



# UNIVERSITY DEVELOPMENT PLAN **2021–2026**



## Imprint

University of Bonn Rectorate  
Regina-Pacis-Weg 3  
53113 Bonn  
Germany

## Images

Volker Lannert: Title, 4/5, 8, 9, 10, 14, 15, 17, 18, 22, 26/27,  
29, 31, 33, 40, 41, 42/43, 43, 47, 53, 55, 59, 60, 61, 62, 63,  
64, 65  
Jürgen Hoffmann xxPxx: 6  
Uni Bonn: 42  
Tobias Senger/wikipedia: 39  
Bernadette Yehdou: 42, 43, 57  
Barbara Frommann: 12, 13, 42  
Michael Sondermann/Press Office City of Bonn: 58



UNIVERSITY DEVELOPMENT PLAN 2021–2026





# CONTENTS

INTRODUCTION BY THE RECTOR	6
OUR MISSION	8
I. OUR PROFILE AND ACHIEVEMENTS	10
Our Values: Tradition and Development	11
Governance	12
Faculties	14
Transdisciplinary Research Areas	19
Research	23
Early-Career Researchers	24
Teaching and studying	28
Staff and Finances	32
Building Facilities and Campus Development	34
Internationalization	36
Bonn	38

II. OUR STRATEGY	40
Objective A: Successful Development of Our Clusters of Excellence	42
Objective B: The Successful Implementation of Our Institutional Future Concept	46
"WE Invest in People": Strengthening our Academic Base and its Potential	46
High Profile Professorships	47
Gender Equality, Equal Opportunity, Diversity and Family	49
Research-Oriented Teaching	51
Career Advancement	52
Proactive Administration	53
Digitalization and Open Science	54
"WE foster networks": Extending Collaboration and Strategic Cooperation	56
Transdisciplinary Research Areas (TRAs)	56
Bonn Research Alliance (BORA)	58
The Rhineland Research Region (ABCDI)	59
Global Competence Centers	59
"WE create impact": Social Responsibility	60
Academic Communication	60
Transfer and Innovation Scouting	61
Sustainability	63



# INTRODUCTION BY THE RECTOR

## INTRODUCTION BY THE RECTOR

The top-level research conducted at the University of Bonn since its foundation in 1818 has established it as one of Europe's leading universities. Continuing this tradition in recent years, we have reached a number of milestones in our development: 2018 saw the award of six Clusters of Excellence. This is more than any maintained by the 11 Universities of Excellence in Germany, a status conferred on the University of Bonn in 2019. The key to our position at the forefront of German and European academia is the "WE" spirit, a concept derived from the birth hour of the University of Bonn. Developed with the input from all bodies and status groups within the University, it constitutes the intellectual foundation of our University Future Strategy. This University Development Plan provides an overview of our profile, achievements and strategy for continued development.

We remain committed to our institutional strategy: "We invest in people, We foster networks, We create impact"—this represents what we stand for and what we want to achieve in the coming years. Only by creating an environment in which our people—our staff, students and researchers at all career stages—can thrive and learn is it possible to develop and recruit individuals who are passionate about their academic discipline and give their all to the community of research and teaching that we have established at the University of Bonn. The University of Bonn is committed to the realization of gender equality, equal opportunity, diversity and internationalization in all our operations. We place special importance on the promotion of diversity, not just on the grounds of its intrinsic value, but because of how it enriches the quality of top-quality research.

An important aspect of our Future Strategy is the provision of support to the academic and structural development of our six Clusters of Excellence and six Transdisciplinary Research Areas (TRAs) as they work to respond to the scientific, technological and

social challenges of the future. This innovative concept seeks to build on the tried-and-tested strengths of the work conducted within the individual disciplines in our seven faculties as the starting point for opening up new areas of exploration and innovation in order to facilitate truly interdisciplinary working across subject, faculty and institutional boundaries. Located in the Rhineland, a region with a multiplicity of non-university research organizations and a range of globally leading think tanks with which we seek to maintain and extend a close level of cooperation, and at the heart of a nexus of prestigious international networks, the University of Bonn is ideally placed to realize these tasks.

In addition to our commitment to cutting-edge basic research, we also invest heavily in the transfer and communication of our findings to wider society. Seeking to promote these activities, we have worked hard over the past few years to develop our enaCom Transfer Center and are committed to its continued development. We view our role as that of a driver of innovation seeking not just to respond to the key challenges currently facing society, but also to shape the transformational processes set in train in response. We also take seriously our responsibilities in the area of digitalization and sustainable development and are committed to renewing and deepening our activities in these areas.

As a University of Excellence, we seek to maintain and extend our position as one of Europe's leading institutions of higher education. I am convinced that the measures set out in this University Development Plan will prepare the University of Bonn for the challenges of the future.

**Prof. Dr. Dr. h.c. Michael Hoch**  
Rector of the University of Bonn



# OUR MISSION

8

## OUR MISSION

The University of Bonn is a space in which new knowledge is generated, taught and passed on to the next generation of stakeholders in the modern knowledge society. As a University of Excellence, we seek to establish the ideal conditions in which internationally networked research, teaching and transfer can thrive.

We want to attract and retain the best researchers in every discipline and at every stage in their career and equip them to tackle the fundamental research questions of our time, thereby shaping the global response to the challenges currently facing the world. In realizing these aims, we remain committed to maintaining the unity of research and teaching that has been central to our mission since the establishment of the University in 1818.

We seek to provide our students and early-career researchers with the highest-possible level of support and bespoke funding as part of top-quality academic training. The wide range of characters, experience and lifestyles present in society and the resulting diversity of potential makes their representation in a university context a vital source of transformative power and of decisive importance to the renewal of our University.

We firmly believe that excellent research is best achieved by fostering a cooperative and international research culture that facilitates the achievement of academic independence at an early stage and allows individual creativity to unfold. A further prerequisite is an academic environment dedicated to the maintenance of free academic discussion. Located in the city that would become the cradle of post-war German democracy, the University of Bonn embraces democratic values as the guarantor of academic freedom and prosperity in a globalized world.

From our home in the German city of the United Nations, the University of Bonn is committed to playing its part in advancing the cause of sustainability as the necessary foundation for a prosperous and attractive future.

9





# I. OUR PROFILE AND ACHIEVEMENTS

## ■ Our Values: Tradition and Development

Founded in 1818 in accordance with the principles of Wilhelm von Humboldt's educational reforms, the University of Bonn has been shaped for more than 200 years by the high quality of the leading academics recruited by the University, its research-led program of studies and its location at the heart of Europe in the attractive and dynamic Rhineland area with its extensive infrastructure of internationally networked research centers. As a result of this long tradition and consistent record of excellent top-level research, the University of Bonn now numbers among Europe's leading universities.

The guiding philosophy of the University of Bonn is derived from the first word in its charter: "WE". Today more than ever, the word "WE" encapsulates the community of the University members and the spirit of collaboration that underpins our entire University strategy.

The University of Bonn follows the principle that academia is most successful when research and teaching are conducted hand-in-hand and excellent academics are given the freedom to develop.

Such an approach has always rested on the twin pillars of excellent researchers and strong disciplines. Over the past 200 years, for instance, some of the world's best researchers and thinkers have studied and taught at the University of Bonn: innovators such as Heinrich Hertz and Hermann von Helmholtz; visionaries and philosophers like Carl Schurz, Karl Marx and Karl Barth; scholars such as August Wilhelm Schlegel, Ernst Robert Curtius and Annemarie Schimmel; and economists of the caliber of Josef Schumpeter.

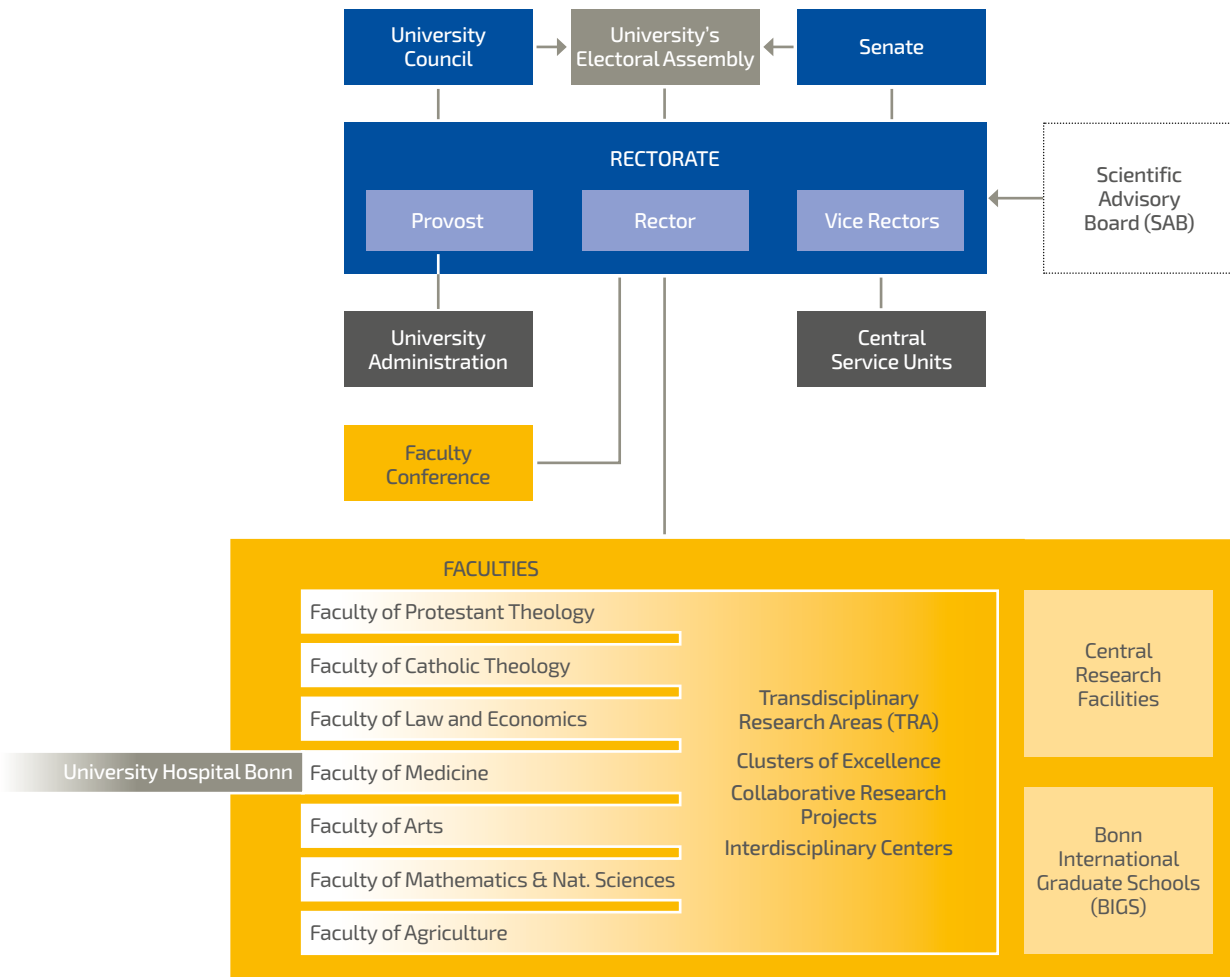
The recent roll-call of academic excellence at the University of Bonn is headed by the Nobel Prize winners Wolfgang Paul (physics, 1989) and Reinhard Selten (economics, 1994) and pioneers in their subject such as the theoretical chemist Sigrid Peyerimhoff. The University of Bonn employs the only two German holders of the Fields Medal: Gerd Faltings and Peter Scholze. Further prizes and accolades presented to researchers at the University of Bonn demonstrate the top-quality research conducted here. These include awards of the Gottfried Wilhelm Leibniz Prize, Alexander von Humboldt Professorships and prestigious grants from the European Research Council. With six Clusters of Excellence, more than any other German University of Excellence (a status which Bonn has held since 2019), Bonn numbers among the eleven leading universities in Germany. We are also a founder member of the U15 group (established in 2012), an association of Germany's 15 internationally leading schools of teaching and research for medicine.



Governance

Management of the University of Bonn is entrusted to the Rectorate, chaired by the Rector and consisting of the Chancellor and currently six Vice Rectors. The operations of the Rectorate are supervised by the University Council, which advises on the strategic and financial development of the University. The Senate advises the Rectorate on all matters concerning the overall development of the University, gives its opinion on the appointment of professors and issues the University regulations.

On the decentral level, the faculties are led by Dean's offices staffed by a Dean and up to four Vice Deans. All faculty matters not falling under the purview of the Dean's office are the responsibility of the faculty council. Made up of the deans of all faculties, the Faculties' Conference assists the Rectorate, the University Council and the Senate in an advisory capacity. The Scientific Advisory Board (SAB) advises the Rectorate on the University's research strategy and contributes to internal evaluations.





Faculties

The University of Bonn is structured into seven faculties to facilitate the completion of its tasks of research and teaching, which themselves are subdivided into a number of institutes, seminars and, in some cases, clinics. The seven faculties cover a broad range of disciplines from the agricultural sciences to traffic psychology. The research conducted into many of these subjects assumes a leading position in a number of international rankings.

The Faculty of Protestant Theology, the Faculty of Catholic Theology, the Faculty of Medicine and the Faculty of Arts can trace their roots back to the establishment of the University in 1818. 1928 saw the establishment of the Department of Economics based on elements taken from the Faculty of Arts,

which was later amalgamated with the Department of Law to form the Faculty of Law and Economics. The Faculty of Mathematics and Natural Sciences was established in 1936; before this point, its teaching was provided under the aegis of the Faculty of Arts. Today, it is divided into eight departments: mathematics, computer science, physics/ astronomy, chemistry, earth sciences, biology, pharmacy and molecular biomedicine. The University of Bonn's Faculty of Agriculture was set up in 1934 as the successor to the historic Agricultural University in Poppelsdorf. The Faculty of Agriculture at the University of Bonn is the only one of its kind in the state of North Rhine-Westphalia.



Faculty of Protestant Theology	
Student numbers in WS 2021/22	562
- of which international students	59
Professors (as of 12/1/2020)	11
Research associates (as of 12/1/2020)	26
Administrative and technical staff	12
The number of academic disciplines culminating in various qualifications (not including discontinued degree programs) academic year 2021/22	10
Graduates (academic year 2019/20)	12
Doctorates (academic year 2019/20)	1
Habilitations (academic year 2019/2020)	1

Faculty of Catholic Theology	
Student numbers in WS 2021/22	238
- of which international students	17
Professors (as of 12/1/2020)	12
Research associates (as of 12/1/2020)	26
Administrative and technical staff	11
The number of academic disciplines culminating in various qualifications (not including discontinued degree programs) academic year 2021/22	8
Graduates (academic year 2019/20)	27
Doctorates (academic year 2019/20)	6
Habilitations (academic year 2019/2020)	0



Faculty of Medicine	
Student numbers in WS 2021/22	<b>3,794</b>
- of which international students	<b>627</b>
Professors (as of 12/1/2020)	<b>133</b>
Research associates (as of 12/1/2020)	<b>2,008</b>
Administrative and technical staff	<b>4,602</b>
The number of academic disciplines culminating in various qualifications (not including discontinued degree programs) academic year 2021/22	<b>5</b>
Graduates (academic year 2019/20)	<b>372</b>
Doctorates (academic year 2019/20)	<b>165</b>
Habilitations (academic year 2019/2020)	<b>19</b>

Faculty of Arts	
Student numbers in WS 2021/22	<b>11.094</b>
- of which international students	<b>1,448</b>
Professors (as of 12/1/2020)	<b>105</b>
Research associates (as of 12/1/2020)	<b>520</b>
Administrative and technical staff	<b>121</b>
The number of academic disciplines culminating in various qualifications (not including discontinued degree programs) academic year 2021/22	<b>122</b>
Graduates (academic year 2019/20)	<b>1,204</b>
Doctorates (academic year 2019/20)	<b>68</b>
Habilitations (academic year 2019/2020)	<b>7</b>

Faculty of Law and Economics	
Student numbers in WS 2021/22	<b>6,171</b>
- of which international students	<b>794</b>
Professors (as of 12/1/2020)	<b>62</b>
Research associates (as of 12/1/2020)	<b>188</b>
Administrative and technical staff	<b>69</b>
The number of academic disciplines culminating in various qualifications (not including discontinued degree programs) academic year 2021/22	<b>8</b>
Graduates (academic year 2019/20)	<b>646</b>
Doctorates (academic year 2019/20)	<b>52</b>
Habilitations (academic year 2019/2020)	<b>3</b>

Faculty of Mathematics and Natural Sciences	
Student numbers in WS 2021/22	<b>11,712</b>
- of which international students	<b>2,011</b>
Professors (as of 12/1/2020)	<b>176</b>
Research associates (as of 12/1/2020)	<b>1,123</b>
Administrative and technical staff	<b>452</b>
The number of academic disciplines culminating in various qualifications (not including discontinued degree programs) academic year 2021/22	<b>45</b>
Graduates (academic year 2019/20)	<b>1,372</b>
Doctorates (academic year 2019/20)	<b>238</b>
Habilitations (academic year 2019/2020)	<b>6</b>

Faculty of Agriculture	
Student numbers in WS 2021/22	<b>3,468</b>
- of which international students	<b>574</b>
Professors (as of 12/1/2020)	<b>41</b>
Research associates (as of 12/1/2020)	<b>379</b>
Administrative and technical staff	<b>265</b>
The number of academic disciplines culminating in various qualifications (not including discontinued degree programs) academic year 2021/22	<b>27</b>
Graduates (academic year 2019/20)	<b>598</b>
Doctorates (academic year 2019/20)	<b>57</b>
Habilitations (academic year 2019/2020)	<b>2</b>





## ■ Transdisciplinary Research Areas

The impact of technical progress, social development and scientific advance is leading to ever-increasing levels of complexity in both academia and society alike.

The positive experience made with addressing interdisciplinary research questions in academic centers (for further information: [www.uni-bonn.de, 'Centers'](http://www.uni-bonn.de, 'Centers')) led to the establishment of a participative profile-building process in 2016 involving all professors and faculties to set up six Transdisciplinary Research Areas (TRAs) as new centers of interdisciplinary and inter-faculty research.

TRAs are predicated on the insight that many of the challenges of the future can only be addressed through an inter- and transdisciplinary approach. It was seen that this new concept required structures that enabled the integration of various specialist disciplines—which were to continue their work under the aegis of our seven faculties—in inter-faculty structures so as to promote and facilitate transdisciplinary approaches. Today, the resulting TRAs have established themselves as a central part of the innovative research culture maintained at the University of Bonn. They serve as spaces of innovation for research and teaching which seek to meet to the cross-disciplinary academic, technological and social challenges of tomorrow. Rigid disciplinary borders have been replaced by an interdisciplinary approach that cuts across previously restrictive boundaries. Six such areas have been established that produce outstanding work. Each TRA is built around a Cluster of Excellence.

The TRAs are open to all researchers active at the University of Bonn and its cooperation partners, who are able to contribute to the specific ques-

tions under investigation. By promoting academic cooperation, the TRAs serve as incubators for new collaborative projects, which are discussed at the many workshops and lecture series hosted by the TRAs. The TRAs have an independent organizational structure with a dedicated annual budget used for project funding, implementing new research ideas, hosting core facilities, maintaining open science and teaching projects and preparing new Collaborative Research Centers and Research Training Groups.

Working in close cooperation with the faculties, the TRAs provide the inspiration for the development of existing Clusters of Excellence and generate ideas for applications for new clusters to be submitted within the next round of the Excellence Strategy (from 2023/24 onward).

Involving an average of 150 professors and early-career researchers, each TRA is managed by an inter-faculty steering committee, consisting of deans and cluster speakers. Each TRA is led by two spokespersons. Appointments to Hertz Chairs and Argelander tenure track professorships are made from the personnel of our TRAs. These individuals work in the development of new areas of knowledge, thereby setting the pace for the development of the TRAs.

The TRAs are subject to evaluation by the Rectorate on a five-yearly basis. The Scientific Advisory Board (SAB) submits recommendations to the Rectorate regarding the future strategic positioning of each TRA and the amount of funding that they require based on the findings of the evaluation report.

In addition to its seven faculties, the University of Bonn maintains central units; the nature of their duties mean that they report directly to the Rectorate (for further information: [www.uni-bonn.de, 'Central Research Units'](http://www.uni-bonn.de, 'Central Research Units')). This includes the Bonn Center for Teacher Education (BZL), with responsibility for the academic phase of teacher training within the University of Bonn, and the Center for Diversity Research in Teaching (ZeDiL), which is tasked with developing the teaching related to diversity at the University through the conduct of research and the provision of consultation services.

- Department of Old Catholic Studies
- Bonn-Aachen International Center for Information Technology (b-it)
- Bonn Center for Teacher Education (BZL)
- Center for Economics and Neuroscience (CENs)
- German Reference Center for Ethics in the Life Sciences (DRZE)
- Research Institute of Discrete Mathematics
- Forum Internationale Wissenschaft Bonn (FIW)
- Franz Josef Doelger Institute for Late Antiquity Studies
- The Institute of Science and Ethics (IWE)
- Center for Interdisciplinary Latin America Studies (ILZ)
- Center for Diversity Research in Teaching (ZeDiL)
- Center for Development Research (ZEF)
- Center for European Integration Studies (ZEI)





## TRA MODELLING

### TRA "Mathematics, Modeling and Simulation of Complex Systems" ("Modeling")

Models are at the heart of a number of quantitative disciplines. Whilst previous scientific eras focused on understanding individual elements, one of the greatest challenges of our time is the need to develop an understanding of how these components interact. Only then will it be possible to determine how the increasingly complex systems of our modern world actually work. Our quest to combine these profound individual insights is currently driving many areas of science and technology. The researchers working in the TRA "Modeling" combine insights from a wide range of disciplines to create models that are able not only to describe but also to analyze complex systems. This is achieved through the interplay of mathematical modeling, classical methods of observation, data analysis, data simulation and a creative spirit.

## TRA MATTER

### TRA "Building Blocks of Matter and Fundamental Interactions" ("Matter")

This TRA conducts research into nature over a range of length scales in an attempt to understand how the building blocks of matter interact to produce complex structures, from the sub-nuclear and subatomic to the atomic, molecular and biomolecular levels, up to the terrestrial and astronomic length scales. The researchers involved in the TRA conduct complex experiments at a range of facilities, including the synthesis, analysis, spectroscopic, optical and detector laboratories, the local ELSA Electron Accelerator, other international accelerator facilities and a number of earth-bound and space observatories.

These experiments are supplemented by theoretical calculations, some of which push many established methodological boundaries. This world-leading research is financed within the scope of a number of large-scale collaborative research projects. TRA Matter works closely with the Faculty of Mathematics and Natural Sciences and the Cluster of Excellence "Material and Light for Quantum Information (ML4Q)".

## TRA LIFE AND HEALTH

### TRA "Life and Health"

Maintaining close links with the Faculty of Medicine, the Faculty of Mathematics and Natural Sciences and the Faculty of Agriculture, this TRA seeks to promote academic collaboration within and between the areas of medicine, life sciences, pharmacy, nutritional science, mathematics and computer science. Working in a dynamic research environment and collaborating closely with the Cluster of Excellence "ImmunoSensation2", the TRA concentrates on advancing its understanding of life as existing on all levels from the smallest particles to the interaction of complex systems with their environment. "Construction and Deconstruction of Life" is a new research program launched by the University of Bonn in parallel to its existing research focus "Life and Health".

## TRA SUSTAINABLE FUTURES

### TRA "Innovation and Technology for Sustainable Futures" ("Sustainable Futures")

The TRA conducts research into institutional and research- and technology-based innovations in the area of sustainability, with a focus on the strategic challenges—demographic change, poverty, nutrition and health, environmental and climate change and the overexploitation of resources. Seeking to achieve progress in realizing the UN Sustainable Development Goals, the TRA has adopted a trans- and interdisciplinary approach in an attempt to find solutions through basic research. Its members are embedded in a range of global networks and work closely with the Bonn-based UN organizations. The TRA is a research alliance of 166 members drawn from various faculties and non-university research organization united by their focus on sustainability.





TRA "Past Worlds and Modern Questions.  
Cultures Across Time and Space"  
("Present Pasts")

Power imbalances, migration and military, religious and economic conflict are just some of the factors involved in both past and current globalization processes. Seeking to reach a better understanding of these and other such developments and thereby improve responses to their future manifestation, the TRA works to promote and network research into the pre-conditions of modern societies and the current discourses and practices involved in heritage. The TRA takes a transdisciplinary approach to the study of past cultural, political, social and economic constellations within a geographically comprehensive and historically deep frame of reference. In so doing, the TRA seeks to overcome the prevalent eurocentrism of historical study.



TRA "Individuals Institutions  
and Societies"  
("Individuals and Societies")

Researchers in this TRA study the complex relationships between individuals, institutions and societies, including aspects such as markets, law and culture. Their findings generate new perspectives on both micro-phenomena such as personality development, decision-making and individualization and macrophenomena such as the world society and globalization. One objective of the TRA is to identify the key factors influencing social cohesion, equal opportunity, efficiency, resource protection and the development of individual skills in the interplay between these phenomena.



Research

The University of Bonn numbers among the ten leading research universities in Germany. Nationally, our researchers assume leading positions in their individual research strength, as evidenced by the award of two Nobel Prizes in the past not quite three decades, two Fields Medals (USP), 20 Leibniz Prizes, six Alexander von Humboldt Professorships and 19 ERC grants. Our researchers are highly networked in the research community. The University of Bonn maintains six Clusters of Excellence (USP), 13 DFG-funded Collaborative Research Centers and a range of other collaborative projects. Recent years have seen increasing numbers of our researchers enter interdisciplinary and international collaborations, generating innovative, cutting-edge research.

Clusters of Excellence	6
Collaborative Research Centers	13
Research Groups	8
DFG-funded Research Training Groups	5 plus 4 Collaborative Research Centers integrated in Research Training Groups
BMBF collaborative research projects	11
ERC projects	26 (inkl. PoC)

What makes the University of Bonn's profile unique is its sheer thematic diversity, which includes the "small" subjects alongside the major disciplines. The Faculty of Agriculture at the University of Bonn is one of the very few examples of its kind in Germany. It focuses on a topical challenge—the need to establish sustainability in practical research and teaching. A unique feature of our research profile

is the transdisciplinary cooperation of these areas with respect to the scientific, technological and societal challenges of the future.

The University of Bonn enjoys a high international profile. The research conducted into a number of subjects at the University of Bonn is widely recognized as leading the international field and regularly assumes a place in the top 100 (agricultural sciences, life sciences and physics) and even top 40 (mathematics, economics) in prestigious international rankings. Many of our TRAs have established themselves at the heart of a number of international networks involving strong partners, and over half of the publications produced by our researchers are international joint publications. Researchers from the University of Bonn are among the most widely cited authors in the world. This makes us extremely attractive as a destination for international doctoral students (making up a quarter of all of our doctoral students) and researchers (third place in the Alexander von Humboldt Foundation ranking).

All this combines to establish us in an elite global group of some 200 leading research-intensive universities, such as those organized in the Russell Group (UK), the U15 Group of Canadian Research Universities, the Group of Eight (Australia) and the AAU (USA);

Our leading international status is also reflected by our presence in or at least near the top-100 of many world university rankings



Early-Career Researchers

Bonn International Graduate Schools

The conditions established in our over 30 Graduate Schools and structured graduate programs provide the ideal conditions for the work of our nearly 6,900 doctoral students. The Rectorate has awarded 12 of our Graduate Schools the status of a "Bonn International Graduate School" (BIGS). The various BIGS run doctoral programs that meet the highest international standards. Recruiting doctoral students from an international pool of graduate talent, they provide the highest level of English-language teaching and give their members access to international research partnerships.

The various BIGS also develop packages of measures designed to increase the level of gender equality in the doctoral phase, to be deployed in areas in which woman early-career researchers are currently underrepresented. Since its introduction in 2008, BIGS has established itself as a brand name within Germany and now enjoys a high profile and good reputation in a number of disciplines.

DFG-funded Research Training Groups play a prominent role in this area: doctoral students are accorded structured supervision on a path towards a high-quality qualification within the framework of a focused research program. The approach of our Research Training Groups enables the University of Bonn to develop a research field in a collegial and systematic fashion via its early-career promotion work. Doctoral students at the University of Bonn receive help and support within the scope of nine Research Training Groups, four of which are integrated in Collaborative Research Centers of the relevant specialism. In this way, we seek to realize the close integration of early career promotion and top-level research.

	Total	Men	Women	Diverse
Doctoral students*	6,235	2,936	3,299	0
of which international*	1,501	731	770	0
Graduates**	4,253	1,738	2,515	0
Doctorates**	587	308	279	0
Habilitations**	38	30	8	0

\*According to the official doctoral statistics up to 12/1/20 (preliminary)  
\*\*Academic year 2019/2020

	Total	Men	Women	Diverse
Postdocs*	1,178	619	559	0
Assistant professors (W1) **	26	12	14	0
Head of research group**	27	15	12	0

\* Definition of "postdoctoral researcher" used at the University of Bonn: temporary academic and doctoral staff (irrespective of the nature of the temporary employment and funding source) not taking into account the time at which the doctorate was published and not including (assistant) professors or contract lecturers.  
\*\*Data correct as of 12/01/2020

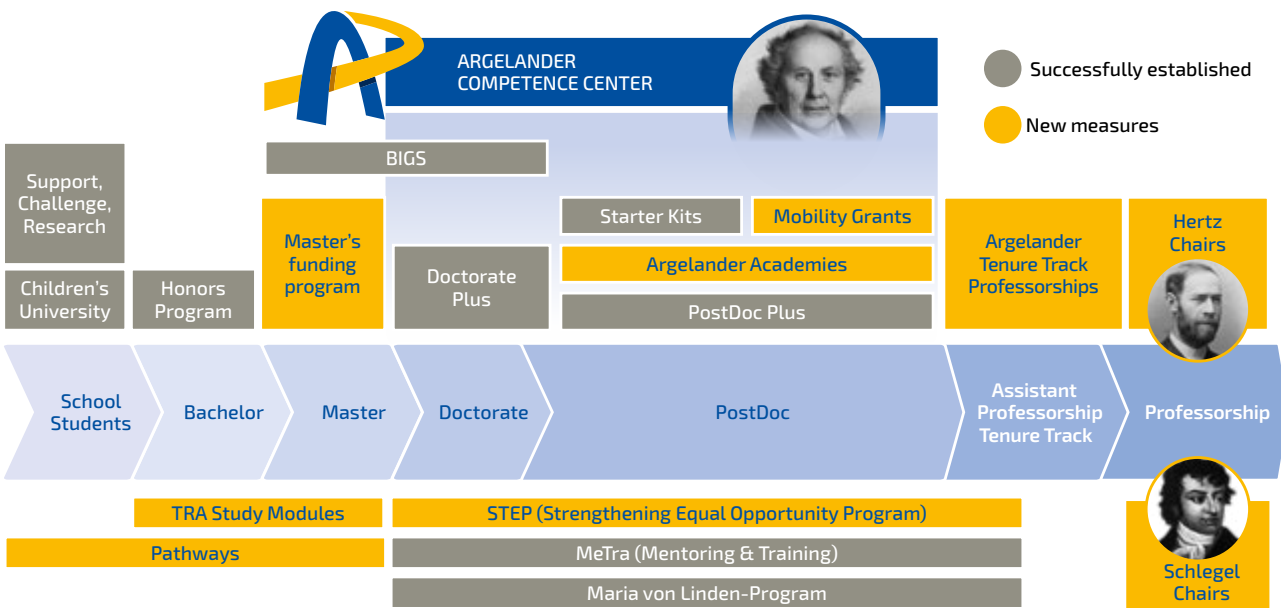




The Argelander Competence Center

Whilst our Graduate Schools and Research Training Groups provide doctoral students with specialist curricula, the *Argelander Competence Center (ACC)* acts as the central cross-disciplinary source of advice and support for all early-career researchers. The center also hosts events and a networking lounge, provides individual counseling services and runs courses on career development. The ACC also runs the interdisciplinary qualification program “Doctorate plus”, covering generic professional skills such as communication and presentation, university didactics and networking. The workshops run under the “Doctorate plus” program are offered in three tracks (Research Track, Research Management Track, Business and Organizations Track) to provide doctoral students with bespoke preparation for their chosen career path.

occupations. The ACC also maintains a program to support postdocs, providing advice relating to qualification, funding applications and professional orientation. The Gender Equality Office also provides a range of support measures for women planning to establish themselves in academia, including the MeTra mentoring and training program, the Maria von Linden program and “#unsichtbarwargestern”, a program designed to improve the media profile of woman researchers. The effectiveness of the specialist and generic training provided to early-career researchers at the University of Bonn is demonstrated by the high number of first professorial appointments gained by our postdocs.



Careers Support





■ Teaching and studying

The University of Bonn adopts a combined approach to research and teaching to achieve a holistic union of research and pedagogy. Taking the interests and individual potential of its students as a starting point, we have established our University as a space for the generation, learning and transfer of new knowledge, where students are equipped to take their place as stakeholders in the modern knowledge society. In this context, the factors of internationality and interdisciplinarity are assuming increasing importance in tertiary education not only in research but also in the modern world of work.

With almost 35,000 students studying on more than 200 degree programs, the University of Bonn is one of the 12 largest universities in Germany. Approximately half of our students are enrolled on a bachelor's degree, with a further 30 per cent seeking specialist degrees such as the state examination in medicine, law and pharmacy, a church degree or a Magister Theologiae. We view the education and training of these students as an important task and seek to ensure that they benefit from the best-possible preparation and qualification either for master's-level study or employment in business, government and society.

The framework conditions for teaching in both the bachelor's and master's study cycles are subject to continual and rapid change, for example through the increased student numbers or the increasing level of digitalization. Seeking to keep pace with change and align our teaching still closer with the University's identity and research profile, we moved in 2016 to set up a strategy process focusing on excellence in university teaching. Involving the students and teaching staff from all faculties, the strategy seeks to

anchor our TRAs in our teaching operations, for example through the establishment of transdisciplinary degree programs.

The adoption by the university management in 2018 of our new "Guiding Principles in Studying and Teaching" represented an important milestone in the development of this strategy.

The principles require the University of Bonn to encourage and equip its students to work independently and creatively to carry out independent research. This encompasses both the specialist education and character development required to meet this challenge. Seeking to enable our students to profit from the top-level research conducted at the University of Bonn, we seek to introduce our students to the practice of research at an early stage and impart an up-to-date understanding of the state of the art in their chosen field. During their studies, students take a systematic approach to the acquisition of the knowledge, skills and analytical capabilities required to conduct independent research and problem-solving. They also develop their ability to apply findings in an international and interdisciplinary academic context.

As an internationally renowned research university, we place a premium on providing research-oriented teaching in our master's degree programs. Some 20 percent of our students are enrolled on master's degree programs, which seek to introduce their participants to research and research-related tasks at an early stage. With a quarter of master's degree programs taught in English and the same proportion of international graduates from them, Bonn is one of the most international universities in Germany.



	Total	Men	Women	Diverse
STUDENTS (WS 2020/21)	37,165	16,245	20,886	34
of which enrolled doctoral students	3,753	1,869	1,883	1
of which international students (incl. enrolled doctoral students)	5,623	2,477	3,146	0
of which international students (excl. enrolled doctoral students)	4,514	1,927	2,587	0

NUMBER OF ACADEMIC DISCIPLINES WITH VARIOUS DEGREES (WS 2020/21)

Bachelor's degrees	116
Master's degrees	101
State Examination degree programs	5
Degree programs culminating in a Church Degree	2
Magister degree programs (Magister Theologiae)	2



At present, 13 percent of our students and graduates from all degree courses are non-German nationals; we are currently working to increase this proportion over the coming years. In contrast to a number of German universities, our international students exhibit the same levels of degree completion as their German counterparts (HRK-Profil-datenbank 2018)—an achievement of which we are proud. At approximately 15 percent, the proportion of our graduates from outside Germany is especially high in comparison with other German universities.

The University of Bonn works to prepare especially gifted students for a career in academia even before they have graduated. Our *honors program* provides an extra-curricular offer to this end; this function is performed in medicine and dentistry by our *Scimed* program. The close involvement of *BIGS* in the provision of master's degree programs serving to prepare students for academic research is intended to identify gifted students and gear them up for an academic career.

## The Teaching Profile of the University of Bonn Guiding Principles in Studying and Teaching

**The University of Bonn adopts a combined approach to research and teaching to achieve a holistic union of research and pedagogy. As a fully-fledged classic university of the arts and sciences, the University of Bonn builds on the wide range of academic disciplines into which it conducts research to inspire students, thereby enabling them to realize their academic potential and develop their character. The University of Bonn is a space in which new knowledge is generated, taught and passed on to the next generation of stakeholders in the modern knowledge society. Study and teaching at the University adheres to the following guiding principles**

1. Curriculum development is led by transparent aims specific to each degree program. These aims reflect the identity of the University as a venue for the qualification of the thinkers and strivers of tomorrow.
2. The University promotes the systematic development of modern research- and skills-oriented teaching. This includes a commitment to introducing students to the cutting-edge research conducted at the University of Bonn at the earliest possible opportunity.
3. The curricula that we provide together with the guidance and inspiration imparted to individual students empower them to develop their own unique qualification profile and prepare themselves for the individual challenges that they wish to meet.
4. Equal opportunity and participation in studying and teaching are central to the University of Bonn mission. The parity of esteem accorded to all members of the University and the gender equality and family-friendly conditions nurtured in our community of learning is a matter of central importance to us.



5. We seek to equip our graduates to academic thought and action, thereby qualifying them for entry into the international knowledge system and the borderless world of work. The University maintains an international focus to its research and teaching.
6. The City of Bonn is a symbol of the democratization of West Germany after 1945; the University of this city understands democracy as the bedrock of academic freedom.
7. Inspired by the presence in Bonn of the United Nations and the pioneering work that it performs in the area of sustainability, the University seeks to give all its students the opportunity to engage with a range of sustainability issues.
8. The research conducted at the University is reflected in the teaching that it provides. We seek to shape our curricula in such a way as to provide students with the option to develop their skills in the areas of our expertise, without being hemmed in by the boundaries of academic disciplines.
9. The University of Bonn deploys interdisciplinary degree programs as an important element in the generation and teaching of new, socially relevant knowledge.
10. The University maintains a culture of continual reflection on the degree programs that it provides, in terms of the contents, quality and organization of their curricula. This represents the basis for effective, specialist quality assurance in teaching and is a prerequisite to satisfying superordinate external and internal requirements.



■ Staff and Finances

The University of Bonn employs a total of 561 professors, 4,479 academic staff and 1,812 technical and administrative staff. All three groups are set to undergo considerable turnover over the next years.

- 1. The impending generational change expected across the professoriate presents an opportunity for a number of strategic new appointments. With the exception of the Faculty of Law and Economics, more than 30 percent of faculty-based professorships in the University are up for re-appointment by 2025; this number will increase to over 50 percent by 2030.
- 2. As is usual in the German academic system, the great majority of research associates employed at the University of Bonn to research a doctoral or Habilitation project are hired on a temporary basis. This mechanism ensures continual rotation within academic appointments and enables the training of a greater number of researchers than would otherwise be the case. This approach benefits a wide range of academic and public institutions as well as private employers; the researchers themselves are given support and training to facilitate career transitions. 20 percent of our academic personnel are employed on a permanent basis to perform a range of functions within our

decentral academic structures. These functions have been defined within our permanent positions plan and further requirements identified (promotion of early-career researchers/personnel planning). This approach will enable us to take a systematic approach to the expansion of our research-support services.

- 3. Demographic change and changing skills requirements are set to impact the recruitment of administrative and technical staff. Impending retirements alone over the next five years are set to result in more than 500 vacancies in the central administration, the Bonn University and State Library and the faculties. Our good reputation as an employer, the international working environment of the University and the attractive nature of Bonn as a place to live and work combined with the compatibility of family and career which we enable all mean that we are set to remain an attractive employer.

The University of Bonn—as all universities in the state of North Rhine-Westphalia since 2007—has the status of an autonomous corporation financed by the state. We receive the majority of our €687 million of funding (figure for 2017) from state grants and third-party funds: (1) the grant award-

ed by the state of North Rhine-Westphalia in 2017 amounted to €493 million, which made up 72.7% of the total University income. The financial settlement concluded as part of the University Agreement 2021 ensured clarity in planning for the foreseeable future. A proportion of University funding is awarded on the basis of performance assessment. Current changes to the award criteria (gender equality has been established as a parameter of the performance-based allocation of resources) and improvement on the part of the University of Bonn in all the relevant parameters means that the sum of funding granted by the state of North Rhine-Westphalia has increased since 2019.

The Rectorate moved in 2018 to disburse the funds among the faculties through a competitive proce-

dure in line with the approach of the state funding mechanism. In adopting this approach, we have adapted the award criteria to match the state incentive agenda, which we have supplemented with financial incentives to increase the number of woman professors. In the medium term, we seek to use this approach to ensure increased state funding.

The University of Bonn was awarded some €175 million from third-party funding in 2020. By far the greatest share of third-party funding (88.2%) came from a public source; a much smaller amount (11.8%) was received from commerce and industry. Our success in receiving six Clusters of Excellence means that we expect a further increase in third-party funding over the coming years.

	Total	Men	Women
<b>STAFF</b> (incl. third-party- and state-funded)	<b>6,930</b>	<b>3,648</b>	<b>3,282</b>
Professors (incl. Faculty of Medicine)	561	440	121
Research associates (incl. Faculty of Medicine)	4,479	2,430	2,049
Administrative and technical staff <sup>1</sup>	1,812	728	1,084
Apprentices and interns <sup>1</sup>	78	50	28

<sup>1</sup> Not including the Faculty of Medicine or University Hospital Bonn





■ Building Facilities and Campus Development

With some 350 buildings spread around Bonn, the University of Bonn is a central part of the fabric of the city. Whilst the decentralized nature of the University makes it an innovative factor in the creative city mix, the lack of agglomeration hampers the development of synergies which are often crucial to research, especially in transdisciplinary areas.

In response, we are working together with internal experts such as our professors for urban development and regional geography to draw up a campus development plan, which, in addition to the requirements of research and teaching, will reflect the importance of elements such as communication, mobility, childcare, culture and sport to realize our ideal campus. The plan foresees the spatial concentration of University operations in five locations: The Central Bonn Campus, Poppelsdorf Campus, Adenauerallee Campus, Endenich Campus and Venusberg Campus. Our efforts to concentrate many of our facilities in one place will bring efficiency and flexibility gains in the use of our research infrastructure, especially in the area of top-level research. A particular challenge which we will be required to face in coming years is the renovation of our University main building located in the former Electoral Palace and the interim accommodation of the research, teaching and administrative units based there.

Central Bonn Campus

The Central Bonn Campus in Bonn city center hosts the University main building which houses the various faculties of the humanities and the Faculty of Law and Economics.

Poppelsdorf Campus

Providing the location of a number of departments from a range of faculties (the Faculty of Mathematics and Natural Sciences and the Faculty of Agriculture in particular), Poppelsdorf Campus facilitates interdisciplinary working practices.

Endenich Campus

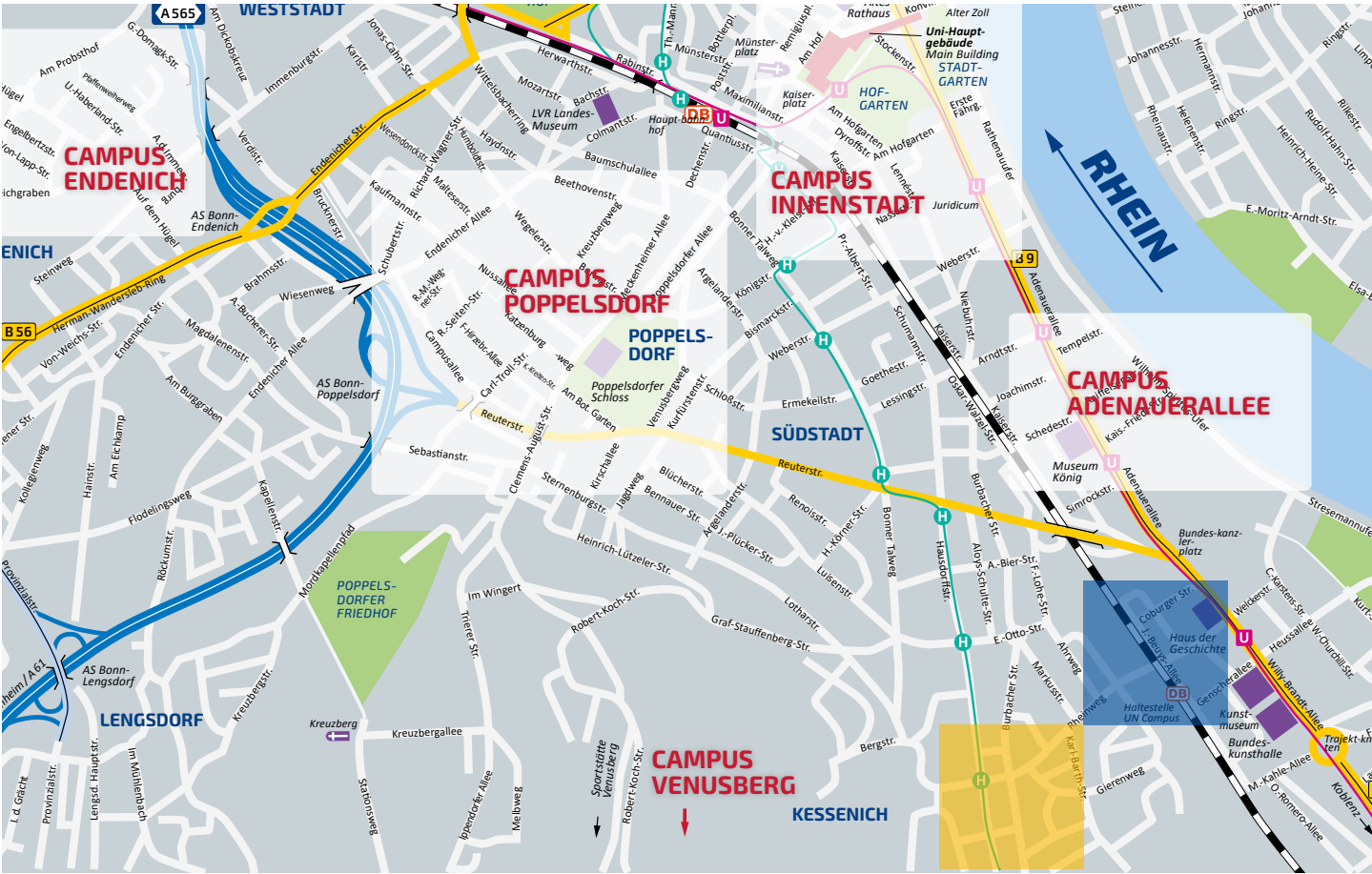
Endenich Campus hosts the Faculty of Mathematics and Natural Sciences and provides space for technology units and startups.

Venusberg Campus

The University Hospital Bonn in the Venusberg district is known for top level research, teaching and medical care.

Adenauerallee Campus

The innovation campus in Adenauerallee is dedicated to work in the area of *sustainability*. Its planned location establishes it in close proximity to the Bonn Federal and UN district.



Teaching and Research Stations

The Faculty of Agriculture maintains the Klein-Altendorf sustainability campus, the Wiesengut estate in Hennef and the Frankenforst estate in Königswinter-Vinxel for research and teaching purposes.

Working within the scope of our Future Strategy and supported by the state of North Rhine-Westphalia, we are currently developing a process of much-needed facility modernization. In this context, we are engaged in the construction of a range of new and flexible-use teaching and research facilities to house our TRAs and new Clusters of Excellence.



■ Internationalization

The University of Bonn is integrated in a wide range of international networks. Maintaining excellent relations with internationally renowned universities and research centers throughout the world, the University of Bonn is a key actor in the trans-national knowledge society. This status is also manifested in the high proportion of international students in our student body, the pronounced level of international academic mobility of our students and sustained interest from international researchers for visiting researcher status at the University of Bonn.

International students	4,514
International doctoral students	1,501
States of origin	146

We believe in the key importance of internationalization to further quality and competitiveness improvements across all areas of activity at the University of Bonn. On the basis of this conviction, we moved in 2020 to draw up the 2025 Internationalization Strategy (for further information: [www.uni-bonn.de](http://www.uni-bonn.de), "Internationalization Strategy"), which foresees further action to internationalize research, study and teaching and administration.

Recruiting is at the heart of the 2025 Internationalization Strategy, as we seek to attract outstanding international researchers and students by offering an optimal environment for research, study and teaching as the ideal preparation for entering highly competitive global employment markets in academia and the private sector. To facilitate execution of the Internationalization Strategy, we moved to define five areas for action, each with its own set of objectives:

- Internationalization of research
- Internationalization in study and teaching
- Framework conditions for internationalization
- Strategic partnerships
- Collaborations based in the international city of Bonn

We conceive of internationalization as requiring organizational implementation across many different areas. As such, we define measures to be implemented jointly by the central units (Vice Rectorate for International Affairs and International Office) and decentral units (the faculties and cross-faculty organizational units).

A particular strength of the University of Bonn is the extensive level of networking that we maintain with excellent universities throughout the world.

We work together with over 400 partner universities including 330 in the area of student exchange alone. Furthermore, working on the basis of structural similarities and parallels in our research profile, we have selected six universities from the many institutions with which we work, to act as strategic partner universities. The six are: University of St Andrews (Great Britain), Hebrew University of Jerusalem (Israel), Emory University (USA), University of Melbourne (Australia), University of Ghana and Waseda University Tokyo (Japan). 2021 saw us begin work with five of these partners in a global network on the levels of both research and teaching and leadership and governance. Beyond this collaboration, many of the TRAs working at the University of Bonn maintain close contacts with some of the best universities in the world, resulting in international cooperation networks such as the Global Math Network and European Doctoral Program of Economics. An important priority of our

THE UNIVERSITY OF BONN PARTNERSHIP STRATEGY



work has been established in the area of cooperation with EU partners (European University Alliance NeurotechEU) and the "global south", with a particular focus on West Africa, South East Asia and South America.



■ Bonn

Our location in Bonn confers a number of advantages in our quest to improve our competitive position. The status of Bonn as a center of international academic endeavor is manifested by the presence of four universities, a number of Max Planck Society research institutes and centers of the Fraunhofer Society, Leibniz Association and the Helmholtz Association. Close cooperation with these institutes and centers ensures excellent conditions for the further development of our research in all areas. The ABCDJ region in the Rhineland, which includes the universities of Aachen, Bonn, Cologne and Düsseldorf and Forschungszentrum Jülich, generates strong local and regional networks for academic interaction.

As the German city of the United Nations, Bonn is home to more than 1,000 people working in 20 UN organizations, including the *United Nations Climate Change Secretariat* (UNFCCC) and the *Institute for Environment and Security Studies of the United Nations University* (UNU-EHS). As the location of over 170 nationally and internationally active institutions, NGOs and civil-society actors working primarily in the areas of sustainable development and global change, Bonn brings internationally unique advantages for the conduct of sustainability-related research and teaching.

The new constitution of the West German state was drawn up and adopted in Bonn over 70 years ago. Despite relinquishing its function as the German capital and location of the German Parliament (a role that it played for 40 years), Bonn remains a political heavyweight, as the primary location for six federal ministries, the second office of the Federal President and Chancellor and the base for over 50 federal authorities.

Bonn is also celebrated as the birthplace of Ludwig van Beethoven and boasts the highest concentration of artistic and cultural facilities in the state of North Rhine-Westphalia. As such, it has an excellent reputation as a modern, lively and cosmopolitan city with international flair and an exceptionally high quality of life. Seeking to establish and maintain the best possible living conditions for staff and students alike, the University management has agreed a comprehensive, contractually secured cooperation program with the Bonn city authorities in the areas of infrastructure development, social affairs (student accommodation, childcare and dual-career matters), graduate career entry and internationalization. Bonn is also a center of industry and commerce with a number of DAX-listed companies and SMEs located in the area, including a high number of "hidden champions".

Global competence center



The German city of the United Nations

- 20 UN secretariats (with a focus on sustainable development) including the United Nations Climate Change Secretariat
- The location of one of the institutes of the United Nations University
- 150 NGOs

An international infrastructure

- 13 diplomatic missions
- 3 international daycare centers
- 5 international schools

The second center of German federal government

- The primary location of 6 federal ministries
- 50 federal authorities

A leading location of industry and commerce

- 2nd among German cities for market capitalization (including the company HQs of Deutsche Post DHL and Deutsche Telekom AG)

A Center of Culture

- The birthplace of Ludwig van Beethoven
- The highest concentration of cultural institutions in the state of North Rhine-Westphalia
- 40 museums



## II. OUR STRATEGY

Working within the scope of its Future Strategy, the University of Bonn has set clear goals. In addition to the successful development of our Clusters of Excellence (see II.A) we will work to implement our Institutional Future Strategy (see II.B), developed within the scope of our Excellence Strategy. This University Development Plan provides a summary of the entire Future Strategy of the University of Bonn. We have divided our approach into the international, national and regional levels.

- International: The University of Bonn seeks to establish itself as one of the world's leading research universities within the next decade.
- National: As one of the ten leading research universities in Germany, we plan to maintain and extend this position in the coming years.
- Regional: We seek to maintain and extend our role as a driver of regional innovation over the next ten years.

Our overarching goal is retention of our status as a University of Excellence beyond 2026.

### OUR STRATEGY





## Objective A: Successful Development of Our Clusters of Excellence

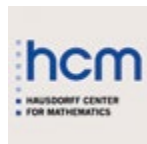
Since January 2019, the University of Bonn has maintained six Clusters of Excellence, more than any other university in Germany. The successful development of all six Clusters of Excellence is a central objective of the coming years. To this end, the Rectorate conducts regular status discussions with the speakers of the various clusters and works together with the faculties to provide support in the professorial appointments process for the clusters and in the development of early-career researchers. Further focuses of this cooperation rest on the renewal of the conceptual approach of the TRAs (also from within the TRAs) and the development of their accommodation and infrastructure (research construction in accordance with §91b, the BONNA II mainframe computer, high-performance computing and core facilities).

The Rectorate is working to ensure development of all the Clusters of Excellence in a way that gives them the best chance of success in the next round of applications within the Excellence Strategy to be held in 2024. In consultation with the faculties, the Rectorate has also set the target of a minimum of two new applications for Cluster of Excellence initiatives either as the lead or equal partner in collaboration with other universities. It is envisaged that these applications will primarily come from within the TRAs.





## Hausdorff Center for Mathematics: Grundlagen, Modelle, Anwendungen



With newly focused research objectives and new appointments, the cluster "Hausdorff Center for Mathematics: Foundations, Models, Applications" will build on the successful work of the current cluster to enhance the excellent standing of mathematics in Bonn as a leading center for cutting-edge mathematical research both in Germany and worldwide.

The goal is to identify and address mathematical challenges of the 21st century, to advance groundbreaking

fundamental mathematical research worldwide, and to develop the mathematical methods and tools required by science and society. The cluster is supported by a team of internationally renowned scientists, many of whom have received awards and honors. The most prominent example is Prof. Dr. Peter Scholze, who was the second German to be awarded the Fields Medal in 2018.

The Hausdorff Center plays a pioneering role in the advancement of junior mathematicians and has established a global network together with some of the world's best research and education centers for mathematics.

## Matter and Light for Quantum Computing (ML4Q)



Over the last few decades, computer hardware has become smaller and smaller, but the technology behind it has remained more or less the same. Further development in this area is gradually reaching its limits and we thus urgently require new technologies to satisfy the constantly growing demand for more powerful hardware. Quantum physics could be a solution.

In cooperation with the University of Cologne and RWTH Aachen, the researchers in Bonn aim to make this new technology usable. To this end, quantum bits or even qubits (the quantum counterpart to our existing bits), quantum communication channels for the establishment of networks and error correction methods have to be explored from the ground up in the cluster "Matter and Light for Quantum Computing".

## ImmunoSensation<sup>2</sup> – the immune sensory system



Identifying important players and functions of the immune system and two extremely successful biotech spin-offs are among the outstanding achievements of the first funding phase for this Cluster of Excellence. With "ImmunoSensation<sup>2</sup>: the immuno sensory system", researchers in Bonn continue the success story of the cluster "ImmunoSensation".

While the main focus so far has been placed on fundamental research into the innate immune system in particular, the aim is now to uncover the mechanisms of immune intelligence, i.e. the question of how the body succeeds in adapting immune responses to specific situations and then retains this learned behavior so that it is ideally equipped to deal with similar challenges in the future.

This can help in predicting and treating autoimmune diseases, as well as chronic infections, atherosclerosis, diabetes, tumors and Alzheimer's disease.

## ECONtribute: Markets & Public Policy



The Cluster of Excellence "ECONtribute: Markets and Public Policy" involving the universities of Bonn and Cologne is the only research application with a predominant focus on economics that has been awarded funding within the Excellence Strategy.

The researchers are investigating how markets function and the reasons why they fail against the background of social challenges such as the global financial crisis, more entrenched inequality and digitalization. Beyond traditional analyses of economic policy, the cluster is

carrying out research into systematic, model-based theoretical approaches and explanatory behavioral models, incorporating legal and political framework conditions.

The interdisciplinary working groups can thus offer innovative solutions to policy makers that have so far barely found their way into economics and economic policy.

The ECONtribute network promotes an intensive exchange of information and ideas between cutting-edge research, the world of politics and the public. This interdisciplinary research is being conducted under the umbrella of the Reinhard Selten Institute which was jointly founded by both universities in 2017.

## Bonn Center for Dependency and Slavery Studies



The cluster "Bonn Center for Dependency and Slavery Studies" seeks to broaden this perspective in terms of content, space and time.

The cluster aims to become an internationally visible and renowned center for dependency and slavery

research. Its main contribution will be to bring together an extraordinary network of academic disciplines. Due to its wide range of so-called small disciplines, the University of Bonn is the ideal breeding ground/location for such an undertaking.

A fellow program, a graduate school, a postdoctoral program, the establishment of an international master's program and a global research network will promote the strong development of junior international researchers.

## PhenoRob – Robotik und Phänotypisierung für Nachhaltige Nutzpflanzenproduktion



One of the most pressing goals for our society is to fight hunger and improve agriculture while also making it more sustainable. One of the major challenges is to increase crop production despite the limited availability of usable land, while reducing the environmental impact at the same time.

In order to achieve this, the University of Bonn together with Forschungszentrum Jülich are conducting research in the cluster "PhenoRob - Robotics and Phenotyping for Sustainable Crop Production" to develop

methods and new technologies to examine and analyze plants and how to treat them in a targeted manner. For this purpose, fields are monitored and examined from the air and the ground with the aid of sensors. Computers process the data from the sensors so that robots can automatically control and treat individual plants. The aim here is to make agriculture more efficient, acquire new knowledge about plant growth and avoid the use of chemical aids. The concentration and network of internationally renowned researchers in geodesy, computer science and agricultural sciences in Bonn is unique and not available in this form at any other location.



## Objective B: The Successful Implementation of Our Institutional Future Concept

The University of Bonn has set itself the goal of continuing the promotion of world-leading research in both the arts and humanities and the natural sciences. The Institutional Future Concept of the University of Bonn rests on three pillars: “WE invest in people”, “WE foster networks” and “WE create impact”.



### “WE Invest in People”: Strengthening our Academic Base and its Potential

This Future Strategy envisages the continued recruitment and retention of leading researchers at all career stages by 2026 as part of a plan to improve the academic and methodological mix of the University, thereby strengthening our academic fields of potential and development. Within this process, we will seek to improve our weaknesses in the area of gender equality and diversity. In particular, we have undertaken to increase the number of woman professors on our staff. We aim to ensure that at least 30 percent of our professorships are held by women by 2026. We will take steps to advance the internationalization of the University on all levels. For example, we plan to increase the number of international students enrolled and academic staff employed at the University over the coming years and grow the number of international professorial appointments by at least 16 percent by 2026. Moreover, we plan to improve the level and nature of support that we provide to early-career researchers and strengthen the performance and international orientation of our research support structures. In this way, we plan to establish an even broader and more diverse foundation for the conduct of top-level research by the end of 2026.

## ■ High Profile Professorships

The establishment of high-quality professorships was a central measure defined in the successful University of Bonn Excellence Strategy from 2019. We moved to establish generously endowed professorships (called Hertz and Schlegel Chairs and Argelander tenure track professorships) to ensure continued institutional renewal and drive on the dynamic development of our University. These professorships are designed to strengthen the work of both our Transdisciplinary Research Areas (TRAs) and the seven faculties.

This measure foresees a total of six Argelander tenure track professorships, six Hertz Chairs and ten Schlegel Chairs. The Scientific Advisory Board (SAB) will evaluate the impact of their work and the quality of the appointment procedure.

High Profile Professorships are set to account for more than 10 percent of professorial appointments over the coming years. We view this as a suitable balance to ensure extension of the cooperation within the TRAs and thereby increase the quality of the research that they conduct. The Rectorate and faculties have set themselves the target of filling all these Excellence Chairs by the end of 2023 at the latest.





## ■ Gender Equality, Equal Opportunity, Diversity and Family

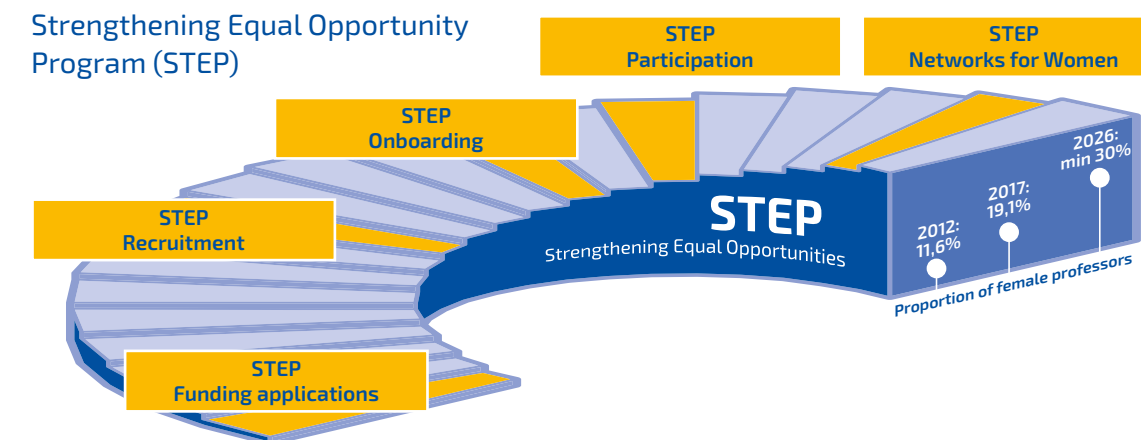
As a learning organization, the University views the existence of and need to achieve diversity in its community— including diversity of potential, character, experience, religious and cultural background, sexual orientation and lifestyles—as both a source of enrichment and a challenge. The University of Bonn seeks to foster and maintain an open, non-discriminatory culture of welcome. To this end, it provides a range of advice and support services to woman researchers and their partners and families regarding life and work in Bonn. We also work to provide target-group-specific information about the structure, organization, culture of teaching and learning, curricula and study aims of the University and the professional perspectives open to its employees. It is also active in incorporating the diversity of students in specific teaching and learning offers and individual consultation services.

The University of Bonn strives to make even further strides over the next five years towards becoming a gender-equality-oriented, family-friendly and discrimination-free place of work, research and study. Our efforts towards this goal are subject to regular evaluation, supported by the conduct of periodic external audits focusing on diversity, family-friendliness and internationalization. The University seeks to inspire moves towards these goals by providing creative teaching and learning spaces and holistic encounter and learning platforms.

The University of Bonn views gender equality and diversity policy as a shared common task involving all organizational units and thus as an integral part of the University management process. Underlining its commitment to these policy areas by the establishment in 2021 of the



### Strengthening Equal Opportunity Program (STEP)



### Hertz Chairs

Hertz Chairs were set up to develop the profiles of our TRAs through the development of new research fields and methods, preferably in the areas in which the TRAs exhibit clear potential for development. They will raise the international profile of the TRAs and the quality of the research that they conduct, especially in the fields that we have identified as especially high in potential. The Hertz Chairs will be awarded to excellent researchers, either established academics whose international peer-reviewed performance marks them out as leaders in their respective fields or those who are at the start of their career but are judged to have the potential to excel. Working on the basis of their strategic development planning, the TRAs will identify interdisciplinary research topics to be conducted by the holders of Hertz Chairs. These professorships will be awarded to excellent academic personnel irrespective of their field of expertise. The Hertz Chairs (W3) come with a very attractive starting package according to its holders the highest degree of freedom and flexibility in the development of their research area. Only in this way will they be able to provide important impetus for the development of the TRA.

### Argelander Tenure Track Professorships

Argelander tenure track professorships are established at the interface between two disciplines within a TRA. These posts give early-career researchers the opportunity to pursue independent research at the boundaries between the two disciplines. Appointments to Argelander tenure track professorships will be made on the W1 level. Candidates passing their evaluation will be upgraded to a permanent W2 professorship.

### Schlegel Chairs

August Wilhelm Schlegel Chairs are designed to strengthen the research conducted by our seven faculties into their individual disciplines. Appointments are made either in specialist disciplines in which the University of Bonn has a strong track research record or in areas under development. Schlegel Chairs are set up on the basis of a development concept submitted by the faculty concerned; the Rectorate ensures that they are able to draw on the support of central service structures. Appointments to the new posts will be made following a proactive recruitment process. The holders of Schlegel Chairs are tasked with developing thematic links to the TRAs and acting as a catalyst for developing ideas for third-party funded initiatives. Appointments to these generously endowed professorships are made on the W3 level.



## ■ Research-Oriented Teaching

The University views excellent teaching as fundamental to enabling students to think, act and participate in academic discourse and to prepare them for a rapidly changing society. Dynamic interaction between teachers and students is of central importance to equip the next generation of academics with an excellent, comprehensive education. As a leading international research university, we place particular value on research-oriented teaching and are committed to its further realization in both our bachelor's and master's programs. To this end, we will release Future Contract "Strengthening the Future of Teaching" (ZSL) funds to the faculties to improve the quality of study and teaching. We will also deploy internal incentive and competitive procedures (e.g. 2021's "*diverse, digital, sustainable*") to make strides in the areas of digitalization, international networking and sustainability. We will continue with the implementation and development of our "digital teaching/learning" and service learning strategies and work to increase the attractiveness of our teaching degree programs by strengthening our work in the educational sciences and enabling students in this area to add a third subject. The Rectorate will continue to pursue the goal of conducting course evaluations in all faculties and subjecting the reasons for course dropouts to systematic study and analysis in order to define a response to this phenomenon.

Working within the scope of our Future Strategy, we will focus on extending the range of teaching on our bachelor's degree programs provided in English and on the introduction of bachelor's degree programs taught entirely in English to facilitate cooperation with strategic partner universities in teaching and studying. We currently work with 300 partner universities in 30 European countries.

The TRAs have been commissioned with the development of TRA-specific teaching modules, which will either be integrated into existing degree programs or will provide the basis for the development of new degree programs.<sup>1</sup> These modules are set to be launched in 2023/2024.

Agreements to establish student or doctoral exchanges with non-European universities run within the framework of the ERASMUS+ Programme are to be subject to further expansion by 2025. The Rectorate maintains its commitment to enabling students to spend a semester abroad, thus promoting student mobility and international exchange (participation in the ERASMUS\* Programme).

The Rectorate also plans to boost the internationalization of the University by increasing the proportion of master's degree programs taught in English (currently 30 percent of the total) and increasing the absolute and proportional number of international graduates. The University also plans to increase the use of digital tools in teaching; the Rectorate will work hand-in-hand with the faculties to develop digital modules run jointly with international partner universities.

The Rectorate seeks to complete the system accreditation procedure by 2025 at the latest.

<sup>1</sup> Anchored in the Excellence Application p. 46 and 55.

new Vice Rector for Equal Opportunity and Diversity with a dedicated support unit, the Rectorate works together closely with the University Gender Equality Commissioner and the relevant advisory bodies to realize its gender equality aims. The University has signed the "Diversity Charter" and completed the Diversity Audit (2017–2020), culminating in the award of the certificate in February 2020. A diversity management concept was drawn up and developed into a University-wide diversity strategy; its roll-out is set for 2023. The University of Bonn also completed the Family-Friendly University Audit and received certification in 2021. Working to maintain an inclusive University, the Rectorate provides assistance for further suitable measures designed to provide help and support to members of the University with a disability and/or chronic illness to facilitate their full participation in University life.

Seeking to recruit the best researchers, the University of Bonn has implemented an internationally oriented, proactive appointments and onboarding approach that seeks to integrate gender and diversity concerns by 2025.

Working together with the faculties, we aim to increase the proportion of woman professors from the current level of 23 percent to 30 percent by 2026. Moreover, the Rectorate wants women to be appointed to half of the Hertz and Schlegel Chairs and the Argelander tenure track professorships. The Rectorate has decided to give the faculties centrally funded financial incentives to appoint women to professorships. Our aim is to increase the number of woman academics working at the University of Bonn and to raise their profile at all levels by 2026.

A number of professors are approaching retirement age in the next few years; the Rectorate is currently working closely with the faculties to ensure that the posts are filled at pace. We seek to deploy the instrument of accelerated appointment as a method of increasing the number of women professors. A central pillar of our strategy to support woman academics in establishing themselves is our comprehensive program designed to Strengthen the Equal Opportunity Process (STEP). STEP seeks to increase the recruitment of and provide targeted support to woman early-career researchers and professors. This includes grant programs to facilitate the participation of women researchers in the university management process and promote their networking activities.

Through its involvement in the "Promoting Integration in Studies" (FdIS) and "Mitsprache" programs as well as the Philipp Schwartz Initiative, the University aims to recruit students and early-career researchers who or whose parents were refugees or migrants for a career in academia. We intend to strengthen the work conducted in this area by establishing a Central Pathway to Research Program.



## ■ Career Advancement

We view the promotion of early-career researchers as a vital factor in our future development as a university. This requires provision of the best-possible qualifications and the availability of targeted support at every career stage. In this way, we are able to continue and extend our distinctive practice of preparing students for an academic career early on. At the same time, we are working to optimize the support provided at points of career transition following completion of doctorates and postdoc programs, thereby establishing the framework conditions for early academic independence. Our goal is therefore to continue the systematic expansion of the support measures and structures that we provide to early-career researchers and enable them to establish their academic independence at the earliest possible opportunity.

Central to the promotion of early stage researchers and their career advancement is the infrastructure that supports the approximately 6,000 doctoral students currently studying at the University of Bonn. One especially important institution in this regard is the Bonn International Graduate School (BIGS) system with its 11 Graduate Schools. The University of Bonn is working within the scope of its Future Strategy to ensure a continual increase in the number of graduate schools that can be awarded BIGS status by 2026. In expanding the BIGS system, the Rectorate will provide all graduate schools meeting the BIGS standards with long-term funding for coordination purposes and resources for travel and materials. Newly structured doctoral programs will receive three years of start-up funding with the expectation that they will reach the BIGS standard within this period.

We are currently working to ensure the establishment of transdisciplinary research profiles within the TRAs that offer doctoral opportunities, opening up new research fields for doctoral students.

Seeking to prepare doctoral students for careers in academia or other professional fields, the Rectorate began taking steps in 2021 to strengthen and expand the advisory and qualification services (Doctorate plus) provided by the *Argelander Competence Center* (ACC), which will be extended as the central provider of interdisciplinary advice and support for all early-career researchers.

The University will continue to support special funding formats for postdocs and create new ones. This includes:

- Continuation of the PostdocPlus qualification program
- The early career promotion program "Argelander Program for Early-Career Researchers—Reaching for the Stars"
- A funding format to enable international research mobility
- The establishment of an Argelander Academy to provide financing for visiting early-career researchers following an application from a postdoc.

The University of Bonn is committed to further offer and extend the opportunities for the continuing professional development of our administrative and technical staff as a key element of our shared success. As a major provider of training in the region, the University of Bonn is actively embracing its responsibility towards dual vocational education.

## ■ Proactive Administration

A key goal established by the University of Bonn Future Strategy is the augmentation of the proactive service approach adopted by the University administration in order to improve the quality of the services offered to our researchers even further. To achieve this, we will take steps to reduce the administrative burden on our researchers, freeing them up to concentrate on their tasks of research and teaching. Dedicated administrative teams have been set up to take a proactive approach to the provision of services tailored to the needs of individual researchers.

We plan to deploy a three-pronged approach to augment the service-focused and proactive approach of the administration:

1. Our human resources management strategy combines strategic HR planning with a proactive approach to recruitment and onboarding programs for a range of new personnel, professorial and non-professorial academic, artistic and management appointments alike. This approach is intended to relieve the burden placed on the faculties, whilst providing new members of staff with the best-possible start at the University. A central team provides support to the faculties in the area of human resources planning and in their efforts to meet future staffing needs through targeted succession planning. The team monitors demographic change in the academic units, identifies future vacancies and provides advice on aligning recruitment priorities with the University research profile. In order to identify and meet new needs for academic support staff in the central administration and in the decentral areas in good time, this team analyzes the development of the staff body from both a quantitative and qualitative





## ■ Digitalization and Open Science

### Digital Science Center (DiCe)

The Digital Science Center (DiCe), a central research unit at the University of Bonn, is responsible for the development, continuous improvement and implementation of the University's digital strategy. The further expansion of our digital infrastructure between now and 2026 also represents a key aspect of our University Future Strategy. In addition to its work in the development of the methods, tools and infrastructure of the research conducted at the University of Bonn, DiCe is currently taking a big data and digital humanities approach to effect the digital transformation of research and teaching at the University.

DiCe also conducts its own research and seeks to advance the careers of early-career researchers in its High Performance Computing and Analytics Lab (HPC/A-Lab). Working in closely coordinated cooperation with University IT, the HPC/A-Lab is currently engaged in the development of a central high-performance computing infrastructure for use in research and teaching at the University of Bonn (mainframe computers BONNA1 and BONNA2).

Positions for professional digitalization managers are to be established in all faculties by 2023; these individuals will work to identify research- and teaching-related subject and faculty-specific digitalization requirements in order to enable their funding as DiCe projects. This move will also enable the integration of faculty-specific digitalization developments in the University's centrally developed digitalization strategy. The Digitalization of Administrative Processes Program (PDaP) was set up to perform key tasks in the services field and focuses on the legally compliant realization of the University's digitalization strategy.

### Open Science and Research Data Management

A central aspect of good research practice is the management of research data throughout the entire research process.

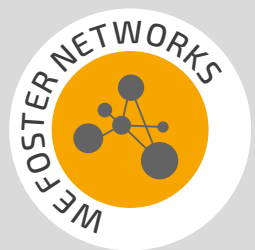
We are committed to FAIR data, meaning that all our research data has to be Findable, Accessible, Interoperable and Re-usable. The University has developed a research data policy and an advice center at the Bonn University and State Library to provide our researchers with support in establishing processes on the basis of our FAIR principles. To this end, the University moved to implement the measures set out in the University of Excellence application under the keywords "open science" and "research data management".



perspective and plans the professional development of existing employees and the recruitment of new ones.

2. We have established a successful best practice program to address the management of third-party funding; this enables project managers to coordinate the administration of third-party-funded projects from a single point, thereby integrating a number of different administrative units. We are currently planning to introduce service coordinators in the areas of personnel and financial administration and infrastructure development and further expand the associated range of services provided in the area of third-party funding. In so doing, the University administration will ensure that services are provided in a needs-driven and proactive fashion.
3. We are moving to reduce the language barriers to the recruitment of international professors. To this end, we are planning to provide all administrative services in both English and German as standard. Seeking to develop the qualification of our administrative staff and facilitate their international networking practices, we are taking steps to provide a broad package of training, encompassing language courses and programs of staff exchange with international partner universities.





## “WE foster networks”: Extending Collaboration and Strategic Cooperation

We will continue to promote the distinctive culture of productive cooperation maintained at the University of Bonn within the framework of this Future Strategy by 2026, both within the University (above all in our TRAs) and with our local, regional and international partners.

## ■ Transdisciplinary Research Areas (TRAs)

A key University objective is improvement of the performance of our six TRAs. The work of the TRAs serves to hone the University's profile by directing research towards key scientific, technological and social issues of central relevance for the future. They also act as creative and exploratory platforms, bringing together areas of excellence and emerging fields and thus enabling the latter to develop into international leaders. In so doing, the TRAs act as bridges between subjects and faculties and help coordinate their strategic development. We have formulated the following measures to accomplish this:

- 1. TRA material expenses:** the Rectorate undertakes to ensure that the TRAs will receive a total annual budget of €1.8 million, up to and including 2025, distributed among the individual TRAs according to their size. Deploying status discussions and reporting obligations, the Rectorate will work to ensure that the funds are used in a quality-assured fashion to advance the scientific and structural development of the TRAs in a performance-oriented manner.
- 2. TRA infrastructure development:** following the successful example of the *Bonn Technology Campus* (BTC) Life Sciences in the TRA “*Life and Health*”, we have decided to pool the equipment used by the other TRAs in equipment centers rather than assigning them to individual institutes or chairs. These *core facilities* will be assigned to and operated by the faculties, taking into account the strategic plans of the TRA in the procurement of equipment. Working in consultation with the faculties, a “core facility” concept is to be developed and implemented for the TRAs by the end of 2023.

**3. TRA Postdoc Network:** the TRA coordinating bodies set up will establish a network structure for each TRA on the basis of the successful model maintained by the Bonn Biomedicine Forum to facilitate the interdisciplinary networking of postdocs and early-career researchers. Each network, to be in place by the end of 2022, will be accorded basic funding to organize events.

**4. TRA teaching modules:** we plan to establish new interdisciplinary teaching modules in each TRA by 2026, preferably taught in English, with the aim of expanding our range of research-oriented courses and stimulating interest among our student body in the research profile of the University of Bonn. These teaching modules will be open to students of all programs; credit will be awarded for elective modules. The holders of Hertz Chairs and Argelander tenure track professors will be involved in the teaching of these TRA-specific modules.





## Bonn Research Alliance (BORA)

The University of Bonn is embedded in a unique international science region populated by a range of outstanding research institutions with global reach and reputation. In 2018, the University of Bonn moved together with a consortium, currently consisting of 15 non-university research institutions, to establish BORA, the Bonn Research Alliance. The close level of cooperation maintained in the alliance is manifested in the high number of jointly appointed professors and other cooptations, joint Graduate Schools, shared infrastructures and the joint moves to create an attractive working and living environment (especially around dual careers) in Bonn. The University of Bonn has

committed to extending its contribution to this mutually beneficial network up to 2026. A central goal as part of this undertaking is to use competitive procedures to attract new institutes and institutions to the region and integrate them into the academic environment at the University of Bonn.

Located at the heart of Europe, the University of Bonn is embedded in a unique international science region populated by a range of outstanding research institutions with global reach and reputation.

# BORA

## BONN RESEARCH ALLIANCE

The University of Bonn is located in the heart of Europe in a unique international scientific region that is home to numerous outstanding research institutions with a global presence.



## The Rhineland Research Region (ABCDJ)

According to the German Research Foundation Funding Atlas 2021, the Rhineland science region, including the universities of Aachen, Bonn, Cologne and Düsseldorf (ABCD), is the most high-performing of all such German regions in terms of the funding that it attracts. The ABCD universities are closely networked; their Rectorates engage in regular consultation to explore opportunities for deepening the already strong level of cooperation and to coordinate the development of their universities. This cooperation has resulted in the establishment of a number of joint third-party-funded projects, especially Collaborative Research Centers and Clusters of Excellence, with the University of Cologne (Cluster of Excellence ECONtribute), and with RWTH Aachen and the University of Cologne together (Cluster of Excellence ML4Q). It has also given rise to multilateral partnerships undertakings that additionally involve the University of Düsseldorf and Forschungszentrum Jülich, including the Bioeconomy Science Center (BioSC), the West German Genome Center (WGGC) and the Center for Earth System Observation and Computational Analysis (CESOC). 2020 saw the University of Bonn celebrate a particularly satisfying success in its partnerships with the University of and Cologne and Forschungszentrum Jülich following the approval of our joint application to host the European Centre for Medium-Range Weather Forecasts (ECMWF) in Bonn. Our Future Strategy foresees substantial expansion and development of this collaboration on both the scientific and institutional levels, especially with our immediate neighbor the University of Cologne. The Bonn-Cologne area ranks third in the DFG Funding Atlas 2021 behind Berlin and Munich.

## Global Competence Centers

Our TRAs establish strong international networks with excellent strategic partner universities. Serving as global competence centers in their research fields, these networks maintain a high international profile and provide support to those of our operations with a high potential for development.







## “WE create impact”: Social Responsibility

We undertake to support all our researchers in their efforts to improve communication of their research findings to a wider public and in developing applications to benefit society. This Future Strategy foresees a strengthening of our efforts to expand the structures required to this end; in particular, proceeding systematically to develop the transfer potential of our TRAs.

## ■ Academic Communication

The University of Bonn accords high priority to the transfer of research findings to a wider audience. To this end, we organize a range of event formats for children and schools (Children’s University, science rallies, research competitions, school events). A comprehensive adult education program is dedicated to health education and healthcare (themed public events, self-help groups), art and culture (Litterarium & Atelier, Concerto Discreto) and science (Bonn Science Night, Dies Academicus, City Hall University). We are currently working to develop these outreach formats with the aim of aligning our communication strategy even better to the needs, interests and communication habits of our target groups (students, researchers and the interested local, national and international public).

We are presently engaged in developing a new science and outreach strategy that incorporates the existing communication structures of the Clusters of Excellence, TRAs and the faculties and that is to be integrated in the overarching University strategy. In so doing, we plan to focus especially on the development of digital communication formats and social media.



## ■ Transfer and Innovation Scouting

Whilst all seven faculties of the University of Bonn conduct a wide range of transfer activities, our cross-faculty units, such as our TRAs and Clusters of Excellence, are especially active in this area. Much of this transfer work has developed over time, often out of an intrinsic motivation. The challenge presented in this area is the need to increase further and provide structured support to the transfer potential of a university with a strong record in basic research. We seek to work with our researchers and students as well as the actors of wider society to develop the University as an innovative and attractive location in which to conduct research and provide education, while acting as a catalyst for technological and social innovation.

To this end, we are setting up a dedicated team in enaCom, the University of Bonn Transfer Center, to improve the quality of our transfer activities both within and outside the University. This team will work to centralize and promote the culture of transfer at the University of Bonn to bring knowledge and technologies to application. Cooperation with actors from both inside and outside the University and the establishment of spin-offs also indicate the areas requiring further research. In addition to this approach, we are strengthening our performance in academic communication in order to publicize research findings and transfer projects through the relevant channels while underlining the potential for further cooperation.







We also plan to subject the channels and structures of academic transfer to further systematic development over the coming years, in order to improve transfer processes and professionalize the support services that we provide in this area. One step to this end has already been realized, with the establishment of our enaCom transfer center as the first port of call for transfer expertise and advice. Our decentralized system of proactive innovation scouting will be rolled out first in the TRAs in close conjunction with the development of a startup culture and IP management system.

We are creating a modern start-up ecosystem on the basis of the “open-house” principle. University members will be given access to training, mentoring and coaching services and new transfer-related teaching formats in order to empower them to realize their startup ideas. Entrepreneurship education will also be anchored in University teaching. We will also invite alumni who have gone on to set up their own startups to work as mentors in this area. This wide range of activities will be conducted in a number of new facilities, both within the University and the Digitalhub Bonn, that are dedicated to the development of ideas and the facilitation of dialog leading to the realization of the startup ideas of our students and researchers.

## ■ Sustainability

As a University of Excellence, we have a particular responsibility to empower future generations to make society fit for the future while making responsible use of nature and its resources. We embrace this responsibility: taking a systematic approach, we are working to embed the mandates of sustainability in all areas of our University—research, teaching and operations. We include all University members in our whole-institution approach: only if each and every one of our operations is subordinated to the aim of sustainability will we be able to live up to our responsibilities.

Our goal is to establish sustainability as a central social leitmotif, to reduce environmental pollution and resource consumption as the key to achieving climate neutrality and to become a climate-neutral university. In taking this course of action, we are able to make use of the unique opportunities offered by our Bonn location. This exceptional setting confers unique advantages in terms of networking and collaborations, which we seek to extend in order to anchor our sustainability concerns in wider society.







Through its top-level research, the University of Bonn is set to act as an agent of change, helping to lay the foundations of the transition to a truly sustainable world future. Many of our researchers are currently engaged in work on sustainable development issues, thereby generating a valuable knowledge base from which to inform a range of debates and advise private- and public-sector policy makers engaged in the development of responses to pressing social problems. We are especially committed to promoting inter- and transdisciplinary research and support the translation of research findings into applications that benefit society.

Sustainability issues are set to assume a key role in our teaching operations; we are currently engaged in their integration into a wide range of curricular provision. Sustainability is becoming visible as an integral part of our degree programs. Working through a range of formats, the University of Bonn offers all its students the opportunity to engage with sustainability topics in an interdisciplinary and practice-oriented manner.

The University of Bonn is committed to reducing its environmental footprint and protecting biodiversity. To this end, we are taking extensive action to reduce our energy consumption and place our construction, waste management, mobility and procurement programs on a sustainable foundation. In so doing, we are making a significant contribution to the achievement of local and national climate protection goals.

Our research, teaching and operational activities make just as clear a contribution to the realization of sustainability goals as the behavior and commitment of the individual members of our University. Participation and transparency are thus key guiding principles for our strategy and operations, which we seek to realize through continual communication and the deployment of versatile participative formats. We are also working to establish the organizational framework conditions requisite to the achievement of our sustainability goals and seek to involve our students as key drivers of sustainability and other University members on a structural level with the aim of developing a culture of sustainability.







Rheinische Friedrich-Wilhelms-Universität Bonn  
Rektorat  
Regina-Pacis-Weg 3  
53113 Bonn

[www.uni-bonn.de](http://www.uni-bonn.de)

