience in foreign countries, the HSG makes its mark worldwide as a university that is highly attractive for students, teachers and researchers alike on an international scale.

We understand HSG's cultivation and reinforcement of its roots in the city and the canton to be a central feature of our university's identity. We therefore strengthen the region by increasing its international visibility and at the same time make ourselves available locally as a scientific and cultural resource. In this way, we safeguard St. Gallen as an educational location in the long term and contribute to the creation of economic and social value in the region.

As a state university, we are careful to create a secure financial framework that safeguards the development of our teaching and research quality. For this reason, besides our traditional cultivation of a sense of entrepreneurship, we develop financing models on the basis of which we can further open up and expand the range of our academic activities and strategic scope for development. In all this, we are fully aware of the special responsibility that, as a public institution, we bear for how we meet these challenges.

# The University of St.Gallen (HSG)

# The organisation of the HSG



Organisation of the HSG

### President's Board

The University of St.Gallen (HSG) is directed by the President's Board. President is Prof. Dr. Thomas Bieger. Vice-Presidents are Prof. Dr. Ulrike Landfester (External Relations), Prof. Dr. Lukas Gschwend (Studies & Academic Affairs) and Prof. Dr. Kuno Schedler (Research & Faculty).

Further members of the President's Board are Dr. Bruno Hensler (Executive Director), Hildegard Kölliker (General Counsel), Dr. Marc Meyer (Dean of Studies & Academic Affairs), Dr. Arno Hold (Dean of External Relations) , Dr. Monika Kurath (Dean of Research & Faculty), and Marius Hasenböhler-Backes (Director of Communication).

## Schools and the ES-HSG

The HSG consists of the following Schools: the School of Management, the School of Finance, the School of Economics and Political Science, the Law School and the School of Humanities and Social Sciences (figure on page 12/13).

The Schools ensure the fundamental mission in teaching, research and executive education. Besides the Schools, the institutes, research centers and centers have an important and strong function at the HSG. They work in research and executive education and provide services in research, consultancy and expert opinions.

### ES-HSG: an institute with a special focus

Executive education is offered by the Executive School of Management, Technology and Law (ES-HSG), the so called "Sixth School", and by the institutes. The ES-HSG has been conceptualised as an institute with special tasks for the University as a whole. Its executive education programmes are intended to contribute to the good reputation of the HSG within and outside the German-speaking world, and to the University's overall budget.

# The University of St.Gallen (HSG)

#### President

	SoM-HSG School of Management	SoF-HSG School of Finance	SEPS-HSG School of Economics and Political Science
	Prof. Dr. Dietmar Grichnik	Prof. Dr. Manuel Ammann	Prof. James W. Davis, Ph.D.
Bachelor's programmes	• Major in Business Administration (BWL)		<ul> <li>Major in Economics (VWL)</li> <li>Major in International Affairs (BIA)</li> </ul>
Master's programmes	<ul> <li>Business Innovation (MBI)</li> <li>Marketing, Service and Communication Management (MSC)</li> <li>Accounting and Finance (MAccFin)</li> <li>Strategy and International Management (SIM)</li> <li>Business Management (MUG)</li> <li>Organization Studies and Cultural Theory (MOK)*</li> </ul>	• Banking and Finance (MBF)	<ul> <li>Economics (MEcon)</li> <li>Quantitative Economics and Finance (MiQE/F)</li> <li>International Affairs and Governance (MIA)</li> </ul>
Doctoral programmes	<ul> <li>Management (PMA) with specialisations in</li> <li>Accounting</li> <li>Business Innovation</li> <li>General Management</li> <li>Marketing</li> </ul>	• Finance (PiF)	<ul> <li>Economics and Finance (PEF)</li> <li>International Affairs and Political Economy (DIA)</li> </ul>
Global Centers	<ul> <li>Global Center for Customer Insight (GCCI)</li> <li>Global Center for Entre- preneurship and Innovation (GCE&amp;I)</li> </ul>		
Profile areas		• System-wide Risk in the Financial System	

<sup>\*</sup> The MOK is a programme jointly run by the SoM-HSG and SHSS-HSG, with the SoM-HSG being in overall charge.

<b>LS-HSG</b> Law School	SHSS-HSG School of Humanities and Social Sciences	<b>ES-HSG</b> Executive School of Manage- ment, Technology and Law
Prof. Dr. Markus Müller-Chen	Prof. Dr. Franz Schultheis	Prof. Winfried Ruigrok, Ph.D.
<ul> <li>Major in Law (BLaw)</li> <li>Major in Law and Economics (BLE)</li> </ul>		
<ul> <li>International Law (MIL)</li> <li>Law (MLaw)</li> <li>Law and Economics (MLE)</li> </ul>	• Organization Studies and Cultural Theory (MOK)*	<ul> <li>Master of Business Administration</li> <li>Executive MBA in General Management</li> <li>International Executive MBA</li> <li>Global Executive MBA in General Management</li> <li>Executive Master in Business Law for Manager</li> <li>Executive Master of Business Engineering</li> <li>Executive Master in Financial Services and Insurance</li> <li>Executive Master of European and International Business Law</li> </ul>
• Law (DLS)	• Organization Studies and Cultural Theory (DOK)	
	Transcultural Workspaces	



# History



1898 Establishment of the University of St.Gallen as a "Commercial Academy". Rental of the west wing of the Cantonal School



**1911** Renamed "Graduate School of Commerce" and occupation of the new building in Notkerstrasse 20

#### 1938

The HSG is granted the right to issue doctor's degrees



1963 Relocation to the Rosenberg site and renamed St.Gallen Graduate School (HSG)



2001 Integral introduction of the Bologna reforms

#### 2005

Establishment of the Executive School of Management, Technology and Law (ES-HSG)



2006 Introduction of transinstitutional cooperation centers (HSG Centers)



2008 Extension to the Executive Education Center (WBZ) and a new building with 54 hotel rooms

1898

1911



**1968** HSG is Switzerland's first institute of tertiary education to open an executive education section



1986 Canton of St.Gallen becomes the HSG's sole funder

1989 Inauguration of the Library Building



1995 Inauguration of the new Convention and Executive Education Center (WBZ) on Holzweid

Renamed University of St.Gallen (HSG)



2011 Update of the designation "University of St.Gallen – School of Management, Economics, Law, Social Sciences and International Affairs (HSG)"

Inauguration of the renovated and extended buildings of the HSG



2013 Reference of Tellstrasse 2. Acquired by the HSG Foundation. Rooms for teaching and research close to the station and with it a location in the city



**2017** Inauguration of the new teaching and research buildings at Müller-Friedberg-Strasse 6/8



# The University of St.Gallen (HSG)

### The campus

The compact campus, short distances and a modern infrastructure support students in their learning efforts and in their everyday life at the University.

#### Library

The Library continues with its policy of digitalisation that it has already been pursuing for years: in addition to the more than 573,000 printed books and 2,800 non-books (DVDs, audiobooks, CDs) and the 900 print journals, it provides access to over 150,000 e-books and 42,000 e-journals.

The Library is in particular demand as a place for learning: 550 workstations are on offer, of which eight are reserved for doctoral students and 30 for students working on their Master's thesis. The Library is a public library and makes its collections, workstations and services available to the general public free of charge.



Unisport offers students and staff of the University a wide range of sports. About 3,000 participants in the weekly training sessions in the HSG Sports Hall – excluding participants in external sports facilities – prove that exercise and sports are accorded a high value on campus. About 250 weekly hours in more than 60 sports are evidence of the wide range of sports on offer.



Football, tennis, basketball, floorball and volleyball tournaments are as popular among students as day trips and camps. Participation in national and international university tournaments does not only ensure athletic challenges but results in interesting contacts above and beyond the world of sports.



#### Art and architecture

The HSG is not only an institute of education but also a well-regarded place of art. Its works of art are integrated in the architecture and everyday student life. Thus almost all the works were specially made by the artists for their respective locations rather than placed there at a later stage. This creates a dialogue between culture and architecture that pervades all the buildings.

In the Main Building, which is regarded as an important example of the 1960s, art provides a counterpart to architecture. In the Library Building of 1989, works of art complement the diversity of architectural forms in a narrative way. Since the renovation in 2011, another 12 works of art have been added to the Main Building, the Mensa, the Sports Hall and the Executive Campus HSG.

On the University's Tellstrasse premises, up-and-coming artists from various cultural spheres of all five continents are provided with a platform for placing themselves and their skills at the centre of public attention.

On campus, 47 works of art are waiting to be discovered.





# Teaching in a complex reality

Bernas Ekinci, Student in Business Administration



# Prepared for the future.

At the University of St.Gallen (HSG), one of Europe's leading business universities, you are encouraged to achieve academic excellence and further your personal development, thus creating the best preconditions for a successful future.

# Teaching in a complex reality

### Student statistics

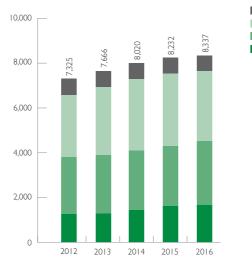
From 2012 to Autumn Semester 2016, the number of students at the HSG rose from 7,325 to 8,337. In 2016, 44 per cent of all Master's students at the HSG hold a Bachelor's degree from another university. The proportion of women at the HSG continues to grow. In Autumn

One in three of our students are women. Semester 2016, a total of 2,861 women were studying at the HSG, which is tantamount to a share of 34 per cent of the total number of students. Thus the women's share in the Assessment Year is 34 per cent, at the Bachelor's Level 35 per cent, at the Master's Level 33 per cent, and at the Doctoral Level 37 per cent.

Doctoral Level

Assessment Year

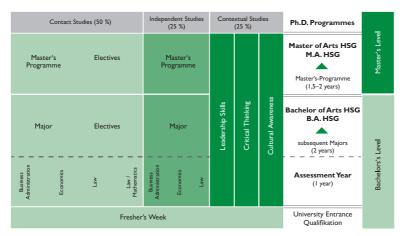
Master's Level Bachelor's Level





Student statistics 2012-2016, additional certification programmes are included in Master's Level statistics





### Degree-course architecture

Three levels, three pillars: the course architecture of the University of St.Gallen

At the HSG, undergraduate studies start with the Assessment Year, which is offered in German and English. Studies at the Bachelor's Level lead to the first academic degree. More specialised studies at the Master's Level provide graduates with a clear academic profile.

Studies at all Levels consist of three subject-related/didactic pillars, contact studies, independent studies and contextual studies. With this model, the HSG encourages graduates to develope intellectual flexibility and intercultural skills.

# Teaching in a complex reality

### Studies

Degree-courses

Bachelor's Level	Languages
Business Administration (BWL)	E/G
Economics (VWL)	E/G
International Affairs (BIA)	E/G
Law (BLaw)	G
Law and Economics (BLE)	G

Master's Level	
Business Innovation (MBI)	G
Marketing, Services and Communication Management (MSC)	E/G
Accounting and Finance (MAccFin)	E/G
Strategy and International Management (SIM)	Е
Business Management (MUG)	G
Management, Organization Studies and Cultural Theory (MOK)	G
Banking and Finance (MBF)	Е
Economics (MEcon)	E/G

Quantitative Economics and Finance (MiQE/F)	Е
International Affairs and Governance (MIA)	E/G
International Law (MIL)	Е
Law (MLaw)	G
Law and Economics (MLE)	G

#### Ph.D. Level

Management (PMA) with specialisations in	
Accounting	Е
Business Innovation	G
General Management	Е
Marketing	G
Finance (PiF)	Е
Economics and Finance (PEF)	Е
International Affairs and Political Economy (DIA)	E/G
Law (DLS)	G
Organization Studies and Cultural Theory (DOK)	E/G



degree courses

# Teaching in a complex reality

### Student satisfaction

	2012	2013	2014	2015	2016
Learning success					
B.A. graduates	71 %	74 %	73 %	72 %	75 %
M.A. graduates	77 %	81 %	74 %	80 %	83 %
Doctoral students	88 %	83 %	78 %	77 %	87 %
Overall satisfaction					
B.A. graduates	83 %	86 %	84 %	88 %	83 %
M.A. graduates	86 %	88 %	88 %	90 %	88 %
Doctoral students	81 %	78 %	76 %	85 %	85 %

Student self-assessment: proportion of positive assessments 2012-2016

A high level of the graduates are satisfied with their studies and with the overall quality at the HSG.

### Swiss market shares

	2011	2012	2013	2014	2015
Bachelor's/Master's Levels					
Economic sciences	38 %	36 %	38 %	38 %	37 %
Legal sciences	5 %	6%	5 %	5 %	5 %
Political sciences	13 %	16 %	14 %	15 %	15 %
Doctoral Level					
Economic sciences	57 %	59 %	62 %	55 %	56 %
Legal sciences	14 %	8 %	6%	9 %	6 %
Political sciences	8 %	9 %	7 %	9%	11 %

Swiss market shares of HSG degrees 2011-2015 (current survey of 2015)

### HSG students and the labour market

When HSG students take up their studies, they become entrepreneurs in their own right. They plan and shape their studies themselves, which requires a high degree of personal initiative.

#### Practical experience

74 per cent of the HSG Bachelor's graduates and 92 per cent of the HSG Master's graduates had more than six months of professional experience at the time of their graduation.

More than 90 per cent of the Master's graduates had a fixed job at the time of their graduation.

#### Job hunting

76 per cent of the HSG Bachelor's graduates and 91 per cent of the HSG Master's graduates already have a regular job at the time of their graduation and are able to choose from among an average of 1.8 (B.A.) and 2.0 (M.A.) job offers.

#### **Recruiting firms**

In 2016, more than 420 national and international companies from various industries advertised about 2,650 jobs at the HSG. About 130 companies from the Appenzell AR – St.Gallen – Lake Constance region.



# Teaching in a complex reality

### Executive education at the HSG

The University of St.Gallen believes that executive education is one of its central tasks besides offering degrees and research. Executive education courses are invariably characterised by practical relevance and topicality, without neglecting the theoretical basis. Today, the HSG generates a turnover of CHF 47.7m with its executive education. The providers of executive education are the institutes and the Executive School of Management, Technology and Law (ES-HSG).

#### Institutes



education

The HSG institutes organise executive education courses in their respective specialist fields for regional, national and international target groups. The range of diploma and certificate programmes and seminars covers requirements in the areas of economics, management, law, humanities and political science.

Executive School of Management, Technology and Law (ES-HSG) The Executive School of Management, Technology and Law (ES-HSG) was set up in 2005. Its English-language programmes and its partnerships with various institutions abroad contribute towards the HSG's



internationality: 38.8 per cent of all students of the ES-HSG are foreign nationals. Besides offering its own open and customised executive education programmes, the ES-HSG serves outsiders as a portal for the entire executive education range of the University of St.Gallen.

Number of participants in executive education 2016, total 1291, excl. in-house programmes in programme units Custom and Law & Management

Two rankings are of central importance to the HSG. The Financial Times Ranking and the CHE Ranking are internationally significant and correspond to the University's range of activities in teaching and executive education. In the Financial Times, the University defended the top ten placement in the Financial Times European Business School Ranking which aggregates four individual business school programmes. In the CHE Ranking, the HSG has maintained its position in the top group of the European schools.

Financial Times Ranking	2012	2013	2014	2015	2016
European Business School Ranking	7.	7.	6.	4.	5.
Master in Management	1.(SIM) /	I. (SIM) /	I. (SIM) /	I. (SIM) /	I.(SIM)
	2. (CEMS)	7. (CEMS)	5. (CEMS)	4. (CEMS)	
Master in Finance	5.	10.	6.	9.	7.
Executive Education	17.	14.	15.	15.	17.
Executive MBA	23.	24.	24.	22.	21.
Full-Time MBA	26.	30.	23.	20.	25.



Ranking results for degree programmes and executive education of the Financial Times Ranking 2012-2016. The European positions are indicated. Since 2016, only universities programmes have been listed in category Master in Management.

CHE Ranking	2005	2008	2009	2011	2014
Mara a sur sur t	Тор	Тор	n.a.	Тор	Тор
Management	group	group		group	group
Economics	Тор	Тор	n.a.	Тор	Тор
ECONOMICS	group	group		group	group
International Affairs	<b>D</b> 2	Тор	<b>D</b> 2	Тор	n.a.
International Affairs	n.a.	group	n.a.	group	
Legal Sciences	Тор	<b>D</b> 2	<b>n</b> 2	<b>D</b> 2	
	group	n. a.	n.a.	n.a.	n.a.

Ranking results for degree programmes and executive education of the CHE Ranking 2005-2014. The Ranking of the Center for Higher Education (CHE) makes a distinction between top, middle and bottom group.



# Research for society

Prof. Dr. Charlotta Sirén, Assistant Professor for Strategic Entrepreneurship



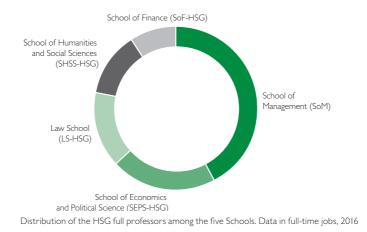
# Insights for society.

The focus of HSG research is on the expansion of scientific insight. With more than 40,000 contributions, the University creates added value for society.

# Research for society

### **Five Schools**

The Schools (School of Management, School of Finance, School of Economics and Political Science, Law School und School of Humanities and Social Sciences) employ 98 full professors (as at 31 December 2016).



# Additionally, the University of St.Gallen employs 81 assistant professors, and 29 permanent lecturers.

### Global centers

"Strengthening strengths" is the motto of the University of St.Gallen when it comes to being perceived as one of Europe's leading business universities in the future, too, and to advancing to a top position in global research in selected fields.

#### Global Center for Customer Insight (GCCI)

Novel and relevant insights into customers' thinking and behaviour are of crucial significance for companies in order for them to conduct marketing campaigns successfully in tomorrow's market. On the basis of the achievements and findings of the Institute for Customer Insight (ICI-HSG), the Global Center is intended to become a place of globally recognised thought leadership in the field of research into purchasing decisions and purchaser behaviour. The ICI-HSG is already one of Europe's strongest research institutions and has extremely good contacts with practice, including ABB, Audi, BMW, Bühler, Hilti, Lufthansa, Die Post and Schindler. The research gamut ranges from behavioural branding, design and product development to brand and emotion, market research and data modelling.

#### Global Center for Entrepreneurship and Innovation (GCE&I)

The professors of the Global Center exercise a substantial influence in their respective research fields of innovation, start-ups and young companies, as well as family businesses. They have established cooperation ventures that span many years with firms like Audi, BASF, Bosch, Bühler, Daimler, SAP and Swisscom. The findings from the research projects with these partners are also made accessible to regional SMEs through working groups. Furthermore, additional benefit for the region is generated through numerous start-ups and spin-offs. The HSG Founder Lab with the Founders' Garage has a great impact on the start-up culture on the University campus and in the region.

# Research for society

### Issue-related research - profile areas

The profile areas combine fields of expertise within one or multiple disciplines. These areas cover relevant fields in which the respective Schools assume a leading role.

#### 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 the central link between the various research fields in the School of Finance. The financial crisis has shown that knowledge about the systemic properties and risks of the financial system is still incomplete. Even if certain areas of finance can be described as highly advanced and mature, the interactions between the various areas and their impact on the system as a whole have not been sufficiently explored.

#### School of Humanities and Social Sciences

#### Transcultural Workspaces

The two research alliances "Transformation of the World of Work" and "Interculturality" have been developed into a hub of about a dozen professors from all five Schools, who engage in distinctly transdisciplinary cooperation to examine culture-sensitive aspects in internationally and interregionally operating companies.

### Strategic cooperation ventures

Besides basic research, the HSG has always conducted practice-related research. This can be found in the strategic cooperation ventures with reputable partners in the world of business. These cooperative ventures offer both young and experienced academics attractive research conditions in the sense of a direct transfer of knowledge.

#### SAP Research Center, since 2006

Cooperation with SAP in the application and use of new types of corporate software. Part of SAP's worldwide research network.

#### SBB Lab, since 2010

Cooperation with the Swiss Federal Railways (SBB); deals with issues of transport services, particularly the challenges of the service and transport management between government and the market with a focus on railways.

#### BMW Group, since 2011

Cooperation with BMW is occupied with questions regarding the "Customers/Premium/ Marketing" field of research. This cooperation venture aims to inject the latest findings of research and science into various areas of marketing and product design.

#### Bosch Lab, since 2012

Cooperation with Bosch; is intended to find and test business models in the "Internet of Things and Services" (IoTS). In addition, the HSG and Bosch work on the development of internet-based products and services.

#### Hilti Lab, since 2013

Cooperation with Hilti; develops new controlling systems and management models. Findings from behavioural science are used to further develop management and controlling systems.

#### ThyssenKrupp Lab, since 2014

Cooperation with ThyssenKrupp: this cooperation venture aims to develop future-oriented solutions on the basis of the potentials of information and communication technology.



Research partners in industry

# Research for society

### Research platform Alexandria

With the research platform Alexandria, the HSG has pursued the aim of granting free access to as many HSG research results as possible since 2004.

More than 40,000 publications on research results of the HSG are accessible at alexandria.unisg.ch.

However, Alexandria does not only serve as an archive for publications but also offers researchers and anyone else who is interested numerous additional services: reports on on-going research projects, personal profiles of academics and the latest research news and statistics. Working papers,

newspaper articles and contributions to debates through Alexandria also furnish insights into current research projects. In 2016, the platform comprised more than 40,000 publications. 30 per cent of these publications are openly accessable on the platform.



		2012	2013	2014	2015	2016
m	New publications	1260	1242	1368	1079	1268

Number of new publications on Alexandria, 2012-2016

In the first Handelsblatt Ranking in Business Administration 2009, the University of St.Gallen occupied 2nd place in German-speaking Europe. In 2012 and 2014 consecutively, the HSG was ranked number one, followed by the University of Zurich and the TU Munich. In 2011, 2013 and 2015 the Handelsblatt ranked research in economics at universities of German-speaking Europe. The HSG occupied 11th place. 1st place was occupied by the LMU Munich.

Handelsblatt Research Ranking	2011	2012	2013	2014	2015
Research in Economics	n.a.	Ι.	n.a.	Ι.	n.a.
Research in Management	9.	n.a.	10.	n.a.	.

Research ranking results of the Handelsblatt Ranking, 2011-2015. In 2016 the Handelsblatt didn't publish a ranking.

### "Little Green Bags" - research explained in simple terms

The HSG video series "Little Green Bags" explains issues such as sustainability, corporate responsibility and entrepreneurship in a nutshell. With this video series HSG experts have set themselves the goal of stimulating an exchange between research, trade and industry, and the general public by making complex academic matters accessible to a wide audience. Based on the "Brown Bag Lunches" seminars the video series "Little Green Bags" offers digital morsels of knowledge. The video series is being funded through the Agora fund by the Swiss National Science Foundation.



Handelsblatt Ranking, Business Administration





# Research for society

### Start-ups

Through Startup@HSG, the University of St.Gallen sensitises, encourages and supports HSG members in the preparation and implementation

More than 400 start-up consultations every year. of start-up projects with an extensive range of various promotion instruments. Startup@ HSG is part of the Center for Entrepreneurship. In 2016, the number of start-up consultations rose to more than 400.

Since 2011, the HSG Founders' Garage has taken place on campus on an annual basis. Since 2015, the themed days have been distributed throughout the academic year in order to achieve optimal sensitisation for entrepreneurship and its promotion. On these themed days, academics, start-up experts, prospective founders and young entrepreneurs exchange ideas. Guests also include investors and social entrepreneurs.

On the occasion of the Entrepreneurship Day, Lea von Bidder, a representative of "Ava", a company that invented a bracelet that is supposed to identify women's fertile days, was elected HSG Founder of the Year 2017. The prize of the Werner Jackstädt Foundation is annually awarded to innovative and sustainable HSG entrepreneurs. In previous years, the prize was awarded to

- 2016: Caspar Coppetti, co-founder of the running-shoe company "On"
- 2015: Laura Behrens Wu, founder of the Shippo company, which offers a distribution software,
- 2014: Alexander Graubner-Müller, founder of the mini loan platform Kreditech,
- 2013: Johann Huber founder of Soma Analytics for his anti-stress app,
- 2012: Adrian Locher, DeinDeal.ch founder,
- 2011: Dr. Alexander Ilic, founder of Dacuda, which had developed a scanning computer mouse.



#### Institutes and centers

The HSG is characterised to a significant extent by its 41 institutes, research institutes and centers. The institutes, whose organisation is

largely autonomous, are self-financing but are closely involved in the work of the University. They are particularly active in the fields of research, executive education and services. They advise private enterprises and government offices. On this basis, the institutes,

The 41 institutes, research institutes and centers are largely organised along autonomous and entrepreneurial lines.

research institutes and centers make a substantial contribution towards the HSG's self-funding rate of approx. 50 per cent.





Entrepreneurial units at the HSG

# Identity through community culture

Daniel Knus, Managing Director HSG Alumni



# Life-long ties

Opting for the University of St.Gallen (HSG) means creating ties for life. Through the alumni networks the HSG is cultivating and encouraging its alumni to stay in touch.

## Identity through community culture

### Student commitment

Besides conveying purely specialised knowledge to the students, the HSG takes responsibility to nurture students' personal development. The core

Half of our students are actively involved in one of the 120 associations and initiatives.

idea of the HSG education system was designed within the framework of the Bologna reform. Helping students develop a sense of personal responsibility is one of the core ideals.

True to the motto "One day we'll leave the university we have helped to shape", about half of all HSG students are involved in one of the 120 associations and initiatives. Almost half

of all Bachelor's and Master's students are involved in such activities despite the challenging studies, the best example for that being the St. Gallen Symposium (ISC), which has been organised by students since 1969. students since 1969 is a case in point.



	2012	2013	2014	2015	2016
Bachelor's Level	58 %	57 %	52 %	55 %	52 %
Master's Level	40 %	42 %	40 %	39 %	41 %
Doctoral Level	23 %	29 %	26 %	26 %	32 %

Involvement in a student organisation of the HSG 2012-2016

### Conferences and congresses

Every year, several events such as the St. Gallen Symposium (ISC), the World Ageing & Demographic Congress and the "EcoOst - the Symposium" take place on the Rosenberg.



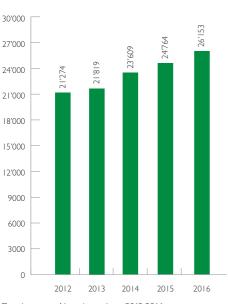
The University of St.Gallen is not only an educational institution and a venue for events. It organises several conferences and congresses on a wide variety of topics such as management, energy, IT, law, logistics and corporate leadership every year.

### Life-long ties

HSG Alumni is the official alumni organisation of the University of St.Gallen. Since 2012, the number of HSG alumni has risen from 21,274 to 26,153. In the same period of time, the number of regional Alumni Clubs has risen from 140 to 188. Today, there are HSG Alumni Clubs on five continents.

HSG Alumni is regarded as one of Europe's biggest and most professional alumni organisations. HSG Alumni's vision reads: "Creating benefit, networking and funding."

Alumni





Development, Alumni members 2012-2016

### Identity through community culture

#### Growing media presence

The activities of the University of St.Gallen have an impact both within

The University is referred to in the media 41 times a day – including 13 times in leading international media. and beyond the regional borders. Since 2008, there has been a significant media increase in Switzerland and abroad, particularly in Germany, Austria, the UK, Singapore and Brazil. In 2016, over 4700 media articles were launched directly in these markets. This has

also been the case because of increased support by faculty and researchers, and as a consequence of new services and an increased output for regional, national and international media representatives.

	2012	2013	2014	2015	2016
National media presence					
Articles, total	10,246	10,695	9,573	9,862	9,987
of which outside the St.Gallen agglomeration	9,022	9,818	8,385	9,199	9,359
International media presence					
in Germany, Austria, UK, Singapore & Brazil	737	782	1,213	2,783	4,789

National and international media presence, University of St.Gallen, 2012-2016, Argus, APA, Genios&LandauMedia, Gorkana, Grayling. Since 2015, all media articles relating to the HSG have been measured in German and Austria rather than only those which were launched directly.

### Social networks

Since 2011, the University of St.Gallen has also communicated in the social media of Facebook, Twitter and Youtube with its various stakeholders. Since spring 2014, the HSG has also been present on the bookmarking service Pinterest, in the photo network Flickr and in the professional network LinkedIn. In December 2016 the HSG expanded the channels with Instagram. The HSG's website, www.unisg.ch, was visited by approx. 1.9 million internet users last year.

	2012	2013	2014	2015	2016
Website visitors	n.a.	1,340,805	2,600,540	2,272,204	1,897,008
Facebook fans	18,758	24,052	28,758	35,197	44,113
Twitter follower	1,538	3,654	5,733	7,865	9,724
Youtube views	113,792	312,837	672,973	1,281,570	1,794,401
Pinterest follower	n.a.	n.a.	172	338	359
LinkedIn follower	n.a.	n.a.	24,013	30,686	38,352
Flickr views	n.a.	n.a.	4,818	16,084	24,467
Instagram follower	n.a.	n.a.	n.a.	n.a.	611

Development of the website and Social Media channels, 2012-2016. In 2016, website and the tracking method have been revised. The number of website visitors can therefore not be compared with the previous years.

### Term of the month

There are terms that are only used at universities. To provide people with some bearings in the landscape of university terminology, the HSG will present a term once a month and explain how it is used at the University of St.Gallen.

The terms will be included in a glossary, which students, members of staff and everyone who is interested in campus life can use as a work of reference.





Zana Bajrami, Student in International Affairs



## Internationality in practice.

The University of St.Gallen is an international place of thought leadership which enlarges horizons and establishes links to a wide variety of countries and foreign cultures.

### International students

In today's global economic and educational world, specialist qualifications must be complemented by an understanding of other cultures. With a high degree of cultural diversity on its Campus, the HSG

All in all, students from more than 80 nations are matriculated at the HSG. enables students to already experience internationality in their everyday university life. To be able to ensure a good numerical balance between Swiss and foreign students, the proportion of foreign students has been limited to a maximum of 25 per cent.

### International faculty

52 per cent of the HSG's faculty are of foreign origin.

### Accreditations

The University of St.Gallen is one of the frontrunners in the field of business education. This is confirmed by international seals of approval. The HSG has been accredited with EQUIS since 2001 and with AACSB since 2003. It thus bears the most important national seals of approval for business schools.



### International network

The HSG is a member of CEMS – The Global Alliance in Mangement Education, PIM – Partnership in International Management, APSIA – Association of Professional Schools of International Affairs und GBSN – Global Business School Network and encourages exchanges with other universities. Currently, double Master's degrees are possible:

- CEMS Alliance
- ESADE, Barcelona, Spain
- Fletcher School, Tufts University, Boston, USA
- Fundação Getulio Vargas, São Paulo, Brazil
- HEC School of Management, Paris, France
- Institut d'Etudes Politiques (Sciences Po), Paris, France
- INCAE Business School, Costa Rica
- Nanyang Technical University, Singapore
- RSM Erasmus University, Rotterdam, The Netherlands
- Stockholm School of Economics, Sweden
- Università Commerciale Luigi Bocconi, Milan, Italy
- Yonsei Graduate School of International Studies, Seoul, Korea
- Universidad de los Andes in Bogotá, Columbia



### Regional network

• IHK – Industrie- und Handelskammer St.Gallen-Appenzell

Hochschule

- Internationale Bodensee Hochschule
- IT St.Gallen rockt!
- Kantonaler Gewerbeverband St.Gallen
- St.GallenBodenseeArea
- WISG Wirtschaft Region St.Gallen







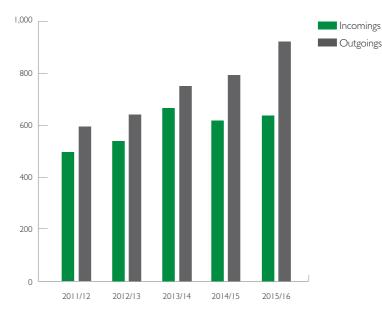


### Partner universities

The HSG has extended its partner university network in the last few years. Thus the number of partner universities at home and abroad rose

Almost half of all students spends at least one semester abroad. to about 200 reputable universities worldwide in 2016. In 2015/2016, the HSG welcomed 642 visiting students who spent one semester at the University. In 2011/2012, the number of visiting students was only 497. Over the same period of time, the number of HSG students spending a exchange semester at a

partner university has increased from 591 to about 923 today. 49 per cent of undergraduates and 44 per cent of all Master's students of the HSG spend at least one semester abroad.





Development of incoming and outgoing students at the HSG, 2011/2012-2015/2016

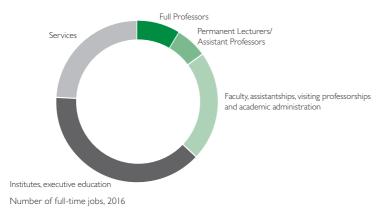
### Integration of English

Besides German as the official and cultural language, English is increasingly being integrated into the University as a business language with the aim of enabling our students to become bilingual.

- Assessment Year: English-language Track available
- Bachelor's Level: 3 bilingual programmes
- Master's Level: 8 English-language programmes
- Doctoral Level: 6 English-language programmes
- Executive education: 27 English-language programmes

### Number of staff

With 2,962 employees, which is tantamount to 1033.1 full-time jobs, the HSG is among the ten biggest employers in the Canton St.Gallen. 64 per cent of employees live in the region. In addition, the University employs ten trainees in five professions.



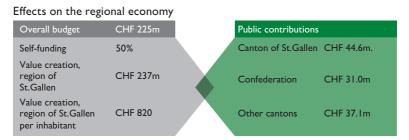
HSG as an

employer

### Regional impact of the HSG

The regional relations of the University of St.Gallen for the year 2015 were examined with regard to their impact on the regional economy,

In 2015, the Canton invested CHF 44.6m in the University. The value created by the HSG for the region accounted for five times that amount. the exchange of knowledge, university and executive education, as well as the cultural and social life of the St.Gallen region.



Effects on the regional economy in figures, 2015

Regional value creation provides information about the increase in value in the region generated by the University of St.Gallen, its students, and by the participants in executive education courses. In 2015, these actors together spent some CHF 470m. The University made a contribution to value creation and thus to the regional aggregate income of the Appenzell AR – St.Gallen – Lake Constance region in the amount of CHF 237m or CHF 820 per capita.



The overall budget of the University of St.Gallen for 2015 amounted to CHF 225m, about CHF 44.6m (19.9 per cent) of which came from the Canton of St.Gallen.

#### Exchange of knowledge

The HSG initiates and supports the knowledge exchange at various levels. The offer is aimed not only at students and regional businesses but also at the general public. Furthermore, University members participate in the social life of the region.

The HSG's faculty members inject their specialist knowledge into 260 firms and foundations, where they are involved in leading positions, predominantly as members of a board of directors. 41 per cent (117 out of 284) of faculty members' board memberships are in companies and foundations located in the Appenzell AR – St.Gallen – Lake Constance region.

### **Public lectures**

The University of St.Gallen has offered public lecture series ever since its establishment in 1898. During the autumn and spring semesters 2015/2016, some 4,500 people attended 80 lectures. In 2004, Switzerland's first Children's University was inaugurated. The four lectures in 2016 were attended by about 2,200 children from St.Gallen and surroundings.



### Funding

Between 2012 and 2016, the University's consolidated expenditure rose by 10.4 per cent to CHF 229.9m. Measured against the yardstick of consolidated expenditure, the contribution made by the Canton of St.Gallen raise to 21.24 per cent.

#### Comparison in million CHF and per cent

	2012	2013	2014	2015	2016
Consolidated turnover, HSG	208.3	212.0	220.6	224.8	231,6
Contribution, Canton	46.0	50.9	45.2	44.6	49.2
Contribution, Canton, in %	22.08	24.02	20.5 I	19.85	21.24

Consolidated turnover of the HSG and contribution by the Canton St.Gallen, 2012-2016

Since 2016, the University has been permitted to generate equity. Thus the difference between the consolidated turnover and the consolidated expenditure reveals the annual profit.

The contribution by the public purse per student decreased to CHF 14,278. It did not yet return to the benchmark of 2005 (CHF 16,693). If adjusted for inflation, this amount would have to run to approximately. CHF 19,300 per student. The funding from the Canton of St.Gallen is again under the levels of 2005.

	2005	2013	2014	2015	2016
Contr. public purse/student	16,693	14,714	13,891	13,692	14,278
Funding Canton SG/student	6,602	6,643	5,640	5,420	5,899

Contribution of the public purse per student, 2005, 2013-2016

In 2015, the "funding per student" ratio was calculated on the basis of the student numbers of individual Autumn Semesters. This is why the table – which is retrospective back to 2013 – reports slightly lower values than any versions published earlier.

### University Development

Donations from private individuals, foundations and enterprises constitute an important supplement to the resources of basic public funding for the University. They enable the HSG to launch innovative projects in order to be able to continue to play a leading role in teaching and research in the future.

#### **HSG** Foundation

No matter whether it concerns chairs, scholarships or infrastructure: the generous commitment of alumni and friends has made a vital contribution towards important developments at the University of St.Gallen. The HSG Foundation has set the objective of continuing this tradition and supports the University in its strategic development to ensure that the HSG remains a leading business university which sets global standards in research and teaching now and in the future. The HSG Foundation pools the funding activities for the benefit of the University of St.Gallen and makes a crucial contribution towards the realisation of trail-blazing projects pursued by the University.

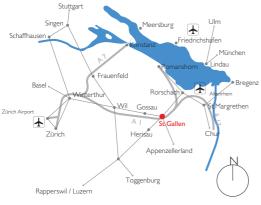
In 2016, numerous initiatives were made possible, such as the support of the student entrepreneurship conference Start Summit 2016. A legacy at the HSG provides with the opportunity to attract talented students to the HSG by means of scholarships. The crowdfunding platform HSG InSite also has provided support for Unimusic, Pro Arte Intervention and Cofundme.



### How to reach us

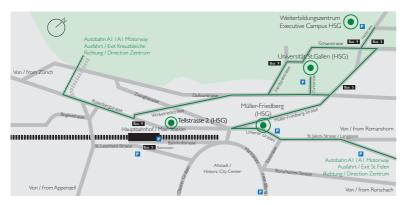
How to reach us

Half-hourly train connections and the A1 motorway connect St.Gallen directly with Zurich Airport and all of Switzerland's major cities.



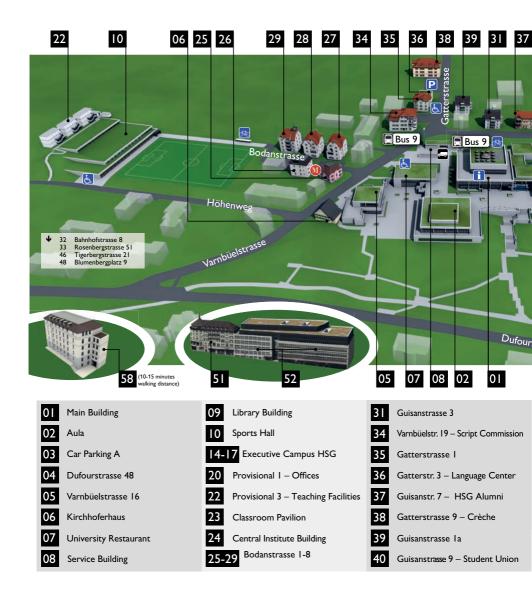
Route to St.Gallen

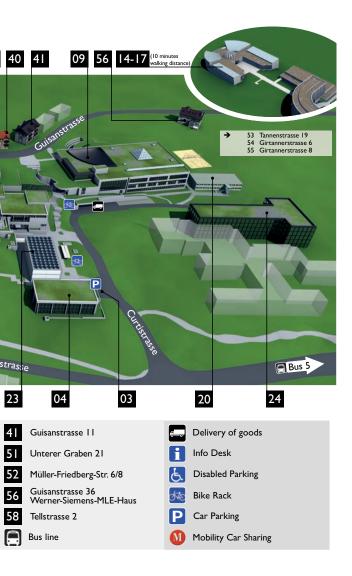
In St.Gallen the no. 5 and 9 buses provide a direct connection between the Main Railway Station and the University. The number of parking spaces on the campus is extremely limited.



Route to the campus in St.Gallen

#### Map of the campus





# **Publishing Information**

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