



Strategy 2025+



Table of contents

1	Context.....	3
2	Strategic starting point	3
2.1	Challenges and expectations of universities.....	3
2.2	SWOT analysis.....	4
3	How the Switch foundation sees itself.....	5
3.1	Purpose of the foundation	5
3.2	Mission	5
3.3	Strategic values.....	6
3.4	Beneficiaries and customers	6
4	Strategic roles	6
4.1	Strategic competencies	7
4.2	Community management.....	8
4.3	Switch in an international context	8
5	Strategic challenges and thrusts	9
6	Strategic objectives (strategy map)	10
7	Strategy implementation	12
8	Annex.....	13
A	The term ‘digital sovereignty’	13
B	Role profiles	15
B.1	ICT provider role.....	15
B.2	Enabler role	16
B.3	Guardian role.....	17
C	Strategic starting point	18
C.1	Bibliography.....	18
C.2	Challenges and needs.....	19

Versions

Version	Author	Main updates	Date
0.5	MB	Version for the attention of the Foundation Committee	03/04/2025
0.6	MB	Foundation Committee feedback incorporated: digital commons annex and corresponding reference in Section 3.3 deleted/Section 7 refined/Some minor changes	29/04/2025
0.9	MB	After approval of version 0.6 by the Foundation Committee, an incorrect reference was corrected.	28/05/2025
1.0	MB	Adjustments in accordance with the Foundation Council, SR 1-25: Section 3.1. Reference to the foundation deed instead of the statutes. Section 4. The roles are subordinate to the purpose of the foundation.	12/06/2025

1 Context

Switch is a foundation and non-profit institution under private law. In accordance with its statutes and rules of procedure, responsibility for management and oversight of Switch lies with the Swiss federal government and university cantons together with the universities, research institutes and relevant higher education policy bodies, which form the Foundation Council. Switch is therefore an inherent part of the Swiss Education Area and is solely committed to the interests of the universities and research institutes.

This governance means that Switch enjoys a high degree of credibility and trust among its beneficiaries and beyond. Since its founding in 1987, Switch has acquired broad knowledge of the tertiary education sector and proven expertise in various technologies and topics related to digital transformation, which it in turn makes available to its beneficiaries.

As a broad-based foundation, Switch does not consider itself a commercial ICT provider. Accordingly, it does not focus on competitive advantages, sales growth or profit maximisation; instead, it is committed to addressing the challenges and needs of its beneficiaries.

Given Switch's unique standing, Strategy 2025+ was not developed along traditional strategic positioning methods. Rather, the key question is which strategic roles Switch should play in the Swiss Education Area in order to best fulfil the foundation's purpose.

Strategy 2025+ follows on from the overall strategy for 2020 to 2025. It sets the strategic framework for the foundation's development over the coming years and provides guidance for all stakeholders. Ultimately, it is a tool designed to be used by the Management Board, Foundation Committee and Foundation Council to steer the foundation's ongoing development. The name Strategy 2025+ indicates that it is not limited to a fixed period of time, such as a four-year cycle. Instead, the open-ended timeline acknowledges the planning challenges posed by significant implementation dependencies and allows for flexible adaptation in response to ongoing developments.

2 Strategic starting point

To gain a comprehensive view of the strategic starting point, CIOs, administrative directors, the Foundation Committee, the Foundation Council and the Management Board came together in workshops to determine the current status. This provided for a complete overview of the beneficiaries' present circumstances and was supplemented by a study of the documents listed in Annex C.

2.1 Challenges and expectations of universities

Switch faces numerous challenges, resulting expectations of which are manifold. A key development is the increasing disparity between tasks/effort and the resources available to universities and research. This situation is further exacerbated by the dynamic development of technological advancements and the growing complexity of legal requirements.

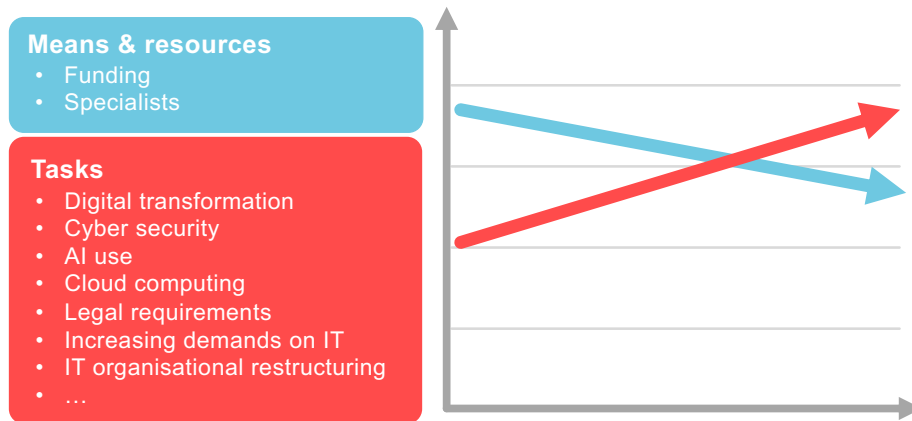


Figure 1: Divergent trend in tasks and available resources

As such, the beneficiaries are facing a variety of challenges, from which they derive their expectations of Switch. The table below summarises key insights from the workshops in this context. More details can be found in Annex C.

	Challenges faced by beneficiaries	Expectations of Switch
Increasing requirements	<ul style="list-style-type: none"> • Growing IT requirements (technological, regulatory) • Accelerated development cycles • Digital transformation & change management • IT as part of networked ecosystems 	<ul style="list-style-type: none"> • Efficient IT services • Strategic IT leadership • Automation & data management • Adherence to compliance requirements
Scarce resources	<ul style="list-style-type: none"> • Declining financial resources • Scarce human resources 	<ul style="list-style-type: none"> • Creation of synergies: shared platforms, shared standard IT services • Joint procurement • Acting as an enabler in the educational area
Complexity	<ul style="list-style-type: none"> • Diversity of solutions, processes, systems (federal structures) • Further digital transformation of basic operational processes/systems 	<ul style="list-style-type: none"> • Blueprint (architecture) for common infrastructure, exchange of best practices • Bridging the gap between university business and technology
Cyber security	<ul style="list-style-type: none"> • Increasing security risks and cyber incidents 	<ul style="list-style-type: none"> • Switch as a key player in protecting the education area • Cyber security support (advisory, technological, economic) • Stable and secure basic infrastructure • Data storage in Switzerland (data sovereignty)
Collaboration	<ul style="list-style-type: none"> • Communication and collaboration between university IT and Management due to increasing coordination effort and interfaces 	<ul style="list-style-type: none"> • Charter for collaboration with Switch: awareness of the Switch governance (Switch 'belongs' to the universities) • Joint dialogue (strategic IT issues)

2.2 SWOT analysis

Switch's SWOT analysis was developed in collaboration with the beneficiaries. It is an important basis for decision-making and prioritisation of strategic objectives and measures.

Strengths	Weaknesses
<ul style="list-style-type: none"> • The foundation's legal form ensures independence and broad-based governance • Long-standing track record in key areas of expertise (all customer segments, internationally) • Highly qualified, experienced and loyal employees (expertise in specific areas) • Long-standing national and international relationships and involvement in key organisations and specialist communities 	<ul style="list-style-type: none"> • Some outdated infrastructure • Organisational maturity lags behind organisational growth; lack of process orientation • Long time to market • Fragmentation due to inadequate prioritisation and focus
Opportunities	Threats
<ul style="list-style-type: none"> • Growing importance of secure, trustworthy solutions for sensitive data • Growing importance of digital identity • Growing importance of cloud solutions that support digital sovereignty • Increased visibility and clarity of strategic focus through clear communication of Switch's strengths and the value it brings • Increased visibility at policy and management level in the higher education sector • Digital transformation as a societal challenge → Switch as a trusted partner 	<ul style="list-style-type: none"> • Changing technologies and needs overwhelming Switch's ability to adapt • Increasing cost pressure at universities results in cost pressure and cuts in budgets and innovation at Switch • Prolonged time to market leads to competing alternative solutions for Switch offerings • Successful attacks result in reputational damage • Market pressure from major players leads to increased displacement of Switch from the market • Lack of market success for Switch Cloud

3 How the Switch foundation sees itself

3.1 Purpose of the foundation

According to the foundation deed, the purpose of the Switch foundation forms the basis for its strategic orientation. It reads as follows:

The foundation has as its objective to create, promote and offer the necessary basis for the effective use of modern methods of telecomputing in teaching and research in Switzerland, to be involved in and to support such methods. It is a non-profit foundation that does not pursue commercial targets.

3.2 Mission

The mission is a simplified formulation of the foundation's purpose and places the significance of Switch's activities in a national context.

Switch works with educational institutions to realise the potential of digital transformation for teaching and research and strengthens Switzerland's digital sovereignty.

With rising dependence on digital platforms, infrastructure and their providers, digital sovereignty is becoming increasingly significant. Thanks to its governance, Switch is in a position to make an important contribution to the digital sovereignty of the universities, the education area and thus Switzerland as a whole. This value generation is part of the foundation's strategic focus and is explained in Annex A.

3.3 Strategic values

Through many years of close cooperation with the beneficiaries and with a governance structure that has given them essential decision-making powers, four fundamental values have emerged that are crucial to the fulfilment of the mission.

Trust	Trust means ensuring reliability and transparency in all our actions, so that our beneficiaries, customers and stakeholders can count on our integrity and commitment.
Resilience	Resilience refers to our ability to develop and offer secure, reliable and stable solutions and to meet our own challenges flexibly and effectively.
Community	Community describes the collaborative partnerships and co-creative exchange between beneficiaries, employees and other stakeholders with a view to learning from each other and achieving goals together.
Expertise	Expertise embodies our pursuit of professional excellence in creating sustainable value for our stakeholders as a reliable and attractive partner.

The value of community in particular ties in with the above-mentioned governance structure.

3.4 Beneficiaries and customers

The regulations governing the purchase of Switch services set out who is considered a beneficiary of the foundation.

Beneficiaries enjoy the following advantages compared to Switch customers:

- The needs of beneficiaries are given priority in Switch's strategy.
- When purchasing services, beneficiaries enjoy better value for money.

4 Strategic roles

To advance the digital transformation of education and research, it is not enough to look only at individual institutions. A holistic view of the education system or education area is also required. Many challenges have to be considered and solved systematically. Examples include digital identity, digitalised settlement processes between universities and cantons, and efficient protection against cyberattacks.

Because of federal structures and the different responsibilities for education-related matters and financing, there is often a lack of clarity around who is responsible for designing systemic solutions or initiating action. This strategy addresses these challenges and defines three key roles for Switch in its efforts to implement the foundation's purpose and mission.



ICT provider

In the interests of teaching and research in Switzerland, we procure, develop, operate and innovate digital platforms and critical infrastructure.

Enabler

With a view to synergy and effectiveness, we develop and shape cross-cutting themes of digital transformation within the Swiss education and research area.

Guardian

We strengthen the security of Swiss universities and of Switzerland as a whole through secure digital infrastructure and support in the event of cyber incidents.

Figure 2: Switch's strategic roles

The three roles are closely interrelated – they overlap and complement each other and are mutually dependent. ICT provider is the main role. The roles are subordinate to the foundation's purpose. Annex B describes the three roles in detail.

4.1 Strategic competencies

Over the course of its many years of activity, Switch has developed extensive competencies in six areas relevant to its beneficiaries. These strategic competencies were refined and expanded during the last strategy period (2020 to 2025).

The analysis of the current strategic starting point has confirmed that these strategic competencies are still necessary and essential for the effective implementation of the strategic roles. Together, they form a unique competency structure that not only covers the needs of individual institutions, but also provides the basis for the development and implementation of overarching, systemic solutions.

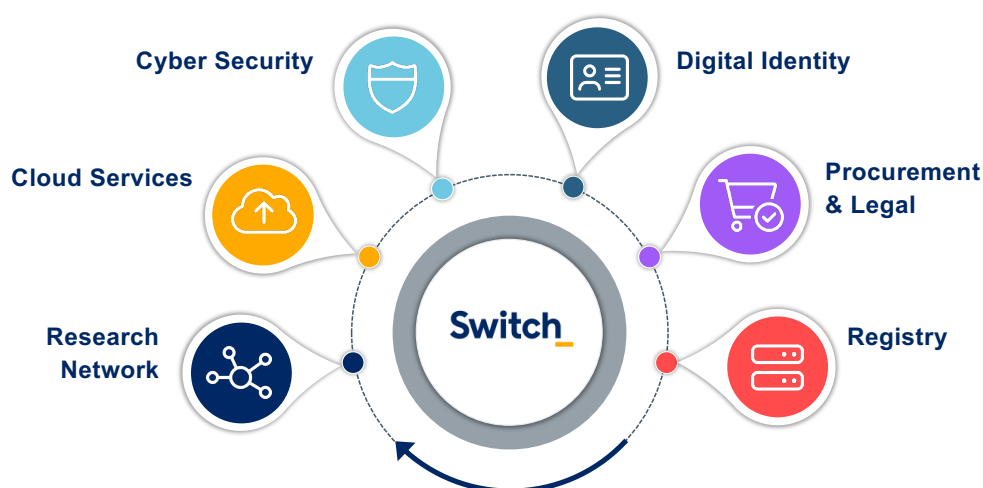


Figure 3: Switch's six strategic competencies

Research Network	Since 1989, Switch has been operating the research network in Switzerland and Liechtenstein for the entire university community and connecting it to European and global research networks via GÉANT.
Cloud Services	Our comprehensive cloud services range from computing and storage solutions to security and application management. Universities enjoy maximum security, scalability, flexibility and performance.
Cyber Security	Switch provides secure digital infrastructure and services to universities and operates several critical infrastructures in Switzerland. We proactively anticipate relevant developments, operate within national and international networks and provide support in managing cyber incidents.
Digital Identity	The digital identity we provide can be used universally at all universities and beyond. It is valid indefinitely, supports lifelong learning and is also compatible with international education areas.
Procurement & Legal	We offer expert support in all aspects of procurement. With regard to cross-cutting themes, we collate institutions' requirements and negotiate central solutions for the entire community.
Registry	On behalf of the Swiss Confederation and the Principality of Liechtenstein, we manage the central registry for all domain names (internet addresses ending in .ch and .li).

4.2 Community management

Switch's community management strengthens cohesion and trust, promoting open exchange and co-creation not only among specialists, but also at management level among the beneficiaries, and more broadly, in the Swiss education, research and innovation landscape. As a trusted partner, competence centre and coordinator, Switch creates secure platforms for communities, actively promoting exchange and collaboration to help pool knowledge, foster synergies and promote collaborative development. Ultimately, this also supports the evolution of the three strategic roles. Beyond mere exchange, community management is a key value and a unique selling point for beneficiaries, customers and Switch; it enables long-term collaboration and strengthens Switzerland's digital sovereignty.

4.3 Switch in an international context

Switch collaborates internationally with partners and represents Switzerland on committees to provide Swiss educational and research institutions with a secure, high-performance digital infrastructure, ensuring connections to Europe and the rest of the world. Through our commitment to organisations such as the GÉANT Association and the EOSC Association, we enable researchers, teachers and students to network globally and promote knowledge exchange and innovation. Our long-standing and carefully maintained relationships of trust in the global security community strengthen the cyber security and resilience of beneficiaries, customers and the internet in Switzerland. This ensures our country has a reliable digital environment for science and research, and that we can help to preventatively strengthen cyber security and combat international cybercrime.

5 Strategic challenges and thrusts

The strategic thrusts form the core of the strategy. They outline the key directions for Switch's future development.

	Strategic challenges	Strategic thrusts (SAA)	Strat. role
1	How do we achieve a balanced financial result on a sustainable basis from 2026? ('black zero' annual profit)	«Scaling and efficiency» SAA We offer widely used services at attractive tariffs by: <ul style="list-style-type: none"> a) ensuring efficient cost structures and fostering a resource-conscious leadership culture. b) focusing on shared needs with scaling potential, and striving for agreed standards and target architectures with our beneficiaries. 	ICT provider
2	How do we deliver widely used services for diverse requirements at attractive tariffs while covering costs?		
3	How do we increase our organisational and technological maturity to meet increasing demands for stability, security and compliance, efficiently and promptly?	«Maturity» SAA We achieve organisational and technological maturity by: <ul style="list-style-type: none"> a) establishing the necessary organisational processes, structures and competencies b) as well as defining quality, security and compliance standards across Switch and implementing these 'by design' into our services to meet the increasing demands of our beneficiaries and customers.	
4	How do we position Switch as an enabler with relevant decision-makers and help shape suitable cross-cutting digital transformation issues? a) Raise awareness of collaborative potential. b) Successfully identify the necessary stakeholders and involve them in a targeted manner.	«Networking and dialogue» SAA We position ourselves as an enabler by connecting relevant educational stakeholders and bodies with each other, facilitating structured dialogue, raising awareness of collaborative potential and driving concrete solutions for digital transformation issues and needs in the education system.	Enabler
5	How do we further expand and consolidate our positioning as a national competence centre for cyber security within the framework of the National Cyberstrategy to offer our beneficiaries comprehensive, sector-specific protection at competitive prices?	«Cyber competence» SAA We consolidate our position as a national competence centre for cyber security with national tasks by expanding our services for system-critical organisations in selected sectors through stakeholder work. Together with OFCOM and other federal authorities, we will systematically strengthen cyber and internet security in Switzerland to offer our beneficiaries comprehensive, sector-specific protection at competitive prices.	Guardian

The next section defines strategic objectives for the four strategic thrusts to determine suitable measures. The expected wide range of measures calls for prioritisation during implementation. The following prioritisation of thrusts provides guidance.

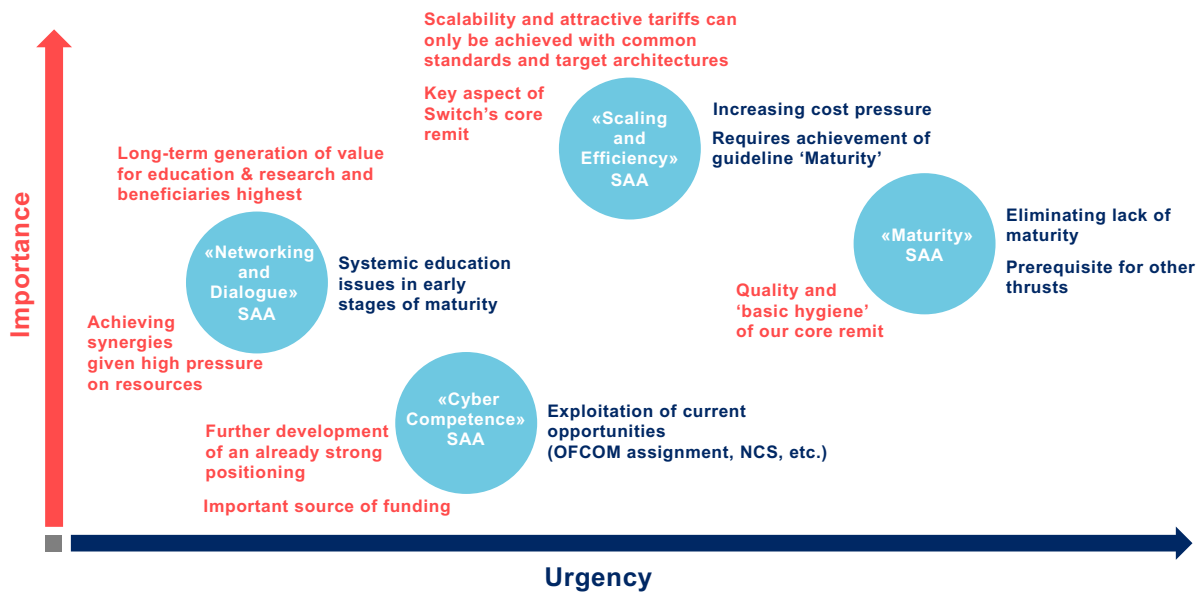


Figure 4: Prioritisation of strategic thrusts with rationale for importance and urgency

6 Strategic objectives (strategy map)

The strategic objectives direct the implementation of strategic thrusts. The strategy map (see Figure 5 on the next page) illustrates these objectives for each thrust and highlights their interdependencies. These objectives were formulated to reflect the following four perspectives:

Financial and value objectives (owner's perspective)	What financial and value objectives do we need to achieve to succeed from the perspective of our beneficiaries?
Beneficiary and customer objectives (beneficiaries' perspective)	How should we be perceived by our beneficiaries and customers in order to fulfil our roles?
Process and structural objectives (internal perspective)	Which of our internal processes and structures do we need to master exceptionally well in order to satisfy our beneficiaries, customers and partners?
Learning and growth objectives (internal perspective)	How do we need to promote our learning and growth potential to achieve our internal process/structural objectives?

Implementing the strategy includes prioritising these objectives based on the prioritisation of strategic thrusts, interdependencies and available means and resources.

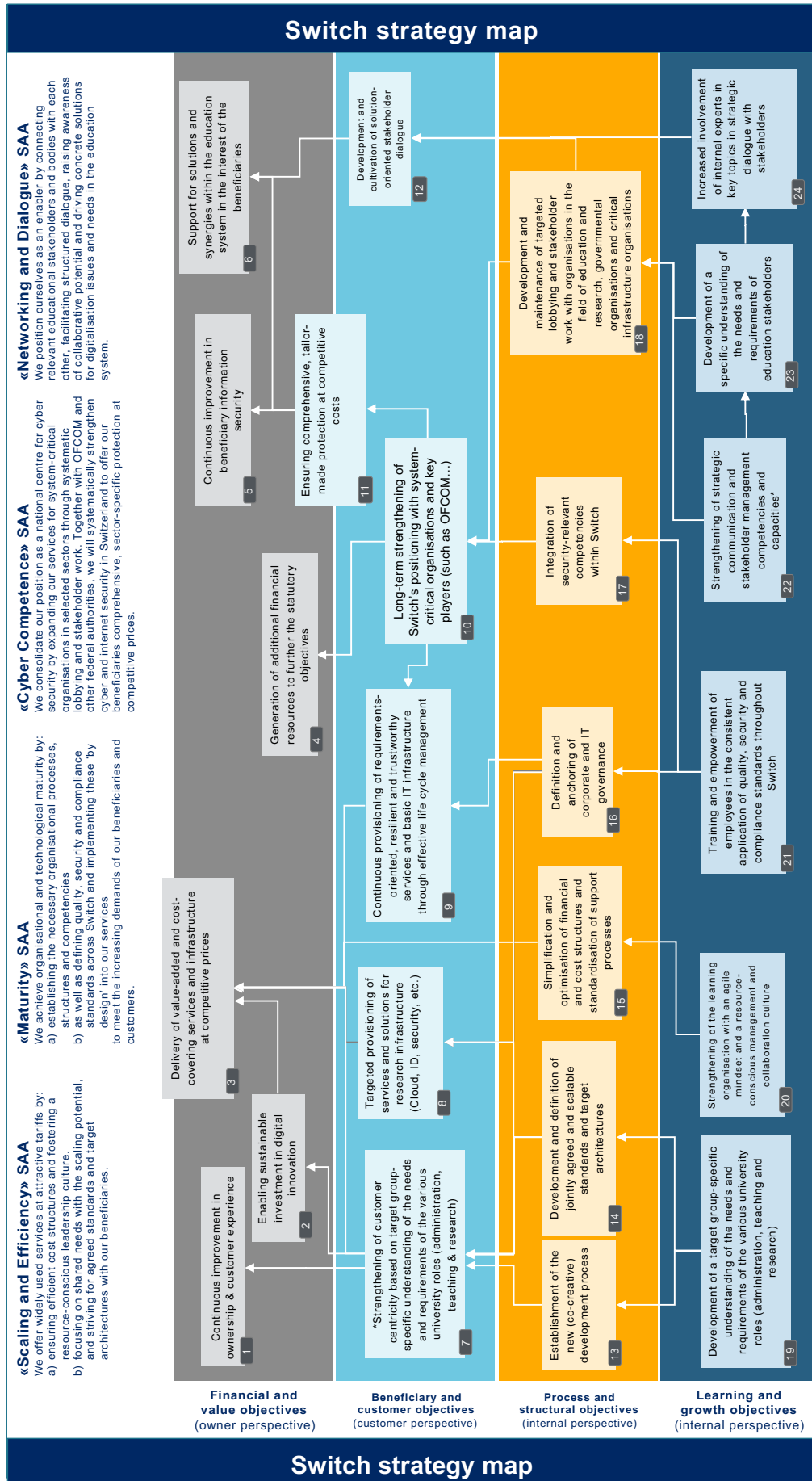


Figure 5: Switch strategy map with strategic objectives

7 Strategy implementation

The strategic objectives are implemented with the help of the Flight Level system – a leadership tool established at Switch. The system enables strategic objectives to be translated into specific, prioritised initiatives, and to coordinate and manage their agile implementation in iterations throughout the company.

The funds for the strategic initiatives are allocated as part of the annual budgeting process.

The office provides information on the progress of strategy implementation in the annual report to the Foundation Council and in the regular meetings of the Foundation Committee.

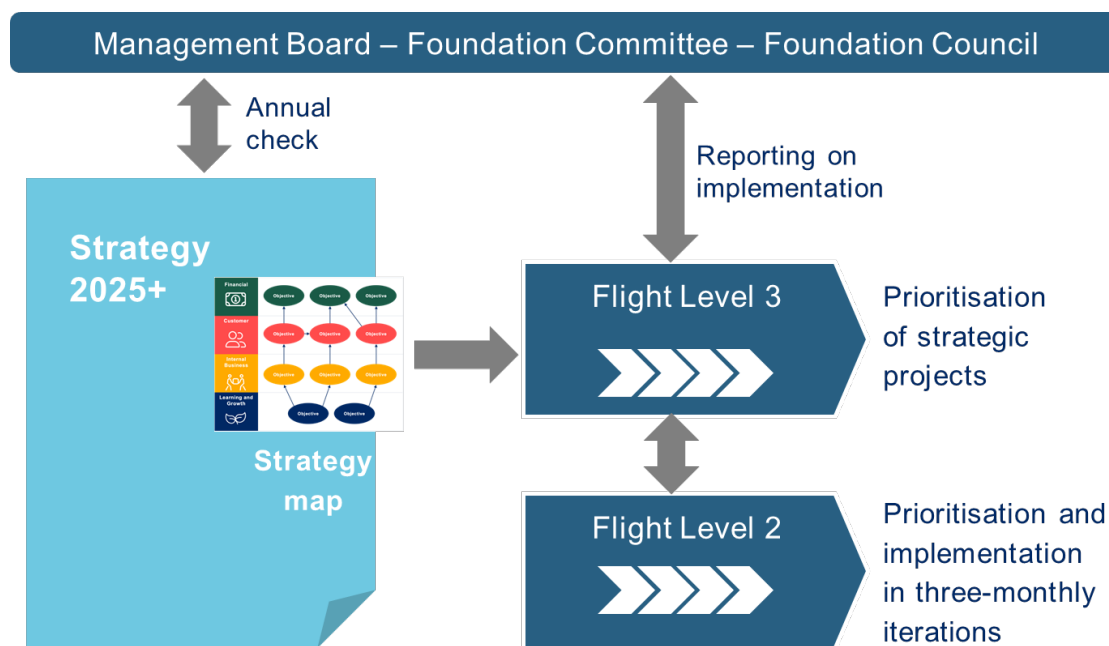


Figure 6: Operationalising the strategy

The Flight Level system

The Flight Level system changes the way work is managed, shifting it from local optimisation of individual teams to a systemic view of the organisation. It provides transparency, promotes better coordination and ensures that teams and managers work towards the same goals – with focus and clarity rather than doing things for the sake of doing things. The Flight Level system shows:

- What is actually being done at any particular time (and what is left undone)
- How decisions are made (and where they get stuck)
- How well strategic objectives and operational implementation fit together
- Where there are coordination problems, bottlenecks or unnecessary delays

8 Annex

A The term ‘digital sovereignty’

Contextual developments

As early as mid-2020, the European Parliament noted that the influence of non-EU tech companies had become a concern for EU policy-makers, particularly with regard to their impact on the EU’s data economy and innovation potential, on EU privacy and data protection, and on the establishment of a secure and safe digital environment¹⁷. Given China’s growing imperialism and a new US government that is focused solely on national interests and which is eroding academic freedom, this situation is further exacerbated for Europe, Switzerland and its academic community.

Switzerland’s prosperity depends to a large extent on its leading position in teaching, research and innovation. This is why control over and development of differentiating factors and abilities in these areas is critical for the country, society and the economy.

Digital transformation of teaching and research poses new challenges for universities and research organisations in areas such as control over critical knowledge, managing information and data, and in relation to their digital platforms and infrastructure.

Digital sovereignty

‘Digital sovereignty is the sum of all the capabilities and opportunities of individuals and institutions to exercise their role(s) in the digital world independently, autonomously and securely,’¹⁸ according to the Public IT Competence Centre at the Fraunhofer Institute for Open Communication Systems.

Because of complex global supply chains, no country has achieved full digital sovereignty. However, Switzerland needs to be aware of its digital dependencies and actively manage the associated risks. It is only through cooperation that many dependencies and risks can be addressed in a meaningful way; in the case of Switzerland this would be in cooperation with the EU. Switzerland and the education, research and innovation sector have to define which areas they need to have the control over knowledge and information, as well as the necessary applications, data storage and infrastructures.

Digital sovereignty in research and teaching

Sovereignty over the creation and advancement of knowledge in research and teaching at the highest level requires universities to be able to decide for themselves on the critical digital resources and capabilities needed for this, instead of being dependent on foreign publishers, tech companies and proprietary software solutions. This includes:

- Control over the creation and advancement of knowledge: control over the data – information – knowledge value chain in defined disciplines.
- Data ownership: control over critical research and teaching data remains in the hands of the universities and is not outsourced to third parties outside Switzerland. This applies in particular to critical and sensitive data.
- Technological independence: universities need to be able to operate their critical digital systems independently or choose alternative solutions.
- Cyber security: protection against digital threats through information security, secure infrastructure and identity management.

The role of Switch

Switch plays a key role in strengthening the digital sovereignty of Swiss universities by providing them with secure, independent, sustainable digital solutions. The following activities at Switch contribute to digital sovereignty in research and teaching:

- Network and infrastructure services
 - Switch operates powerful and secure network infrastructures for the university sector that enable independent data communication. Through its cooperation with GÉANT and other NRENs this also applies in Europe and worldwide.
 - With its own infrastructure in Swiss data centres and secure cloud services, Switch offers alternatives to global commercial vendors.
- Identity and access management
 - With 'Switch edu-ID', Switch provides secure identity management that offers students and researchers secure, privacy-friendly access to digital resources.
 - Identities are the last remaining controllable perimeter in an increasingly networked world.
- Cyber security and data protection
 - Switch operates a security competence centre for Swiss universities to identify threats early on and supports them with defence strategies and preventive and reactive services.
 - Proactive measures in the area of data protection ensure that sensitive data remains in Switzerland.
- Open source and digital commons initiatives
 - Switch supports the use of open-source software and open standards to free universities from proprietary dependencies.
 - Collaborations with other educational institutions create digital commons for the benefit of all.

Conclusion

Switch plays a key role in strengthening the digital sovereignty of Swiss universities. In doing so, Switch not only contributes to educational sovereignty, but also to the long-term independence and innovative capacity of the Swiss higher education system and to Switzerland's digital sovereignty.

B Role profiles

B.1 ICT provider role

Definition

In the interests of teaching and research in Switzerland, we procure, develop, operate and innovate digital platforms and critical infrastructure.

Core functions

- Identify requirements of our community for which the commercial market cannot offer the required quality
- Develop and provide needs-based digital services and solutions
- Continuous evaluation of new technologies
- Proactive advancement of security and operational standards
- Support beneficiaries through advice, training and targeted collaboration

Value generated for beneficiaries

- Solutions tailored to the education and research community
- Innovative services that are specifically aligned with the practical requirements of users
- Cost and time savings thanks to the in-house procurement principle
- Cost savings through joint procurement and negotiation of favourable terms
- Synergies and long-term benefits thanks to shared roadmaps for digital solutions

Critical success factors

- Extensive technical and organisational expertise
- Operational stability and resilience to ensure the reliability and availability of services
- Expert, user-centric support that ensures the satisfaction of the community and boosts its trust in the services in the long term

Measurability

- Availability of services
- Satisfaction of beneficiaries and customers
- Key figures such as revenue and margin for assessing the degree of utilisation and the financial success of services

Core capabilities

- Strong technological expertise, an in-depth understanding of security requirements and their implementation as well as an effective and agile approach to delivering complex IT solutions
- In-depth understanding of processes to efficiently implement solutions and integrate them seamlessly
- International networking, access to best practice and exchange within the worlds of education and research
- Co-creation approach for developing solutions in cooperation with beneficiaries

B.2 Enabler role

Definition

With a view to synergy and effectiveness, we develop and shape cross-cutting themes of digital transformation in the Swiss education and research area.

Core functions

- Help shape the digital future of the Swiss education and research area
- Uncover potential for digital transformation through early identification of technological opportunities
- Strategically represent interests in relevant bodies
- Build bridges between stakeholders, technology and the international environment
- Actively design physical and virtual spaces that serve the community as a platform for sharing, networking and developing ideas

Value generated for beneficiaries

- Synergy and efficiency gains through active promotion of joint solutions across federal structures and traditional system boundaries
- Access to international networks and technologies
- Overview and clarity in complex digital and organisational issues
- Recognition of opportunities and challenges and how to address them collectively
- Support for and promotion of collaborative and structured dialogue between different stakeholders across institutional and cantonal boundaries

Critical success factors

- Trust in Switch
- Sound system knowledge in the field of education policy to understand the complex relationships and needs of all involved
- Ability to bring the relevant stakeholders together at the right time and to manage change processes successfully
- Visibility and public image as a recognised and valued partner

Measurability

- Quality and quantity of mandates and assignments to help shape cross-cutting digital transformation issues
- Scope of financial resources awarded
- Amount of cost savings or impact of strategic positioning in the international education/research context
- Number of participants/positions in relevant committees and administrative organisations

Core capabilities

- Comprehensive understanding of current and future needs in teaching and research
- Ability to present solutions from a strategic and benefit-oriented perspective
- Diplomatic skills for encouraging stakeholders to develop mutually viable solutions
- Gathering and targeted communication of relevant information

B.3 Guardian role

Definition

We strengthen the security of Swiss universities and the whole of Switzerland through secure digital infrastructure and support in the event of cyber incidents.

Core functions

- Operate a competence centre for information security and business continuity with national responsibilities, unique sector knowledge and understanding of the threat situation for the beneficiaries
- Provide services that meet the security requirements of beneficiaries and customers as well as current Security Good Practice
- Operate a national CERT/ISAC for selected critical infrastructure sectors in close cooperation with NCSC
- Act as a leading identity provider in the Swiss Education Area federated across the European and global education area
- Act as a key player in the digital sovereignty of the Swiss Education Area and Switzerland through the delivery of critical infrastructure as well as independent, innovative platforms and solutions under Swiss governance
- Operate the .ch registry and collaborate with national competence centres and authorities to continuously improve internet security in Switzerland
- Maintain and strategically expand collaboration between specialists in national and international networks of trust

Value generated for beneficiaries

- Comprehensive understanding of the specific threat situation in teaching and research
- Tailor-made measures to protect and increase resilience and managing incidents
- Increased knowledge thanks to pool of experts co-financed by other customer groups
- Improved capacity and flexibility in incident and crisis management
- Generation of additional financial proceeds for the benefit of the beneficiaries

Critical success factors

- Relevant national and international bodies, organisations and institutions recognise the competence centre and its national significance
- Employees with proven experience and expertise in all security issues
- Reliable, secure and resilient operation of services and entrusted critical infrastructure

Measurability

- The higher education policy bodies and the Swiss federal government involve Switch in strategies and measures for digitalising and securing critical infrastructure
- The universities commission Switch to operate shared critical digital infrastructure and comprehensive security services
- Amount of contributions from beneficiaries and customers to co-finance the competence centre and innovative solutions
- Switch or Switzerland amongst the top ten in recognised international benchmarks for actively combating cyber risks or with respect to the security situation for internet users

Core capabilities

- We know the relevant digital infrastructure of beneficiaries and customers, the specific threat situation and risks, and suitable measures to protect this infrastructure
- Reliable, secure and resilient operation of entrusted critical infrastructures and services
- Continuous collaboration and exchange of critical information with beneficiaries, customers and national and international partners at the highest level of trust
- Sector-specific knowledge and understanding of the core business of beneficiaries and customers

C Strategic starting point

C.1 Bibliography

The following documents were consulted in the development of the strategy, in particular to ascertain the strategic starting point.

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C.2 Challenges and needs

Sicht Einzel-Hochschulen - Herausforderungen, Bedürfnisse, Unterstützungspotenziale im Bereich digitale Transformation	
Herausforderungen und Bedürfnisse	Erwartungen an & Unterstützungspotenziale durch Switch
Ressourcenknappheit <ul style="list-style-type: none"> Sinkende finanzielle Ressourcen (GL, GL+AS, VD, SR, CIO) Knappheit personell. Ressourcen (Data/Cloud, Security) (GL, VD, SR, CIO) Steigende Anforderungen (Komplexität, Speed, Qualität) <ul style="list-style-type: none"> Transition von „reiner IT“ zu Vernetzung durchdringender Ökosysteme (GL, GL+AS, SR) Gleichgewicht „Vielfalt vs. One size fits all“ Shadow It (GL, GL+AS, SR) Klärung der Anforderungen an zukünftige KI-Umgebungen (GL+AS) Steigende Erwartungen & Ansprüche an IT-Lösungen und -Delivery (GL+AS, SR) Zeitliche Beschleunigung: Time-to-market bei Neuentwicklungen (GL+AS), Beschleunigung Update-Zyklen (VD) Datenspeicherung/Cloud (Qualität, Sicherheit, Mgmt) (GL, GL+AS, SR, CIO) Weitere Digitalisierung operativer Basisprozesse (Spesen...) (GL, GL+AS, CIO) Digital Transformation Management, Change (SR) Sicherheitsrisiken <ul style="list-style-type: none"> Cyber-Risiken steigen (GL, GL+AS, VD, SR, CIO) Wettbewerbsdruck <ul style="list-style-type: none"> Sinkende Verhandlungsmacht, steigende Abhängigkeit & Lock-in-Risiken gegenüber grossen Providern (GL+AS, VD, SR, CIO) Verschärfung (internationaler) Wettbewerb in Lehre, F&E, WB (GL) 	Übergreifende Vernetzung und Synergien schaffen <ul style="list-style-type: none"> Synergien schaffen: Gemeinsame Plattformen, gemeinsame IT-Standarddienste („Branchenlösungen“), Communities... (GL, GL+AS, VD, SR, CIO) Personelle Poolbildung (HR im Projektbereich, CISO aaS) (VD, SR, CIO) Kosten-Benchmarking, Austausch Best Practices (auch im Kontext Beschaffungspolitik/-strategie) (VD) Stärkere Unterstützung in Procurement (Verhandlung, ausschreibungsfreier Bezug) (GL, GL+AS, VD, SR, CIO) Als „Enabler“ für Bildungsraum agieren (gemäss Bundesverfassung) (GL+AS) Schutz und Stabilität <ul style="list-style-type: none"> Switch als Akteur zum Schutz des Bildungsraums (GL+AS, SR, CIO) Unterstützung Cyber-Security (beratend, technologisch, ökonomisch, „none of us is big enough alone“) (GL, VD, SR, CIO) Stabilität und Sicherheit Basisinfrastruktur (GL, CIO) Lösungsorientierung <ul style="list-style-type: none"> Dienstleistungen von Switch sind günstiger, schneller, passgenauer/ko-kreativer (als „selber machen“ oder auf dem Markt einkaufen, Switch als „Broker“) (GL, GL+AS, SR) IT-Leadership im Dialog (Trend-Antizipation, proaktives Anstossen von Lösungen, Bsp. eduID) (GL, GL+AS, SR, CIO) <p>GL = Geschäftsleitung (WS 2 ZH) GL+AS = Geschäftsleitung + Ausschuss (Gruyère) VD = WS Verwaltungsdirektoren (Bern) SR = WS Stiftungsrat CIO = WS mit ASIUS, FID, PH_ID</p>

Sicht Hochschulsystem - Herausforderungen, Bedürfnisse, Unterstützungspotenziale im Bereich digitale Transformation	
Herausforderungen und Bedürfnisse	Erwartungen an & Unterstützungspotenziale durch Switch
Zeitliche Beschleunigung <ul style="list-style-type: none"> Entwicklungs-/Veränderungstempo (technologisch, regulativ...) überfordert eine einzelne Hochschule (VD, SR) Komplexitätsmanagement <ul style="list-style-type: none"> Heterogenität der Lösungen, Prozesse, Systeme... (insb. Admin, Föderalismus? Unterschiedliche Aufträge der HS?) (VD, SR, CIO) Weitere Digitalisierung operativer Basisprozesse/-systeme (VD, CIO) Austausch und Kollaboration <ul style="list-style-type: none"> Förderung von Kommunikation und Kollaboration zwischen Hochschul-IT und Direktionen (VD, SR) 	Alignment <ul style="list-style-type: none"> Charta für die Zusammenarbeit mit Switch (z.B. „Switch First“? „Wir selbst sind Switch!“) (VD, SR) Mit guten Services überzeugen (mit Top Down Architektur bottom-up beginnen) (VD, SR, CIO) Blueprint (Architektur) für gemeinsame Infrastrukturen (VD, CIO) Lobbying (VD) „Das Gemeinsame und nicht das Trennende suchen“ (VD) Digitale Identität, eID-edu_ID alignment (CIO) Kollaboration und gemeinsame Entwicklungen <ul style="list-style-type: none"> Gemeinsame Plattformen entwickeln (z.B. Immatrikulation) (VD, SR, CIO) Open Science / Access / Research Data (VD) Beschaffung / Einkauf besser bündeln (VD, CIO) Lösungsorientierung durch Segmentierung <ul style="list-style-type: none"> Idee zur Differenzierung von grossen und kleinen HS: Mehr Budget erlangen, um Lösungen für die kleinen Hochschulen masszuschneiden (VD) <p>GL = Geschäftsleitung (WS 2 ZH) GL+AS = Geschäftsleitung + Ausschuss (Gruyère) VD = WS Verwaltungsdirektoren (Bern) SR = WS Stiftungsrat CIO = WS mit ASIUS, FID, PH_ID</p>