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**UNIVERSITÄT
BERN**

Modernes Hochschulmanagement

Die Zukunft der Hochschule

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20. Hochschulevent, 12. November 2025

Übersicht

1. 2119: die Hochschule der Zukunft
2. Zwei aktuelle Herausforderungen
Digitalisierung, am Beispiel KI
Geopolitische Disruption und *foreign interference*
3. Die Zukunft der Hochschule 2035

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Ian McEwan, *What We Can Know* (2025)



Symbolbild, KI-generiert

Ian McEwan, *What We Can Know* (2025)

«The knowledge base and collective memory were largely preserved, along with the internet, mostly maintained later by Nigeria, whose rise we also covered.» (45)

«Everything that ever flowed through the internet is now held centrally in New Lagos and has been well catalogued. Advances in quantum computing and mathematics have cracked open all that was once encrypted.» (58)

«NAI is no better than the systems of the 2030s.» (118)

Übersicht

Zwei aktuelle Herausforderungen:

- **Digitalisierung, am Beispiel KI**
- Geopolitische Disruption und *foreign interference*

KI an den Universitäten

Key insights

AI adoption in research has surged



58%
have used AI tools for
work, up from 37% in 2024.

Researchers use AI for different purposes



61%
to find and summarize the latest
research and 51% to perform
literature reviews.

Researchers are largely positive about AI's potential to boost efficiency



58%
say AI already saves them
time today, and 69% expect
it to save them time in the
next two to three years.

AI as a creative force



61%
believe AI will be the creative force
driving new knowledge in the next
two to three years.

However, many feel underprepared



45%
feel undertrained in AI, and only
32% agree their institutional AI
governance is good.

Researchers point to a number of factors to increase their confidence in using AI



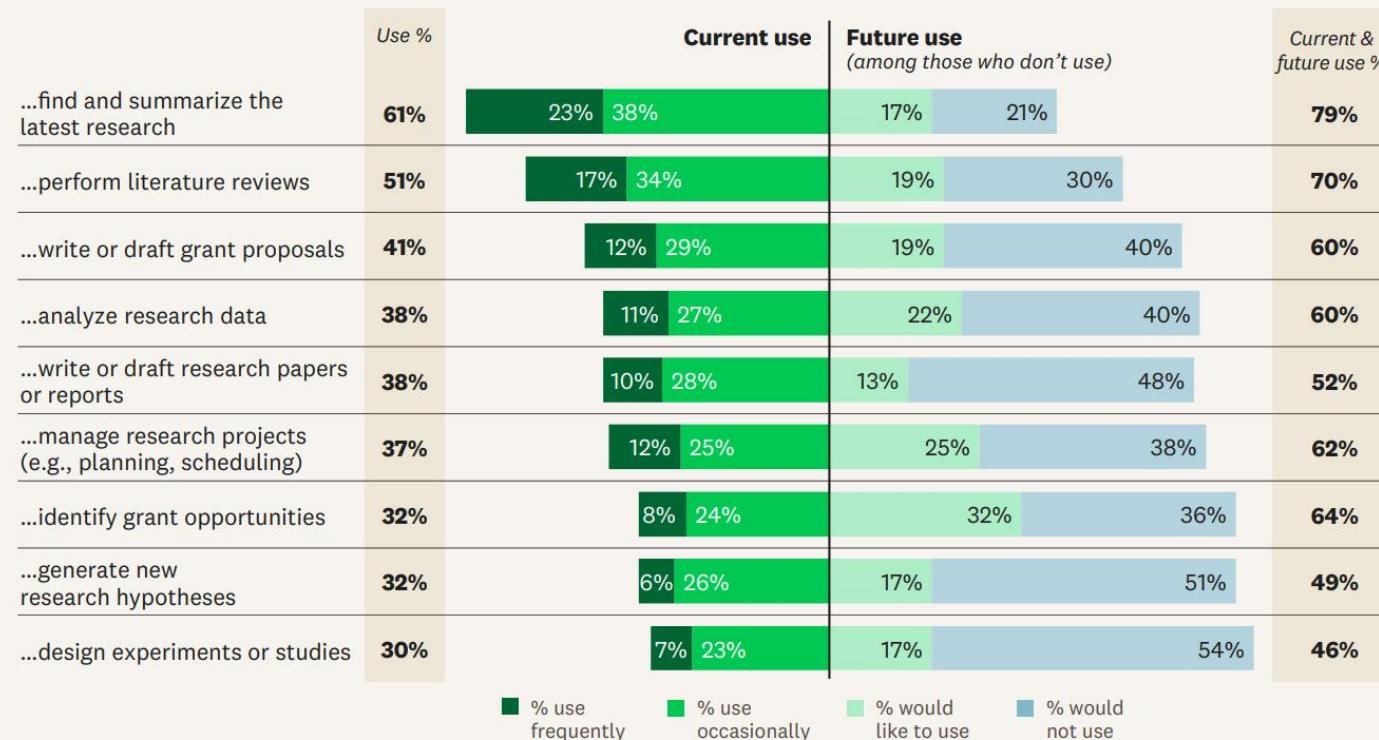
59%
indicate AI should automatically cite
references, and 55% indicate that AI
training data should be based on the
most up-to-date scholarly literature.

Quelle: Elsevier's 2025 *Confidence in Research* report, S. 11

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Figure 3

Researchers' current and future uses for AI



Question: Do you use or would like to use AI tools to...

Base: n= 3,234

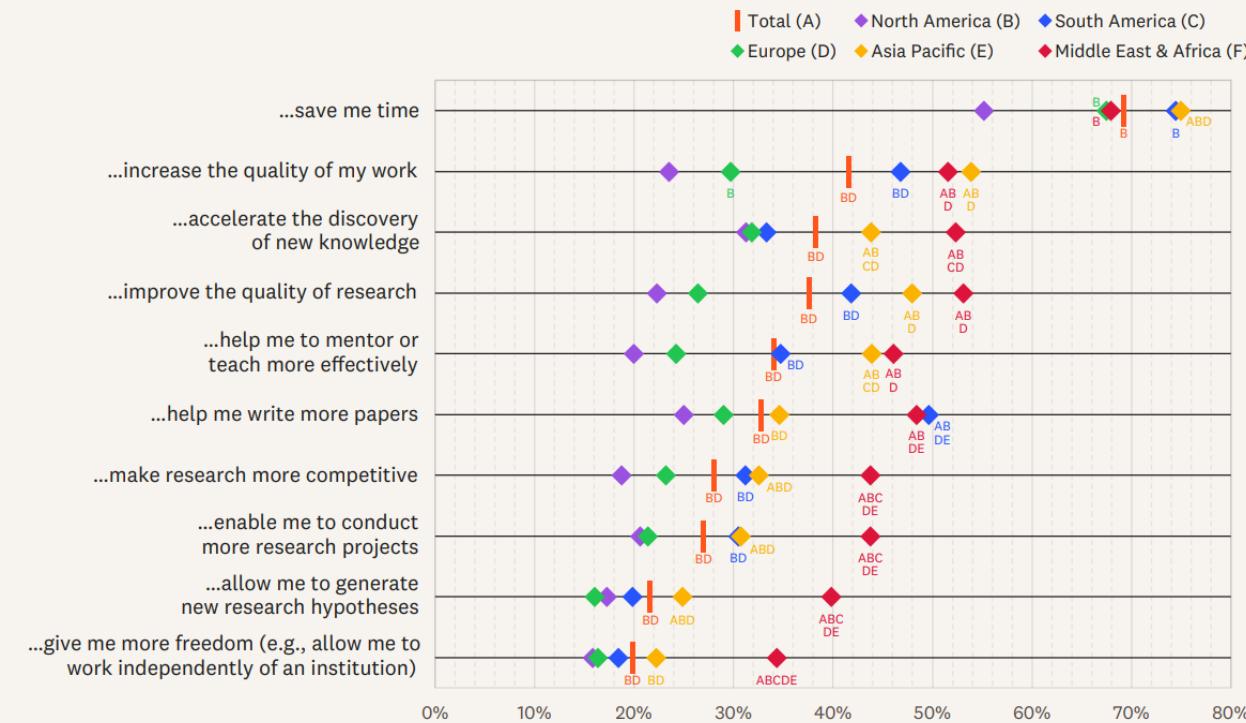
Quelle: Elsevier's 2025 *Confidence in Research* report, S. 14

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Figure 4

Top ten expectations of AI tools in the next two to three years

I believe AI tools will...



Question: Thinking about AI tools more generally, what impact do you think they will have on your work in the next 2-3 years?

Values marked with a letter are significantly higher (at the 90% confidence level) than that group. For example, if a value is marked with 'B', it is significantly higher than 'North America'. Conversely, the group denoted by the letter is significantly lower than that value.

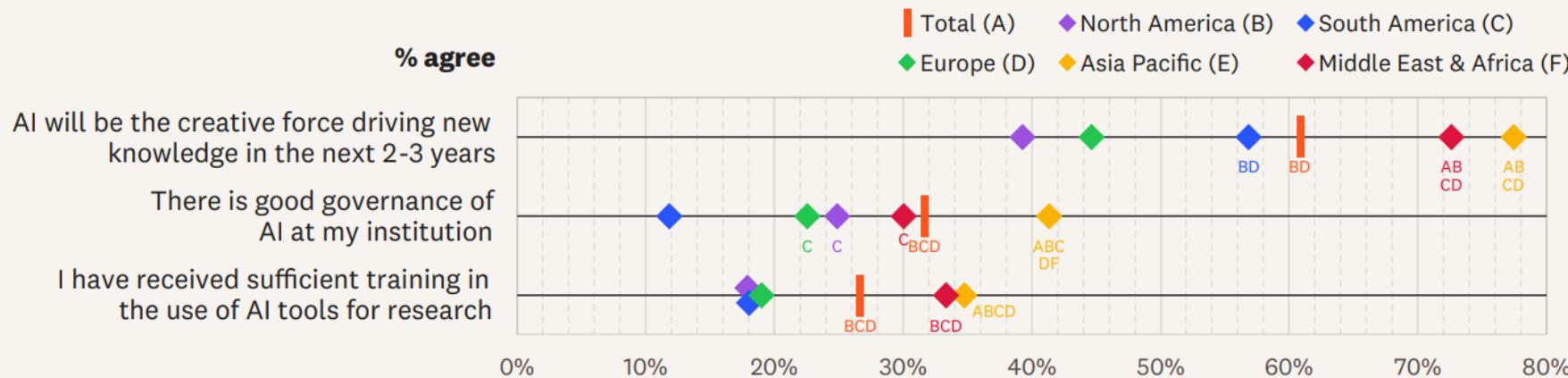
Base: n = 3,234; North America (480); South America (141); Europe (848); Asia Pacific (1,534); Middle East & Africa (128).

Quelle: Elsevier's 2025 Confidence in Research report, S. 15

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Figure 5

AI's transformative role



Question: To better understand your views on the current research environment, please indicate the extent to which you agree or disagree with the following statements. Scale: strongly disagree, disagree, neither agree nor disagree, agree, strongly agree, don't know/not applicable. Don't know answers excluded from the base.

Values marked with a letter are significantly higher (at the 90% confidence level) than that group. For example, if a value is marked with 'B', it is significantly higher than 'North America'. Conversely, the group denoted by the letter is significantly lower than that value.

Base: n= 2,930-3,225; North America (405-480); South America (127-141); Europe (753-845); Asia Pacific (1,419-1,530); Middle East & Africa (113-128).

Quelle: Elsevier's 2025 Confidence in Research report, S. 16

Haltungen in den Humanities zu KI

Excitement and curiosity:

Many participants expressed enthusiasm about AI's capacity to open up new avenues for scholarly inquiry. There was a strong belief that AI could democratize access to tools and resources, especially benefiting first-generation students and underrepresented communities. The possibility of enhancing language learning, offering creative writing assistance, and facilitating interdisciplinary collaboration fueled this excitement.

Apprehension and fear:

At the same time, the rapid pace of AI development sparked anxiety. Participants were vocal about fears that AI might diminish critical thinking skills by offering too-easy shortcuts to analysis and writing. There was concern that a heavy reliance on AI-generated content might lead to a “flattening” of academic voices, reducing the uniqueness and interpretive depth that characterize humanities scholarship.

Skepticism and uncertainty:

Some attendees were wary of AI's potential biases and the ethical implications of its use. They questioned whether AI systems – trained on vast but unvetted datasets – might inadvertently reinforce dominant narratives or propagate outdated ideologies, thereby undermining the diversity of thought essential to the humanities.

Kompetenzen und Werte

Critical thinking and interpretation

Close reading and deep engagement

Authenticity and individual creativity

Ethical use of information

Diversity of thought and perspective

[The humanities in the age of AI: Notes on a participatory exploration at MLA 2025 - About JSTOR](#)

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Initiative DAIM

«Die Initiative wurde als Reaktion auf die weltweite Besorgnis über Vorurteile und Ungleichheiten bei KI-Anwendungen ins Leben gerufen. Wir wollen Inklusion und Vielfalt fördern und sind der Meinung, dass unterschiedliche Perspektiven für die Innovation in der KI unerlässlich sind, insbesondere in so wirkungsreichen Bereichen wie dem Gesundheitswesen und der Medizin. Wir möchten junge Frauen, aber auch Forschende aus Minderheitengruppen ermutigen, eine Karriere im Bereich der KI für die Medizin einzuschlagen.»

Quelle: Stavroula Mougiaakakou, Interview in uniAKTUELL der Universität Bern, 28. Oktober 2024, «Unterschiedliche Perspektiven sind für KI unerlässlich»



Zwei aktuelle Herausforderungen:

- Digitalisierung, am Beispiel KI
- **Geopolitische Disruption und *foreign interference***

Dual-Use in der Forschung

- Horizon Europe: ausschliessliche zivile Anwendung von Forschung
- Europäischer Verteidigungsfonds EDF: ausschliessliche Verteidigungsforschung
- Bisher strikte Trennung beider Bereiche
- Wachsenden Bedarf an stärkeren Synergien zwischen zivilen und militärischen Forschungsbereichen



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Key insights

Growing culture of collaboration



63% agree there is more collaboration in their research area than previously.

Global mobility



29% would consider moving abroad for their career in the next two years.

Broader networks are emerging



68% of those who see increased collaboration are collaborating more with researchers from other disciplines and 53% with institutions in other countries.

Freedom, funding, and balance



Top motivations for those considering moving are better work-life balance (51%), more research funding (49%) and greater freedom to pursue research interests (49%).

Researcher mobility is in flux



30% of all researchers report seeing more international applicants than a year ago.

Quelle: Elsevier's 2025 *Confidence in Research* report, S. 24

Wissenschaftsspionage

Stand heute

- Jeder Forschungsbereich kann Gegenstand von Spionage werden
- Hohe Dunkelziffer
- Offene Kultur macht Hochschulen zu leichtem Ziel
- Sensibilisierung auf allen Ebenen von Hochschulen



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Die Zukunft der Hochschule



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Trends 2025-2035

- **Demografie:** Weniger Personen im Kernarbeitsalter, Fachkräftemangel; Migration
- **EU-Kooperation:** Re-Integration der Schweizer Forschungseinrichtungen in Horizon, Erasmus+
- **Europa-Trend:** Europäische Hochschullandschaft modernisiert, Fokus auf Mobilität, Qualitätssicherung, digitale Transformation; Universitätsallianzen
- **Global:** Stärkung der HEI in nicht-westlichen Regionen
- **Security:** Herausforderungen bei Cybersicherheit, Spionage, politischen Übergriffen

u^b Vier Szenarien für 2035

«Kooperations-Boom» (optimistisch)

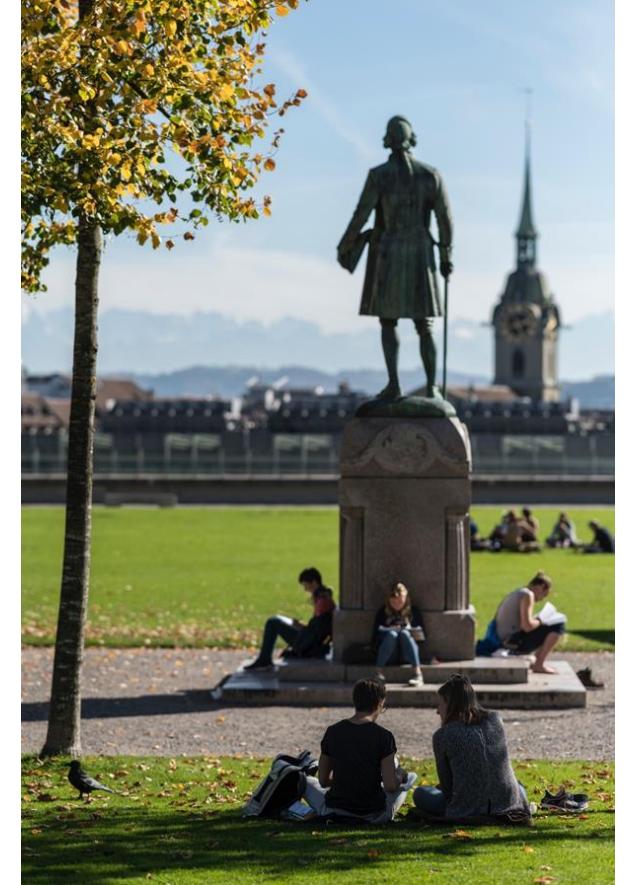
«Stabil-Transformation» (wahrscheinlich)

«Segmentierung & Ungleichheit»
(herausfordernd)

«Störfaktoren & Disruption» (pessimistisch)

Handlungsoptionen

- **Strategische Profilierung:** Stärkung interdisziplinärer Schwerpunkte
- **Forschung von morgen:** Förderung von bottom up-Initiativen
- **Lifelong Learning:** Ausweitung berufsbegleitender Angebote
- **Internationalisierung:** Strategische Partnerschaften & Netzwerke
- **Neue Lehr- und Lernformen:** Demokratiekompetenz
- **Soziale Zugangsmassnahmen, Outreach-Programme, Engaged University**



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Anstelle eines Schlussworts

It is simply incorrect that *all* modern economic growth is due to technological change. Economies can grow as a result of continuous reallocation of resources or the establishment of law and order and concomitant commercialization. They can grow because people become more conscientious and cooperative, more thrifty, diligent, and prudent, and more trusting of one another.

Joel Mokyr, *The Gifts of Athena. Historical Origins of the Knowledge Economy* (2002), 285.

Danke für Ihre Aufmerksamkeit!

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