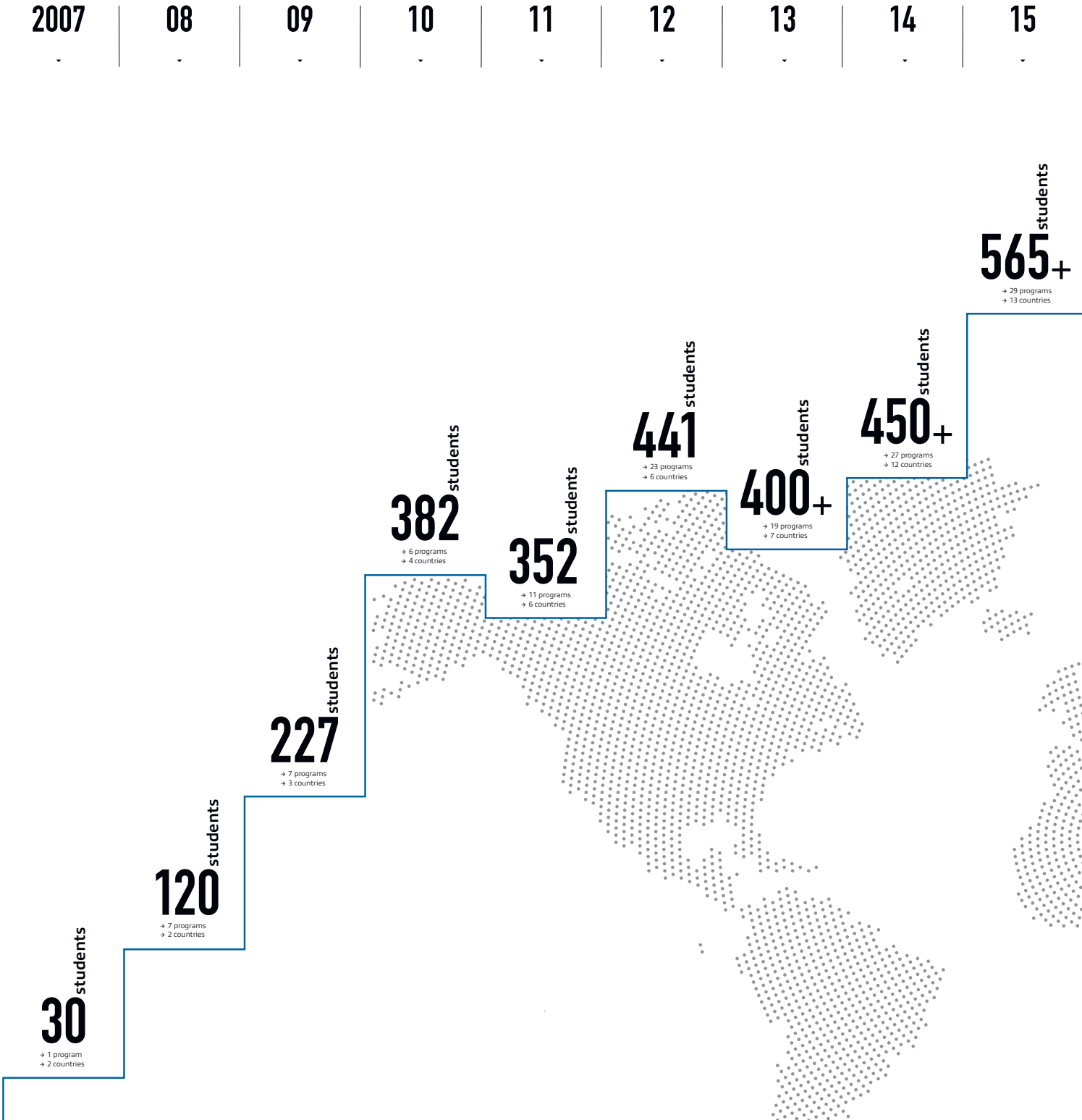
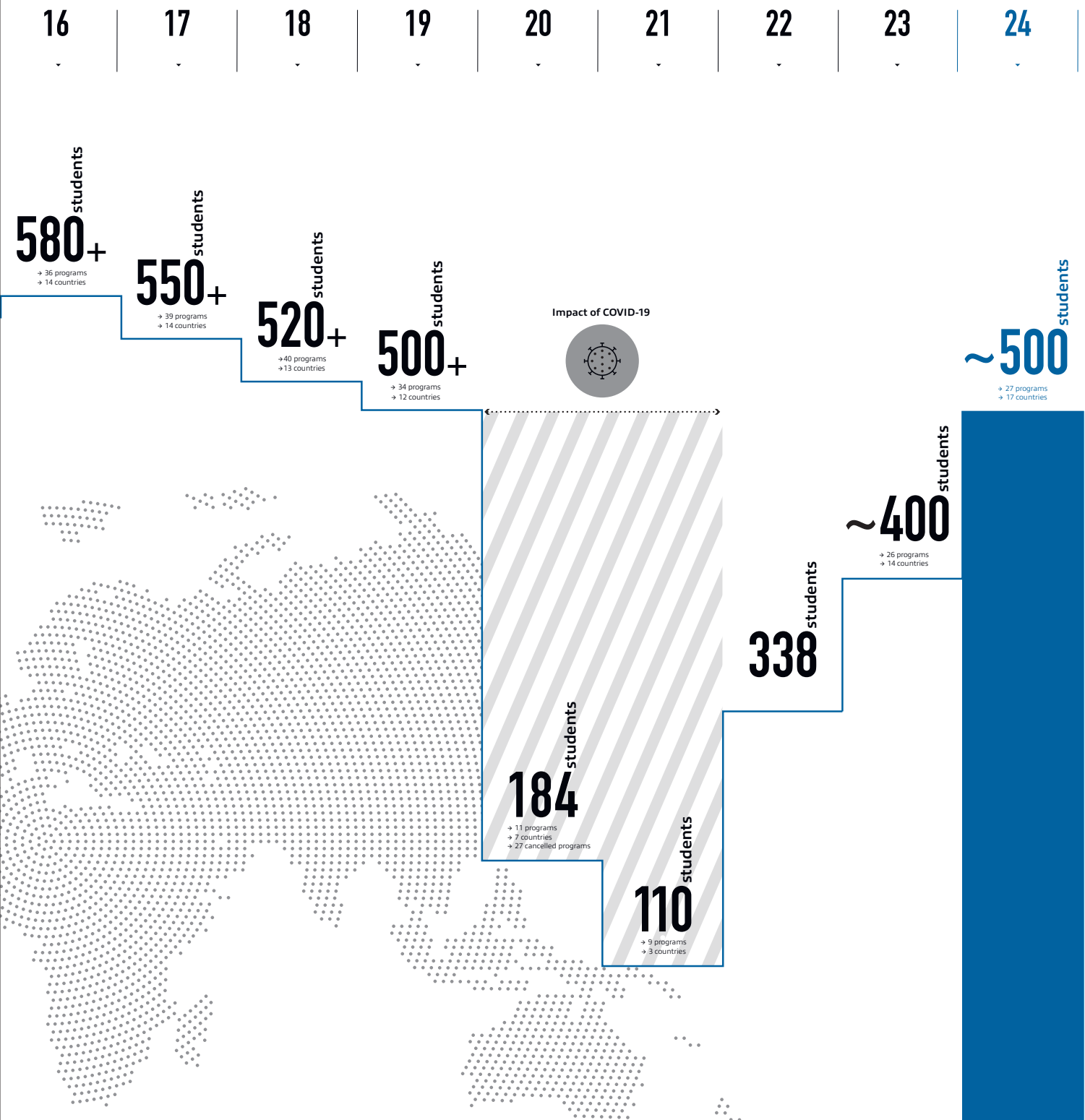


2024 REPORT OF INTERNATIONAL RELATIONS AND INNOVATION

The year of
looking forward

Evolution of the Vaud Board of Higher Education (DGES)'s international programs 2007-2024





Higher Education in the Canton of Vaud

15 universities

Universities



Universities of Teacher Education (UTE)



Universities of Applied Sciences (UAS)



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Message from Frédéric Borloz, State Councillor, Vaud



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Frédéric Borloz,
State Councillor,
Canton of Vaud
Head of the Department
of Education and
Vocational Training

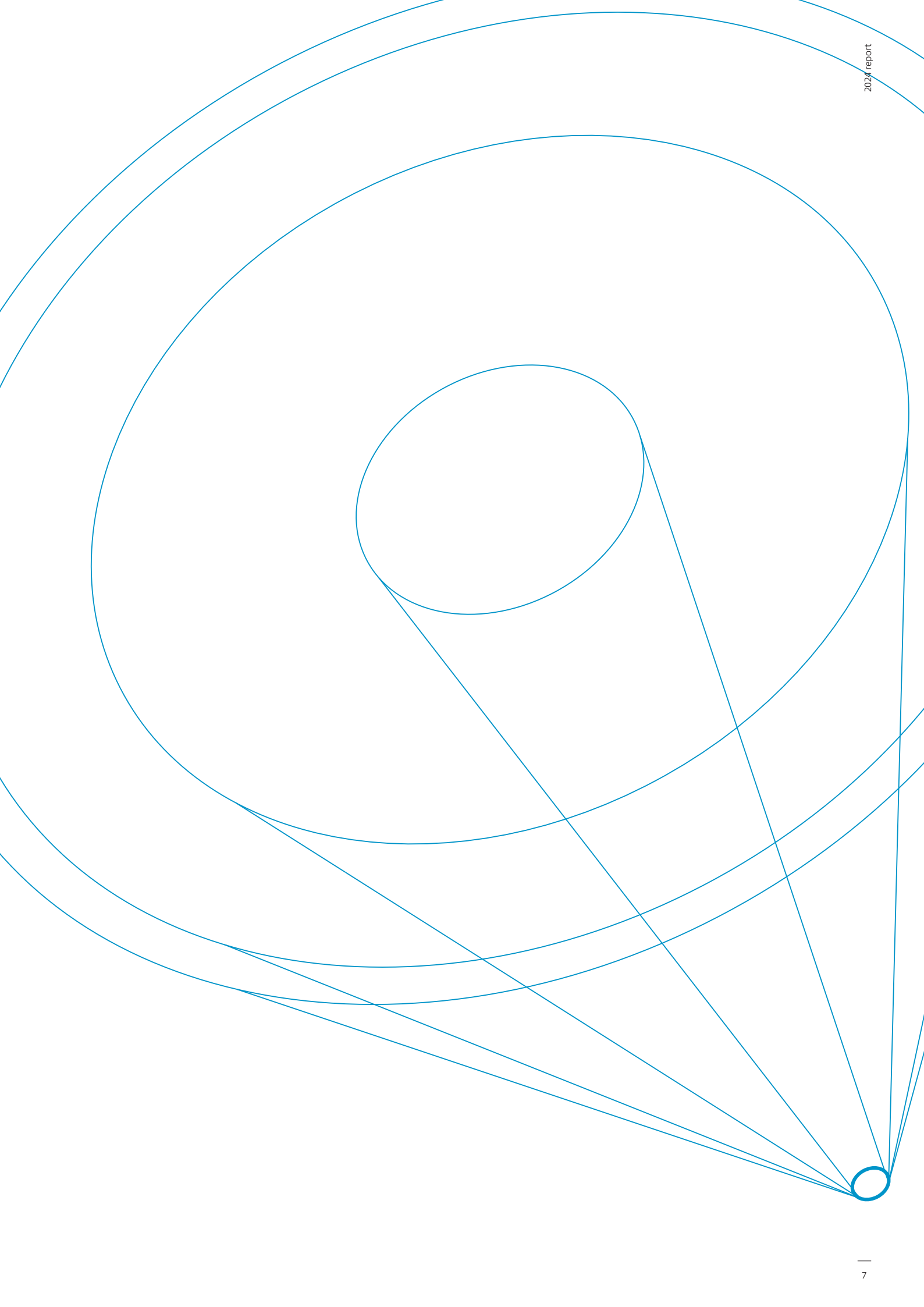
It is impressive to see the extent to which Vaud's universities are open to the world, letting our Canton's academic excellence shine bright. Some of them even have a remarkable worldwide reputation in their field. One of the missions of our universities is to anticipate change and meet the professional needs of tomorrow. In an unpredictable global context, international relations are one of the essential components in meeting these complex challenges, as they create the conditions for knowledge sharing and highly qualified practices. Anyone who has taken part in an exploratory trip or exchange program views it as personally and professionally enriching, as it strengthens their capabilities in both reflection and action in the short and long term. When their experience is shared with peers, it also extends to enriching the academic community as a whole.

In 2024, two anniversaries marked the life of Vaud's higher education institutions: the 60th anniversary of the *Haute école de travail social et de la santé Lausanne* (HETSL) and the 20th anniversary of *La Manufacture – Haute école des arts de la scène de Suisse romande*. It was essential to mark these milestones and honour those who helped found these institutions and develop their study programs, as well as the graduates over the years.

Internationally, the trips and experiences were many and varied, as you can see from this report. Occasionally, last-minute rearrangements were necessary – this was the case for the CHANGINS exchange in Brazil, which had to be relocated due to severe weather conditions. This flexibility was made possible thanks to a secure, long-standing network with Swissnex partners, as well as the collaboration and professionalism of Leading House Latin America. I would like to express my sincere thanks to these organizations.

My gratitude also goes to the *La Source* School of Nursing, which organized a delegation to the United States to explore some inspiring practices in nursing sciences. Closer to home, during the Olympic Games in Paris, our Canton took centre stage on 27 July, 2024 with a Vaud Day at the *Maison Suisse*. In the same space and throughout the Olympic and Paralympic Games, an audio-visual installation entitled *Vaud-o-Rama*, created by ECAL, highlighted the dynamism of our region and our universities. There are also times when the whole world converges on Switzerland – a prime example is the World Economic Forum (WEF) at the beginning of each year. Thus, in January 2024, some interesting networking possibility presented themselves when Vaud was the guest at a WEF event organized by the Cantons of Zurich and Graubünden on the theme of artificial intelligence.

For all of us, it is vital to remain open to the world, especially in order to deepen our perception of professions and knowledge, to better understand how they are practiced around the world and to learn from the experience of others. It's also essential to take care of our networks and demonstrate our resilience. In this way, we can encourage innovation and entrepreneurial spirit, within a dynamic that is agile, pragmatic and open to promising futures. This is what I wish for our younger generations: to want to learn, to find and implement fresh ideas, giving shape to their understanding of the world. For all these good reasons, the Department of Education and Vocational Training extends its support for the Board of Higher Education (DGES)'s international relations!



HETSL: Pioneering social work for 60 years

The HETSL (Haute école de travail social et de la santé Lausanne) has been contributing to the development of training and research in the fields of social work and healthcare since 1964. To kick off a year filled with events and festivities marking this anniversary, an official launch evening was held on June 25, 2024. The event was held at the *Théâtre de Vidy* in Lausanne and was honoured by the presence of Federal Councillor Elisabeth Baume-Schneider; Luciana Vaccaro, Rector of the HES-SO (Universities of Applied Sciences and Arts of Western Switzerland); Frédéric Borloz, Vaud State Councillor; and Anne-Catherine Lyon, President of the HETSL Foundation. The official portion of the evening was followed by a roundtable entitled “*S’engager en temps de crise*”, moderated by HETSL Director Alessandro Pelizzari. Illustrator Patrick

Chapatte was also given carte blanche and Mathilde Monnier’s dance spectacle “*20 ans et le monde*” was performed by students from *La Manufacture* (see image below).

A snapshot of the HETSL history: Claude and Monique Pahud founded the *Centre de formation pour l’enfance inadaptée*, serving special-needs children, in 1954 in Lausanne. Pioneering the professionalization of the field of social work in Switzerland, the school became the *École d’études sociales et pédagogiques (EESP)* in 1964. It subsequently became known as the *Haute école de travail social et de la santé* in 2001 and finally, HETSL in 2020. As one of Vaud’s HES universities, the HETSL is committed to promoting and supporting rigorous initial and continuing education, research projects and services. Its activity is centered on social inclusion and integration of people in situations of precarity.

A dancer performs in Mathilde Monnier’s “20 ans et le monde” at the 60th anniversary event for HETSL.



L-R: Vaud State Councillor Frédéric Borloz, Federal Councillor Elisabeth Baume-Schneider, HETSL Foundation President Anne-Catherine Lyon, and HETSL Director Alessandro Pelizzari.

With the Pahud family. L-R: Anne-Catherine Lyon, Nicole Pahud, Lorraine Fontannaz Pahud, Alessandro Pelizzari, Antoine Pahud and Loyse Pahud.

La Manufacture celebrates 20 years on stage

La Manufacture, Western Switzerland's applied university of the performing arts, launched its 20th anniversary celebrations with an official ceremony on November 6, 2023. In attendance were Vaud State Councillor Frédéric Borloz; HES-SO Rector Luciana Vaccaro; the President of *La Manufacture*'s Foundation Board, Martine Brunschwig Graf; *La Manufacture* Director, Frédéric Plazy; and two *La Manufacture* alumni, actors Viviane Pavillon and Bastien Semenzato.

A number of events took place over the course of 2024: a series of conferences exploring the theme of transmission, fostering openness to other visions of training from other practices and other cultures in the performing arts; a first-ever day of meetings, presenting the school to professionals in the performing arts in Western Switzerland, organized in collaboration with the *Fédération Romande des Arts de la Scène*; the

"48 hours" of *La Manufacture*, during which graduates and students occupied the school to share their dreams and thoughts on transmission to future generations; "*20 ans, et le monde*", a performance art piece by Mathilde Monnier; a commemorative publication entitled "*20 ans de parcours*", highlighting the careers of alumni – individually and collectively – through short stories portraying each and every one of them; and finally the "*bal des 20 ans*", a soirée open to all. Through all of this, the anniversary was celebrated under the banner of sharing, creativity and transmitting to the next generation.



An abstract graphic consisting of numerous overlapping circles of varying sizes, creating a complex, web-like pattern. The circles are drawn with thin, light blue lines on a solid dark blue background. The pattern is dense and fills most of the frame, with some circles being more prominent than others.

“Educational exchange can turn
nations into people, contributing
as no other form of communication
can to the humanizing of
international relations.”

– J. William Fulbright

Expanding healthcare partnerships in Canada & the US

October 16 – 25, 2024
Canada & United States



Strong partnerships in healthcare studies are a mainstay of programs supported by the DGES. Vaud healthcare institutions, represented by delegates from *La Source*, visited Canada and the East Coast of the United States in late 2024. The prospection tour successfully contributed to enhancing Vaud's international profile in the domain, deepening current partnerships and creating synergies with key academic and technological players, with a view towards new collaborations in education, research and innovation. Outcomes include:

Strategic partnerships: New collaborations are being established through Memoranda of Understanding with the University of Prince Edward Island and Columbia University. New projects, including joint research, are also in the works with current partner Boston College.

Academic exchanges: The trip lay the groundwork for professor/instructor mobility initiatives as a means of promoting training in innovative practices. A feasibility study for student exchange programs was also initiated.

Innovation and research: A joint exploration of AI tools in healthcare is to be launched with MIT. Collaborations with start-ups such as Portal Instruments and Energesis Pharmaceuticals could promote integration of technological solutions into healthcare practices.

Networking and visibility: Participation in ThinkSwiss and Swissnex initiatives will be leveraged to promote projects from Vaud healthcare and medical universities internationally.

Left to right:
Stéphane Cosandey,
Director, La Source
School of Nursing,
HES-SO University;
Lois Wessel,
DNP, FNP-BC, Associate
Professor, Georgetown
University School of Nursing;
Christine Gaulis,
Head of International Affairs,
Foresight and Innovation,
Vaud Board of
Higher Education;
Karen Van der Veken,
Dean of International
Affairs, La Source
School of Nursing,
HES-SO University.



Left to right:
Alex Ouyang,
Communications Officer,
MIT Jameel Clinic;
Brendan Karch,
Interim CEO, Head of
Research, Swissnex
in Boston and New York;
Karen Van der Veken,
Christine Gaulis, **Stéphane
Cosandey**, **Frank Schuller**,
MIT Jameel Clinic;
Lea Stupp, Programs
Associate, Swissnex in
Boston and New York.



Field Healthcare

Sites Visited

CANADA

Université de Montréal
Université du Québec

University of Prince Edward Island

UNITED STATES

Georgetown University School
of Nursing, Washington D.C.

American Association of Colleges
of Nursing (AACN)

Swiss Embassy to the United States,
Washington D.C.

Columbia University, New York

Swissnex New York

Rory Meyers College of Nursing,
New York University

Massachusetts Institute of Technology
(MIT) Jameel Clinic

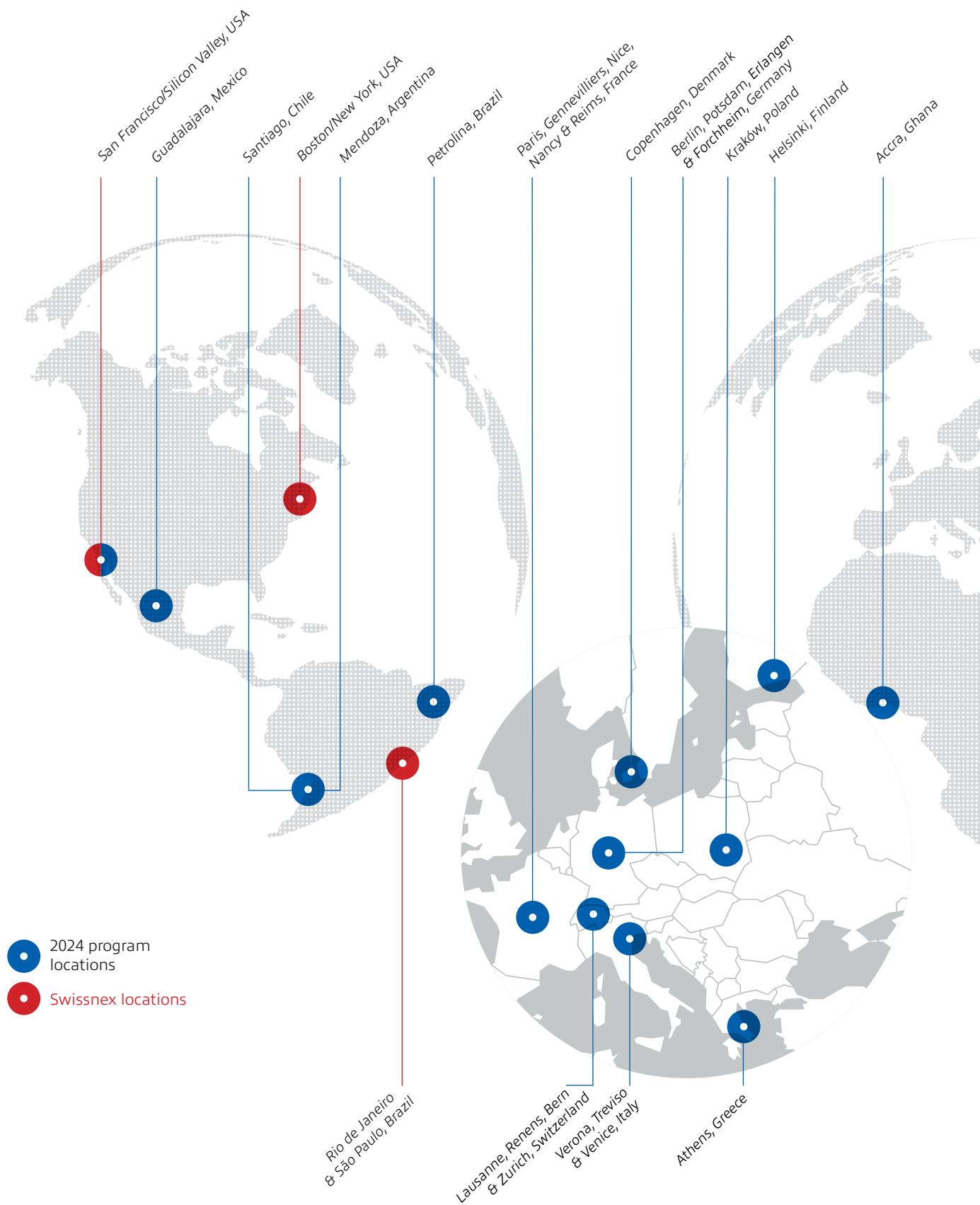
MGH Center for Innovation in Care
Delivery, Massachusetts General
Hospital

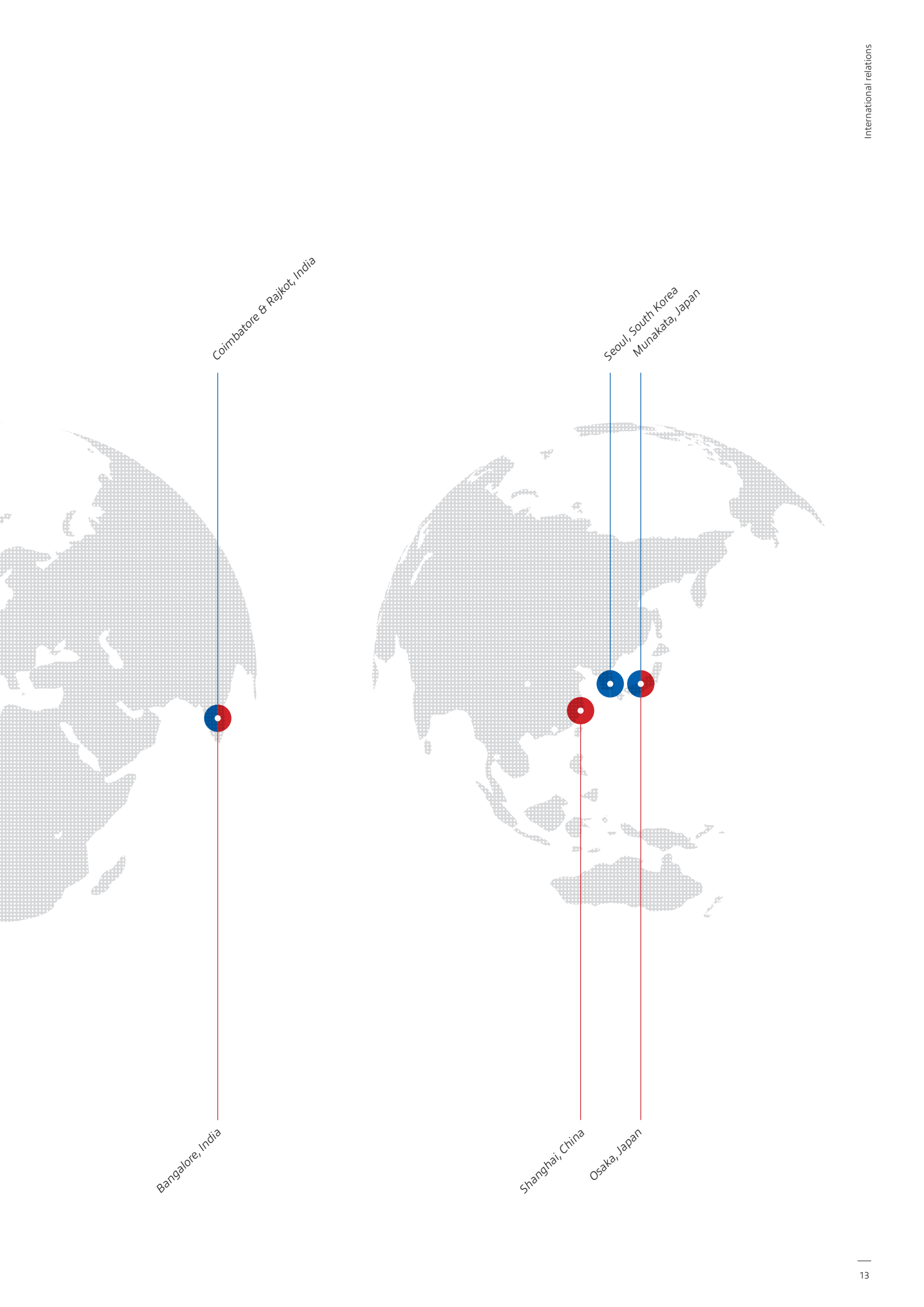
Connell School of Nursing,
Boston College

Energesis Pharmaceuticals
MachineMD

International programs for Vaud students

2024 locations worldwide





Bangalore, India

Coimbatore & Rajkot, India

Shanghai, China

Osaka, Japan

Seoul, South Korea
Munakata, Japan

In pursuit of the SDGs: ancient wisdom meets modern practice

January 6 – 28, 2024
Coimbatore, India



“In India, integrative care is genuinely part of patient management.”

The concept: A three-week immersion introducing HESAV nursing students to India’s unique healthcare landscape through lectures, clinical observations, and a rich variety of cultural experiences. Students examine how culture and tradition both support and constrain sustainable development and public welfare.

Nurses as SDG champions: The United Nations’ 17 Sustainable Development Goals (SDGs) target key areas to build a better future for people and the planet. In diverse healthcare facilities – from Ayurvedic hospitals to milk banks and rural health centres – the students recognized how agile and sensitive healthcare strategies support progress towards these goals.

A few examples: One of the areas where health strategies could help advance the SDGs is the financial burden that healthcare may put on some patients (SDG #1: no poverty). Students also observed how cultural norms create access barriers: strict gender segregation (SDG #5: gender equality) prevents men from entering delivery rooms or providing personal care to women (SDG #3: good health and well-being).

Traditional therapies: Working in intercultural teams, students witnessed the seamless integration of traditional therapies like Ayurveda and aromatherapy into mainstream medicine. The experience encouraged them to rethink Western healthcare’s more narrow approach to integrated medicine. The future nurses returned equipped with new insights, inspired to advance culturally responsive and patient-centered care in their future careers.

Field	
Nursing sciences	
Institutions	
School of Health Sciences Vaud (HESAV), Switzerland	
PSG College of Nursing	
Students from VAUD	Students from partner institution
– 15 –	– 12 –
Professors/assistants from VAUD	Professors/assistants from partner institution
– 3 –	– 2 –
Special thanks to	
PSG Hospital	
Indian Ayurvedic Hospital	
PSG KAMADHENU (Milk bank)	
Shanthi Ashram	
Nishantham Senior Citizen Home	
Vedapatti PSG Rural Health & Training Centre	
PSG Institute of Oncology	
Government ICDS Center	
Gandhi Training Institute	



Masterclass in compassionate care at *Sótero Del Río* hospital

January 9 – 19, 2024
Santiago, Chile



The concept: An exploration of health challenges in the global south, bringing together students from four continents and five disciplines. Through engaging lectures, hands-on simulations and clinical site visits, participants gain new perspectives on the most pressing public health issues of our time.

A global learning laboratory: Students of nursing, business, geography, health policy and medicine explored Chile’s dual public-private healthcare system, where access to insurance, specialized treatment and therapeutic approaches varies widely by socio-economic status. In small teams, students shared insights on structural inequalities and challenges and explored how cultural values and social norms fundamentally affect public health. The strong New Zealand student presence sparked an interesting exchange based on the shared heritage connected to Rapa Nui (Easter Island), adding a unique dimension to the cohort’s cross-cultural dialogue and mutual learning.

Excellence through empathy: The *Sótero Del Río* public hospital visit was a defining moment that challenged many preconceptions about quality of care. The Swiss students were moved by the Chilean practitioners’ remarkable ability to provide compassionate and patient-centered treatment in the face of limited resources and systemic constraints. Witnessing this dedication sparked lively discussions about patient advocacy, gender discrimination and caring for vulnerable populations. The students returned home with a renewed sense of purpose to serve with greater empathy and cultural sensitivity.

“When you see what they have and what they do with it, compared to what we have in Switzerland... you really can't complain. It makes you want to achieve even more.”



Field	
Nursing sciences	
Institutions	
School of Health Sciences Vaud (HESAV), Switzerland	
Pontificia Universidad Catolica de Chile	
Connell School of Nursing, Boston College, USA	
Sydney University, Australia	
Auckland University, New Zealand	
National University of Singapore	
Students from VAUD	Students from partner institutions
- 4 -	- 21 -
Professor/assistant from VAUD	Professors/assistants from partner institutions
- 1 -	- 2 -
Special thanks to	
Sótero Del Río Hospital	

Blending culture with emergency & acute care nursing

January 16 – April 20, 2024 (Onsite April 15 – 19)
Helsinki, Finland



"The quality of the simulations and teaching was exceptional. The school's facilities are impressive, including an operating theatre, a dental room and a neonatal room."

The concept: An Erasmus+ Blended Intensive Programme (BIP), "Emergencies in Acute Care Nursing" begins with four online preparatory sessions, followed by a week where students from seven countries come together for intensive practical work. The focus is on a variety of emergency and acute care situations nurses are faced with, including in emergency departments, intensive care units and operating theatres.

An important first: This marks La Source's first participation in a BIP, a program originally introduced by the European Union in 1987. It is aimed at student mobility and international cooperation in education, training, youth and sport – primarily in Europe, now expanding beyond the European Union, including Switzerland.

Cutting-edge simulation environment: In Helsinki, the students faced a variety of situations in Metropolia University's high-tech simulation lab. They practiced and developed skills for challenging situations – realistically, but without risk to themselves or patients.

Nursing collaboration across cultures: The multicultural group faced communication challenges – due to language, but also because the approach to care varies. In a high-stress situation with patient lives on the line, "who does what, when" must be understood fast and without confusion. The students were surprised about the extent to which protocols differed. This understanding is especially important to students whose professional careers may take them to other countries.

Fields
Nursing sciences

Institutions
La Source School of Nursing, HES-SO
University, Switzerland

Metropolia University of Applied
Sciences, Finland (host)

Malta University

Tallinn Health Care College,
Estonia

Polytechnic Institute of Setúbal,
Portugal

Artevelde UAS, Belgium

Kingston University, UK

Students
from VAUD

– 2 –

Professor/
assistant
from Vaud

– 1 –

Students from
partner institutions

– 30 –

Professors/
assistants from
partner
institutions

– 5 –

With participation of
Non-partner universities from
the US and the UK,
as well as local actors



Inspired in India: navigating the cross-curricular classroom

January 20 – February 3, 2024
Rajkot, India



The concept: HEP Vaud student teachers collaborate with Indian educators through lesson planning, co-teaching, and cultural immersion at an innovative private school based in Rajkot in the region of Gujarat. The program challenges participants to develop intercultural competencies and adapt their teaching practice.

Textbooks not required: The Northstar School (TNS) impressed the visiting students with its philosophy centered on creativity, critical thinking and open-mindedness. Here, learning took place throughout the campus – in hallways, outdoor spaces, and sports fields. Without textbooks or handouts, the NTS educators and HEP student teachers created engaging thematic units on topics like biodiversity and sustainable development, seamlessly integrating math, art and geography into these cohesive learning experiences.

Private education for all: The HEP Vaud students' preconceptions about Indian education shifted radically as they taught classes of up to 35 children alongside their experienced local partners. As well as developing valuable classroom management skills, they gained fascinating insights into how private schools help to address social inequality in India's economically divided landscape. Many were surprised to learn about India's policy requiring private schools to reserve 25% of seats for disadvantaged students and cover full scholarship.

Identities transformed: Students returned home with renewed confidence and enthusiasm for teaching. Stepping outside their familiar environment reshaped their professional outlook, thanks to new teaching techniques and perspectives on the purpose and potential of education.

"I can say that I have grown and acquired new means to be able to enhance and integrate the intercultural component in my lessons, where I find the opportunity."



Fields
Teacher education

Institutions
University of Teacher Education Vaud
(HEP Vaud)

The Northstar School (TNS)

Students from VAUD	Professors/ assistants from VAUD
– 14 –	– 2 –

Professors/
assistants from
partner
institution

– 5 –

Special thanks to
TNS teachers who partnered
with and opened their classrooms
to the HEP students

Bringing it all together in the epicenter of innovation

February 10 – 24, 2024
San Francisco & Silicon Valley, USA



"The opportunity to work with engineering students added real value to the course. In this adventure, the trip to San Francisco was the cherry on top."

The concept: "International Innovation Management" is a 360° discovery of international innovation, in the region where technology disruption has driven entrepreneurship dreams for decades. The hybrid semester program culminates in this two-week trip to San Francisco to bring it all together by accompanying three Swiss startups in their journey to break into this market.

Three startups, three challenges: The startups supported by the program are usually selected around a single theme, but the 2024 cohort went for variety instead: MedTech (NeoSens); FoodTech (GaiaTech); and 3D Imaging (Rec360). Student teams helped them to explore the American market and potential synergies. The fieldwork they conducted in the first week on behalf of the startups was presented for feedback at [Swissnex San Francisco](#).

The classics: The program's successful formula for learning includes practical experiences and visits to cultural, academic and company environments. NoiseBridge hackerspace; DeveloperWeek exhibition; the Computer History Museum; University of California at Berkeley; Stanford University; Google; Apple; Meta; Oracle; Apple; Intel and more.

Fail forward: The concept of "fail forward" – or even "fail fast, fail often" – is taken seriously by actors in the region. It promotes innovation through willingness to allow multiple iterations, mistakes and pivots as vital parts of the process. The students saw that if paired with the Swiss mindset of excellence, this perspective can support viable breakout inventions.

Fields

Media Engineering
Information & Communication
Technology Engineering
Industrial Technology Engineering
Business Administration

Institutions

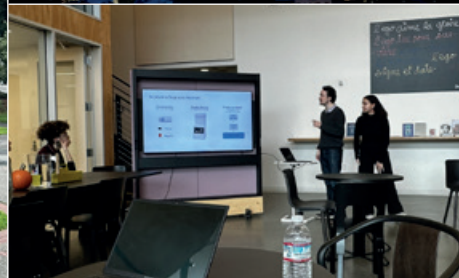
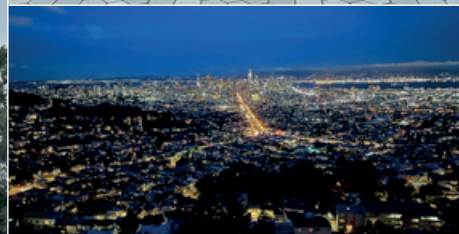
School of Engineering
and Management Vaud
(HEIG-VD)

Students from VAUD	Professors/ assistants from VAUD
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– 12 – – 2 –

Special thanks to

Swissnex San Francisco &
numerous innovation leaders



Social work on the streets of Paris

February 11 – 16, 2024
Paris, France



The concept: An immersive week exploring social work with the homeless population in Paris, where 3,200 people live on the streets. The issue and the practice is approached through presentations and courses, visits to centres that provide services, and work directly on the streets. The students later submit group projects on public policy and potential ideas for Switzerland.

Until 11 p.m.: Five student volunteers took part in night-time street patrols run by volunteer organizations under the coordination of *Samusocial de Paris*. From 8 p.m. to 11 p.m., they went by car or foot to meet homeless people, talk with them, and offer supplies and snacks.

Eye-opening reality: The scale and scope of homelessness in Paris is readily visible, along with the vast array of correlated social needs. The good news is that emergency, shelter and outreach services are well-developed.

Uneasy questioning: Why is homelessness on the rise where a high sum of public funding is directed to it? How to reconcile with those who would “clean the streets” (e.g. in the run-up to the Olympics)? How beholden are activists and professionals to funders? What is the line between an activist and a professional? What of the ethics for social work professionals? One student shared a particularly moving dilemma: fear for people gone silent in their tent, fear for herself should she intervene.

“This module has made me more aware of the people who may seek help on the street for needs such as money or food. It has encouraged me to learn more about this population and to consider work experience in this field.”



Field
Social Work

Institutions
Haute école de travail social et de la santé de Lausanne (HETSL)
Practical School of Social Service (EPSS)

Students from VAUD	Professors/assistants from VAUD
--------------------	---------------------------------

– 18 –	– 2 –
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Professors/assistants from partner institution

– 3 –

Special thanks to
Samusocial de Paris & other social organizations in the field

Berlinale – on- & off-screen

February 15 – 20, 2024
Berlin, Germany



"It was my first time in Berlin. The first thing that struck me was the size of the city. In fact, even the festival itself is spread out all over the city, which may seem inconvenient, but at the same time it allows you to discover the city."

The concept: Students from the ECAL Bachelor in Cinema program visit the 74th Annual Berlin Film Festival – known as the Berlinale – to view a broad range of films and shorts, while gaining an immersive experience in the film industry and markets.

One of the Big Five: Founded in 1951, Berlinale is one of the “Big Five” – the most prestigious film festivals in the world. Tens of thousands of visitors arrive each year to see some 400 films at multiple venues across Berlin.

In front of the screen & behind the scenes: From their perspective as young adults learning the art of cinematic storytelling, the students found the onscreen excellence brought by cineastes from around the world to be inspiring, thought-provoking and entertaining – all at once. Beyond these film screenings, their days were punctuated by meetings with key players in the international film industry. With their professional accreditation, the students had privileged access, giving them added insights into the workings of a festival of this scale.

Ticket to the industry: The students gained insights from the Co-Production Market; the European Film Market (EFM) trade fair; and the Berlinale Talents – a week-long series of lectures and workshops for young filmmakers. They also appreciated meeting producers through SWISS FILMS, a national agency for the promotion of Made-in-Switzerland films.

Field
Cinema

Institutions
ECAL/University of Art
and Design Lausanne

Students
from VAUD

Professors/
assistants from
VAUD

– 9 –

– 2 –



Typography matters. The intersection of characters & culture

February 17 – 21, 2024
Nancy, France



The concept: Swiss type design students attend the Automatic Type Design III conference in Nancy. This international gathering brings together designers, technologists, historians, and researchers to examine typography's technological evolution and future developments.

Typography through the ages: During workshop sessions, the students travelled through design history by experimenting with vintage software tools from the past six decades. This historical exploration provided crucial context for understanding contemporary practices – revealing the technological foundations underlying modern type design.

Cultural challenges in script: Eye-opening sessions revealed how technical decisions about typography can influence communication access, cultural preservation, and information equity. For example, research has shown that Nasta'liq script's flowing characteristics are challenging to implement digitally, affecting information access for millions of readers. Greek designers, for their part, have pushed for coding reforms to enhance cultural expression in Greek-language documents.

Finding community: For many students, the conference was a first opportunity to engage with the wider type design industry. Thanks to interactions with influential mentors and peers from other institutions, the Swiss designers were able to make valuable connections and gain a clearer vision of potential career paths.

"Listening to the talks and speakers made me realize that I am part of a wider community of designers and researchers."



Field
Type Design

Institutions
ECAL/University of Art and Design Lausanne

Students from VAUD	Professor/ assistant from VAUD
--------------------------	--------------------------------------

– 25 –

– 1 –

Professor/
assistant from
host

– 1 –

Special thanks to
Automatic Type Design III Conference
Atelier national de recherche
typographique (ANRT)

Competence for nursing beyond borders

February 27 – March 17, 2024
Lausanne, Switzerland



"I'll remember 3 things: don't be afraid of failure, the importance of practice and of having my own ideas."

The concept: Japanese nursing students come to Switzerland for a firsthand view into Swiss approaches to nursing care. Accompanied by students from *La Source*, they attend regular lectures, presentations tailored to students' interests, and workshops. They also visit health facilities to gain practical training and research opportunities. The program is paired with a reciprocal exchange in Japan.

Cultural meeting point: Japanese students quickly adapted to the Swiss setting using a model to identify differences in care approaches, which helped them learn more efficiently. The presence of the Japanese counterparts brought cross-cultural learning to their hosts as well: paired up, they explored nursing specialties; gained perspectives on diverse workplaces; examined international nursing practices; and developed insights into the many ways culturally competent nursing practice is beneficial. Recognizing and embracing differences across their cultures helped students increase capacity for holistic and empathetic approaches to care, benefiting their personal and professional growth, and – most importantly – patients.

Learning & presenting: The students summarized their reflections on the learning in weekly presentations, providing food for thought for the following weeks. The program's finale also involved 15-minute individual presentations on specific subjects, which were evaluated orally. As a bonus, this task gave them a chance to practice presentation skills.

Field
Nursing sciences

Institutions
La Source School of Nursing, HES-SO
University, Lausanne

Japanese Red Cross Hiroshima
College of Nursing (JRCHCN)

Japanese Red Cross College
of Nursing, Tokyo

Japanese Red Cross Kyushu
International College of Nursing
(JRCKICN)

Students from VAUD	Students from partners
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– 20 –	– 7 –
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Professors/ assistants from VAUD	Professors/ assistants from partners
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– 4 –	– 2 –
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Special thanks to
Lausanne University
Hospital (CHUV)
Hôpital Riviera Chablais
Vaud-Valais (HRC)
Ensemble hospitalier
de la Côte (EHC)
Hirslanden Clinique Cecil
Hirslanden Clinique Bois-Cerf



Physiotherapy reimaged: US meets Switzerland

March 1 – 9, 2024
Lausanne, Switzerland



The concept: Part of a longstanding US-Swiss exchange, American physical therapy students experience Swiss clinical practice at two renowned institutions: the Lausanne University Hospital (CHUV) and the *Clinique romande de réadaptation* (SUVA Sion) rehabilitation centre. Swiss peers from HESAV facilitate cultural integration through social activities and cultural excursions.

"I feel I was able to open my mind to new directions for the field of physiotherapy."

Finding physiotherapy in unexpected places: Lectures on the Swiss healthcare system, professional associations and practice frameworks set the stage for the program's core feature: clinical observations in diverse settings. The American students were intrigued by physiotherapy applications they had never seen before – most notably the advanced respiratory techniques in intensive care units.

Therapeutic applications: Varied therapeutic situations in two clinical settings highlighted physiotherapy's diverse applications. In CHUV's comprehensive teaching and medical environment, the students observed advanced applications across paediatrics, neurology, trauma care, intensive care and musculoskeletal disorders. The SUVA clinic uses an integrated, interdisciplinary approach to rehabilitation and reintegration, where physiotherapists play a key role in patient recovery. Students learned how Switzerland's accident insurance framework ensures both quality and cost management at a dedicated rehabilitation structure. These experiences revealed exciting new career possibilities.



Field
Physiotherapy

Institutions
School of Health Sciences Vaud
(HESAV), Switzerland

Bouvé College of Health Sciences,
Northeastern University, USA

Students
from
VAUD

– 5 –

Students from
partner
institution

– 7 –

Professors/
assistants
from
VAUD

– 5 –

Professor/
assistant from
partner
institution

– 1 –

With thanks to
Lausanne University Hospital
(CHUV)
Clinique romande de réadaptation
(SUVA Sion)

Climate change & urbanization: challenges for teachers

April 8 – 14, 2024
Potsdam, Germany



"I am delighted to see the outcome of this project and to be able to experience it with my incredible secondary school students."

The concept: Student teachers investigate history and heritage in Potsdam and Lausanne – connecting this to present-day challenges of climate change. Observing personal perceptions of the impact on these urban environments. Transferring this experience into reflective artistic works and ultimately to professional practice as teachers.

A legacy transformed: The University of Potsdam’s largest campus, Golm Campus, is a learning space today, but it is also a former training ground for the *Stasi* – East Germany’s Ministry of State Security (1950-1990). This sobering history reflects the complexities that intersect society, politics, art and education. The very environment of this program therefore offers rich grounds for reflective work.

Trees as witnesses: Intercultural teams of students embarked upon interviews with locals during an outdoor day in Sanssouci Park. There is a sad modern-day reality in this historic park: climate change’s deadly impact on the trees, planted by Peter Josef Lenné (1789-1866). Observing nature and becoming aware of climate change had a profound effect on the students.

International teamwork: Discussions and interviews took place in German, French and English. This multilingualism highlighted the group’s own mixed heritage, adding further dimensions to their discovery of climate issues in built and natural environments.

Art as evaluation: For formal evaluation, the students shared their impressions through art projects exhibited in Lausanne during HEP Vaud’s international week in May.

Field	
Teacher Education	
Institutions	
University of Teacher Education Vaud (HEP Vaud)	
Universität Potsdam	
Students from VAUD	Students from partner institution
– 10 –	– 10 –
Professors/assistants from VAUD	Professor/assistant from partner institution
– 2 –	– 1 –



Designing light, highlighting Seoul

May 9 – 19, 2024
Seoul, South Korea



The concept: In “Seoul Highlights”, ECAL Industrial Design Bachelor’s students collaborate with South Korean company AGO Lighting to create a collection of unique lighting installations for the public to experience. Inspired by Seoul’s urban vibe, they harness the spatial aspects of light to create veritable sculptures.

Industrial foundations: The fundamentals of industrial design are learned through teaching and solutions developed over the semester at ECAL; discussions with professors, professionals and each other; visits to lighting production sites; and the practical challenge of working in teams of two to design lighting for this project and exhibit it publicly.

Inspiration, installation: Industrial design requires a harmonious balance among technical know-how, ingenuity and inspiration. The ECAL students’ designs are not only inspired by the lively districts of Seoul – they had to find their place there. Students explored spots like Gangnam, Mapo, the industrial heritage of Dasan-ro, and Seoul’s historic centre, Jongno. Their lighting designs had to account for the specific characteristics of each context.

Seoul Highlights: Students submitted their work for evaluation: scale models; sketches and drawings; inspiration sources; photographs and descriptions of their pieces in context (both creation and use); and a research journal chronicling the semester. But of course, the true test of success was in the public exhibition of their Seoul Highlights lighting designs.

“It was my first time in Asia and I’ll never forget it! ... It was also an opportunity for us to work with customers who don’t share the same culture and language as us, so it was necessary to develop concepts in line with the local culture and references and then to communicate our ideas as clearly as possible using as few words as possible.”



Field
Industrial Design

Partner institution
ECAL/University of Art and Design Lausanne

Students
from
VAUD

– 24 –

Professors/
assistants from
VAUD

– 5 –

Special thanks to
AGO Lighting
Swiss Embassy to Korea



Holistic healing: connecting to the patient story

June 4 – 21, 2024
Lausanne, Switzerland



"These exchanges opened my eyes to the wealth of global medical traditions and how this knowledge can be integrated to offer holistic and personalized care."

The concept: A Switzerland-based program wherein nursing students from Hong Kong, the United States, India and Switzerland compare different models for integrating alternative healing practices into medicine across cultures and health care systems.

A spectrum of treatment possibilities: Faculty members from each participating country presented their health systems' distinctive approaches to complementary medicine. The students were fascinated by the stark contrasts – from India's seamless integration of Ayurvedic practices to Switzerland's more controlled use of approved complementary therapies. Working in multicultural teams, they examined how societal values and resource availability impact the range of integrative therapeutic options available to practitioners and patients. They further explored how this particularly affects specific areas like elder care and mental health.

With hands and heart: Daily practice sessions allowed students to experience firsthand the therapeutic benefits of massage, reflexology and cardiac coherence. During clinical observations across medical, surgical, psychiatric and geriatric settings, they witnessed how Swiss practitioners weave complementary therapies into conventional treatment protocols.

Unique story, unique care: Perhaps the biggest insight for many was seeing how every patient has a unique story – made up of personal values, experiences, and beliefs – that shapes their healing journey. The future nurses completed the program equipped with new tools for holistic care and ready to embrace a more complete vision of patient wellbeing.

Field
Nursing sciences

Institutions
School of Health Sciences Vaud
(HESAV), Switzerland

La Source School of Nursing,
HES-SO University,
Switzerland

Connell School of Nursing,
Boston College,
USA

PSG College of Nursing,
India

Hong Kong
Polytechnic University

Students from VAUD	Students from partner institutions
– 6 –	– 19 –

Professors/assistants from VAUD	Professors/assistants from partner institutions
– 10 –	– 4 –



Unexpected discovery: a different approach to wine

June 20 – July 8, 2024

Petrolina, Brazil & Mendoza, Argentina



The concept: Wine production and wine culture vary greatly across regions of the New World and Old. This Summer University program introduces viticulture and oenology students from CHANGINS to wine regions with diverse climate conditions, culture and heritage. The questions, challenges and learning run the gamut from grape to bottle to marketing.

Climate crisis & a near cancellation: Extreme weather can impact more than crops. CHANGINS's 2024 mobility program was nearly cancelled just weeks before its start due to massive flooding in southern Brazil. However, quick thinking and assistance from an invaluable network enabled a successful pivot to a new, well-organized program in northern Brazil and Argentina – offering unexpected discoveries.*

Tropical viticulture and wine tourism: Students learned about tropical viticulture, intelligent irrigation, and biodynamics in northern Brazil. Of note was a tour on the *Vapor do Vinho*, a boat on a dam-created reservoir used for irrigation and electricity. Local demand favours refreshing sparkling wines – and even red wines are served chilled. For both students and professors, the area's unique wine culture was new and unexpected.

Argentina: Alongside students from South Africa's Stellenbosch University, CHANGINS students visited various *bodegas*, many of which were established by transplanted Europeans. Observing that many large wineries were financed by wealthy international investors, the students posed questions about accessibility and diversity in the Argentinian wine industry.

*Read the full story of the successful reorientation of this program on page 41.



"Mendoza is the heart of Argentina's wine region, famous for its Malbecs. But the city is also a microcosm of Argentine culture, with unique characteristics thanks to its geography at the foot of the Andes and its wine-based economy."

Field
Viticulture & Oenology

Institutions
CHANGINS University
of Viticulture and Oenology,
Switzerland

Federal Institute of Education,
Science and Technology of Sertão
Pernambuco (IFSertãoPE),
Brazil

Instituto Nacional
de Vitivinicultura (INV),
Argentina

University Technical Institute
de Cuyo (UNCUYO – ITU),
Argentina

University of Stellenbosch,
South Africa

Students
from
VAUD

– 18 –

Professors/
assistants
from
VAUD

– 3 –

Students from
partner
institution

– 6 –

Professors/
assistants
from partner
institutions

– 2 –

Special thanks to
Swissnex Brazil
Leading House Latin America

Music & joy: a cultural connection in Mexico

July 1 – 10, 2024
Guadalajara, Mexico



"In music, you should never feel enslaved or afraid when things don't go perfectly, but rather enjoy the process and let your body and soul fill with joy and tranquility."
– As remembered by a camp participant

The concept: To enhance future careers as vocal or instrumental teachers, HEMU students work within a Mexican community center, where they collaborate with local teachers to run a music camp. They experience a variety of teaching situations, such as co-teaching, leading part-time sessions, and sharing practices.

¿Cantas en español? Music is often called a universal language – the HEMU students were challenged to put this idiom into action while teaching the Mexican children. Adaptability and flexibility were key, especially for those not fluent in Spanish. A collaborative approach ensured mutual understanding while learning from differences in culture and teaching practices.

Diverse learning techniques: The HEMU students were struck by the teachers' compassion and the students' motivation, mutual assistance and joie de vivre. Personalized instrument lessons, improvisation sessions and duets were used to hone technique and concert repertoire. Grouped by level in section practices, children worked on repertoire tailored to their instruments. All the students and teachers participated in tuttis, and advanced students tackled more complex pieces in chamber orchestra sessions.

Finale: The camp finished off with a concert at the Degollado Theatre, one of Mexico's most important and beautiful cultural venues.

Field

Instrumental and vocal
music pedagogy

Institutions

HEMU - Haute Ecole de Musique
La Barranca Educational Center

Students from VAUD	Professor/ assistant from VAUD
– 6 –	– 1 –

Special thanks to

Fondation Crescendo con la Musica
Teachers of La Barranca



Inside Erlangen: tomorrow's medical radiology technology takes shape

July 3 – 5, 2024

Erlangen & Forchheim, Germany



The concept: A three-day study trip to the Siemens Healthineers facilities for medical imaging technology research and production. The visit offers Medical Radiology Technology (MRT) students rare access and a first-hand look at the future of medical imaging.

Engineering marvels: Students gained a sense of the scale and complexity of imaging instruments by watching the intricate assembly of medical imaging systems in huge production halls at the Erlangen and Forchheim facilities. A partial visit to the highly secure R&D centre underscored the scientific and engineering work that goes into every advancement.

Historical context: A visit to the Siemens Healthineers MedMuseum offered further reflection on the field's amazing evolution and transformative capacity. They saw, for example, Siemens's first 1897 radiography apparatus – launched just two years after the discovery of X-rays – and the 1933 rotating anode X-ray tube design that remains fundamental to this day.

Constant innovation: As a global leader, Siemens is instrumental in shaping the trends of the technology that MRTs use every day. Industry experts shared valuable insights into market developments, technology trends and the integration of artificial intelligence. They discussed how equipment design improvements impact their ability to perform their tasks, and how they as MRTs must evolve alongside rapid technology innovation and change.



Field

Medical Radiology Technology

Partner institution

School of Health Sciences Vaud
(HESAV), Switzerland

Students
from
VAUD

Professors/
assistants from
VAUD

– 19 –

– 2 –

Special thanks to
Siemens Healthineers

The subtle art of Japanese patient care

July 8 – 26, 2024
Munakata, Japan



"The program offered us a complete immersion into disaster management, a subject of paramount importance, particularly in Japan... it enabled us to understand how healthcare professionals play a key role in managing health crises."

The concept: A study program that introduces Swiss and Indonesian students to Japan's nursing education system, work conditions, and care methodologies, including both routine and disaster response. It provides a platform for cross-national discussions on topics like illness prevention, mental health, and professional roles. The program is paired with a reciprocal exchange in Switzerland.

Comparing national approaches: Students followed courses on standards for nursing responses to natural disasters in their respective countries. In addition to gaining general knowledge on the subject matter, learning in a multinational group encouraged reflective practice through discussion: they explored what is similar, what is different, what could be interesting to adapt to their own contexts.

Ready for disaster: In a visit to Fukuoka Red Cross Hospital, students learned about the disaster response protocols of Japanese hospitals. At the Citizen's Disaster Prevention Center, they experienced a simulation of an earthquake measuring 7 on the Richter scale.

Island experience: Three days of fieldwork on the relatively isolated Oshima Island taught them the importance of community solidarity in a disaster. They mapped risk zones, checked safety equipment and engaged with local communities. During a bike tour, they were immersed in an emergency response simulation where they had five minutes to shelter and communicate their positions.

Field
Nursing sciences

Institutions
La Source School of Nursing,
HES-SO University,
Switzerland

Japanese Red Cross Kyushu
International College of Nursing
University of Airlangga,
Indonesia

Students from VAUD	Students from partner institutions
– 3 –	– 9 –

Professor/ assistant from VAUD	Professors/ assistants from partner institutions
– 1 –	– 3 –

Special thanks to
Fukuoka Red Cross Hospital
Citizen's Disaster Prevention Center



Alone we go faster, together we go further in Reims

August 23 – 30, 2024
Reims, France



The concept: An immersive experience in social innovation, alongside peers from five countries. Gaining a wider vision of the practice and challenges in their diverse environments, learning from an organized program but especially from each other.

Culture: Things as simple as vocabulary or how to greet each other can lead to cultural stumbling. Getting to know each other helped the students develop skills to spot cultural misunderstanding and transform it into cultural understanding.

Self, other, collective: While intense coursework pushed the students and tested their limits, they found ways to stay engaged, just as they must in their future careers. Through social outings, they came to understand each other and forge bonds. These bonds in turn led to seeing themselves as a group and committing to it. In these ways, the students learned three key social work skills: knowing yourself, understanding others and addressing the needs of the collective.

Social innovation: Social innovation is the creation of new solutions in response to social or emerging problems. The theme proved elusive for the students: while it seemed simple at first sight, they learned that the definition could vary by context and was ever-changing. In fact, facing social innovation dilemmas will be a career-long challenge.

"Being part of a social innovation process means declaring war on the norm... and the norm fights back!"



Field
Social Work

Institutions

Haute école de travail social
et de la santé Lausanne (HETSL),
Switzerland

Institut régional du travail social de
Champagne-Ardenne
(IRTS Champagne-Ardenne), France

Haute école libre Mosane
(HELMo), Liège, Belgium

Université Laurentienne/
Laurentian University,
Sudbury, Canada

Alexandru Ioan Cuza University,
Iasi, Romania

Students
from
VAUD

– 10 –

Professors/
assistants
from
VAUD

– 2 –

Students from
partner
institutions

– 18 –

Professors/
assistants from
partner
institutions

– 6 –

Connections: paper, printing & graphic design

September 8 – 14, 2024
Verona, Treviso & Venice, Italy



"This trip to Italy gave us the opportunity to explore the production stages of design, as well as how support materials influence design. Between industry and craft, we discovered another facet of design, beyond our screens."

The concept: Local paper production. Nuances of paper. Printing. Paper and editorial design history educate, inspire, stimulate and challenge ECAL graphic design students in a region full of history, culture and economic base in the field. This leads to broader reflections on the profession, their own practice and different possibilities in a globalized environment.

Pulp reality: In Verona, students visited the Fedrigoni company to witness the paper-making process from raw materials to finished top-grade products. This was followed by a collaborative workshop where, in small groups, they explored how to organize samples by sensory criteria such as texture, colour and paper.

Environmental reality: *Grafiche Veneziane*, a cooperative printing works in Venice, offered a window into how the local environment can influence local practices – with an eye to ecological sustainability, especially in materials use in graphic design. For example, they use lagoon algae to manufacture inks and paper, an approach that combines respect for the ecosystem with the development of local natural resources.

Social impact reality: Can graphic design contribute to social initiatives? Yes! Students were particularly moved by a guided visit to the screen-printing workshop in Venice's *Santa Maria Maggiore* prison, where prisoners produce graphic objects in recycled PVC, e.g. T-shirts and accessories, to train for professional reintegration. Students saw that, beyond aesthetics or marketability, design can have a concrete social impact.

Field
Graphic Design

Institution
ECAL/University of Art
and Design Lausanne

Students from VAUD	Professors/ assistants from VAUD
– 20 –	– 4 –

Special thanks to
Fedrigoni
Åbåke collective
Malefatte/Santa Maria Maggiore
Grafiche Veneziane



Capturing Athens – a city of many facets

October 3 – 12, 2024
Athens, Greece



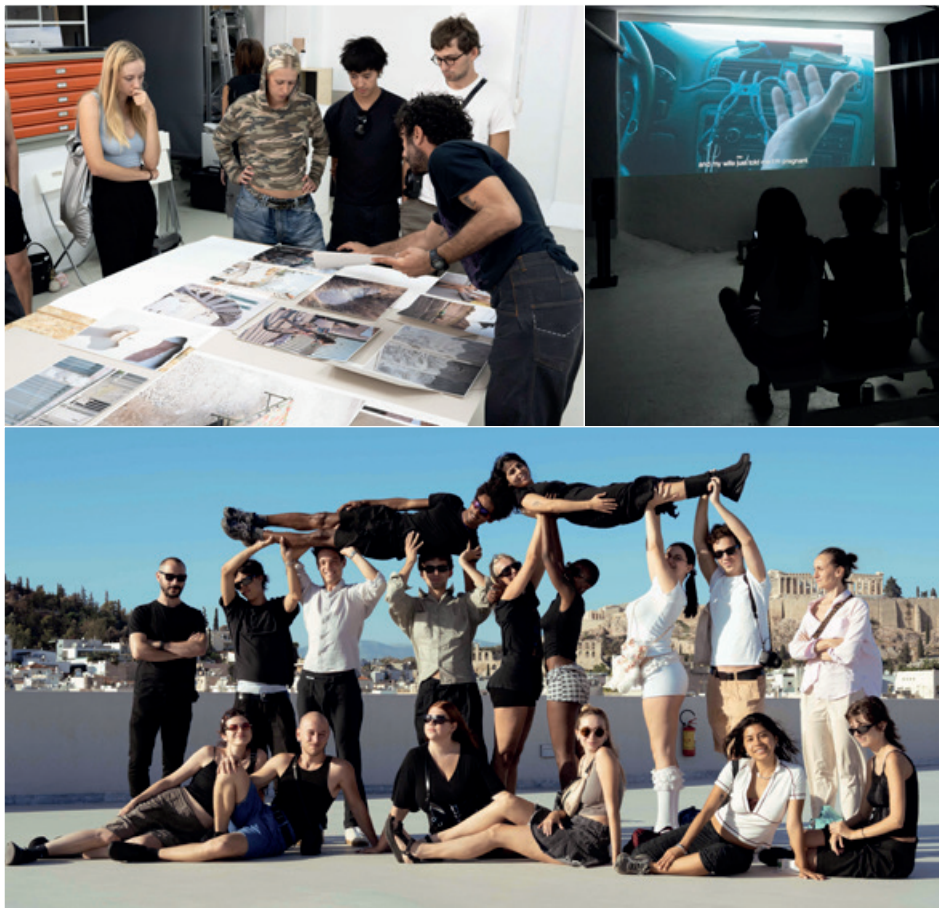
The concept: Photography students get to know Athens through research and artistic creation. Under the guidance of ECAL faculty and a local photographer, participants develop individual projects that capture the tension between ancient history and contemporary urban life. The program culminates with a gallery exhibition.

The art of observation: Athens offered a rich photographic canvas thanks to its distinctive Mediterranean light, sprawling cityscape, and streets where classical heritage meets modern life. Students explored a metropolis shaken by economic crisis, global warming and ideological clashes – but buzzing with creative energy. Daily mentoring by photographer, Nikolas Ventourakis, helped them move beyond superficial observation to develop nuanced visual interpretations of the city's complex identity.

A creative challenge: The foreign cultural context pushed the students on many levels and required extraordinary sensitivity. Encounters with the local population and eye-opening conversations with Greek artists helped them to grasp the impact of political, economic, and social changes on everyday life.

Pressure as catalyst: The ten-day timeline to produce exhibition-ready work created real-world pressure that accelerated learning. The young photographers had to develop coherent projects to present at the final exhibition at MISC Athens Gallery. This condensed creative process provided valuable skills that no classroom training can teach.

"The feedback from Nikolas Ventourakis was extremely enriching, bringing valuable perspective to my work and strengthening my artistic approach."



Field
Photography

Institution
ECAL/University of Art
and Design Lausanne

Students
from
VAUD

– 18 –

Professors/
assistants from
VAUD

– 2 –

Professor/
assistant
from host

– 1 –

Special thanks to
MISC Athens Gallery

Nikolas Ventourakis
photography

Innovating education with digital creativity

October 7 – 11, 2024
Nice, France



"Until now, I'd never really considered the field of artificial intelligence, nor its added value for education... through this program I discovered various tools that could offer learning support for some of my special needs students."

The concept: A continuing collaboration enabling student teachers to explore computational thinking by discovering, designing and implementing creative computational problem-solving in the classroom. In a conference including presentations and workshops, they improve their skills for classroom interventions to develop their pupils' digital know-how.

"Masterclass": Famed AI pioneer Luc Julia (co-creator of Siri) gave a presentation entitled "#IADATE - Revolution or evolution? The challenges of generative AI", co-organised by the Alpes-Maritimes Department, EuroplA, MIA, and SICTIAM.

Intelligent use of AI: The place and the use of artificial intelligence (AI) in education – past, present and future – was examined from several angles. Students became aware of the importance of AI in educational decision-making and techniques in the classroom. Some workshops: AI embedded in robotic platforms in the classroom; entrepreneurship within the "Smart EdTech" program; teachers as designers through CHAT; metaverse and generative AI in language education; UX/UI design and processes.

AI, education & policy: As the Nice region is at the forefront of AI, students had direct insights into the link between the region's economy, policymaking and the implementation of AI in teacher training. This 'value chain' proved somewhat surprising to the HEP Vaud students. Guided by their professor, students considered the question of how this could apply in Switzerland. The learning extended into considering a more general understanding of the education system's place within the larger political, economic and social contexts.

Field
Teacher Education

Institutions
University of Teacher Education Vaud
(HEP Vaud), Switzerland

*L'Institut national supérieur du professorat et de l'éducation de l'Académie de Nice (INSPE Nice),
Université Côte d'Azur, France*

Students from VAUD	Students from partner institution
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– 5 –	– 5 –
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Professor/ assistant from VAUD	Professor/ assistant from partner institution
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– 1 –	– 1 –
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Art & culture as channels for inclusion in education

October 14 – 18, 2024
Paris & Gennevilliers, France



The concept: Student teachers explore themes in education and cultural mediation. Addressing social and cultural concerns like sustainability, corporeal presences, professional actions, inclusive schools and more. National contexts and reference frameworks of cultural mediation education are shared and compared.

Cultural mediation: They learned, then they taught – then they learned. The HEP Vaud students discovered the mediation tools (e.g. guided tours, interactive media and practical workshops) at the Albert Kahn Museum and learned about France's measures for inclusive education. With this input, the students created a cultural mediation for a class of youth who are learning French as newcomers to the country. The student teachers then analyzed their own professional gestures.

Art as a tool for inclusion: At the *Musée de l'Orangerie*, a mediator evoked a "ripple effect" – when a young person she'd guided at the museum returns with a friend or family member to share the experience. This reminded one student teacher of art's great capacity to facilitate inclusion – inspiration to further incorporate this into their teaching in Switzerland.

Wisdom & learning: Additional (unfunded) participants from an Advanced Studies program (CAS) – seasoned professionals with 15+ years of teaching – offered the younger student teachers added benefits with perspectives from their experienced eyes. For all, this gave special richness to reflections and discussions on the teacher's role as a social actor.

"This experience showed me that cultural mediation is a real sharing, a space where everyone can feel welcomed, listened to and valued, and where everyone can find the desire to come back and explore even more."



Field
Teacher Education

Institutions
University of Teacher Education Vaud
(HEP Vaud), Switzerland

National Institute of teacher education
Versailles (INSPÉ)

Education Department CY Cergy Paris
Université

Students
from
VAUD

– 6 –

Students
from partner
institutions

– 5 –

Professors/
assistants
from
VAUD

– 2 –

Professors/
assistants from
partner
institutions

– 6 –

Special thanks to
Musée de l'Orangerie

Musée Départemental Albert Kahn
et son service d'accueil au public

Musée Départemental Albert Kahn

Palais de Tokyo

Musée de l'homme

Future-proofing occupational therapy

October 15 – 20, 2024
Kraków, Poland



"It was a window on the world, an encounter with diverse perspectives, and an opportunity to forge connections with students who share the same aspirations and to enrich one's cultural repertoire."

The concept: Participation, including student posters, in the European Network of Occupational Therapy in Higher Education (ENOTHE) Annual Meeting.

The conference: Since 1995, ENOTHE has held an annual meeting for practitioners, teachers and students in occupational therapy from across Europe. The 2024 meeting was co-organized by the Polish Association of Occupational Therapy and Occupational Therapy Europe. With the theme "Future-proofing occupational therapy", it looked at new trends, education, public health, multidisciplinary intervention, student research and more.

Non-homogenous Europe: The students' discussions opened their eyes to how greatly the context of practice varies greatly in different European countries, not least because of economic conditions. The students from HETSL became more aware of their privilege in Switzerland in terms of the quality of training, practice and clinical environments.

Swiss connect: Meeting at the conference prompted the HETSL students and peers from another Swiss HES, Winterthur's ZHAW, to develop plans for a Swiss network for occupational therapy students.

Scientific research: Two of the students presented a poster with an evaluative overview of Hemma House, Switzerland's first residential structure for people with early-onset dementia. The other four students wrote an article for the *Journal de la Revue Francophone de Recherche en Ergothérapie* (January 2025).

Field
Occupational therapy

Institutions
*Haute école de travail social
et de la santé Lausanne (HETSL)*

Students from VAUD	Professor/ assistant from VAUD
– 6 –	– 1 –

Special thanks to
European Network
of Occupational Therapy in
Higher Education (ENOTHE)

Polish Association
of Occupational Therapy
Occupational Therapy Europe



The gift of music from Ghana goes on

October 16 – 28, 2024
Accra, Ghana



The concept: “The Ghana Experience” brings a small group of students and professors to Ghana, where they connect with local artists to discover West African traditional music. This intercultural and interdisciplinary experience includes musicians practicing jazz, classical music, contemporary music and world music. Several concerts are performed during and after.

Infused with the experience: In Accra’s social and cultural environment, HEMU students found different mindsets and artistic approaches, including radically different ways of working, creating and performing. “Living” this helped expand the students’ sensibilities and music practice.

Daring new sounds: In the context of Ghanaian music’s free-feeling rhythms, students were pushed out of their musical “bubbles”. For example, classical musicians practiced jazz improvisation. The challenge left a permanent – positive – mark on their style.

Questioning: Beyond music, more than one student said the trip provoked questioning of their own Western lifestyle in terms of consumption habits, stress management, and overall approach to life.

The movement continues: The program extended its value as the adventure didn’t stop with the HEMU students who travel to Ghana. Upon return, they shared their cultural learning with peers informally and formally in study, practice and performances. They have become ambassadors of the art, innovation and unique music that combined Ghanaian and Swiss sensibilities bring.

“Aside from the rehearsals for our programs, I was also struck by a number of musical scenes that at first sight seemed more mundane: hearing children play percussion with an impressive sound and sense of rhythm, at the arts centre or before the visit to Jamestown; seeing people I’d never expected to be musicians take to the stage and sing in jam sessions, and being welcomed with respect and kindness by musicians who play with the same quality as when they play with international professional artists.”



Fields

Music & Performing Arts

Institutions

HEMU - Haute Ecole de Musique

Accra Jazz Academy

Students
from
VAUD

– 10 –

Students
from partner
institution

– 8 –

Professors/
assistants
from partner
institution

– 3 –

Special thanks to

The Embassy of Switzerland
to Ghana - Accra

Ghana Jazz Foundation (Ghana)
+233 Jazz Bar&Grill, Accra (Ghana)

Alliance Française Accra

Danish teaching styles: openness & creativity

October 21 – 27, 2024
Copenhagen, Denmark



“Project-based teaching is omnipresent, allowing students to explore subjects in depth while developing their sense of responsibility. Observing this flexibility has inspired us to come up with new ideas to encourage our students' autonomy and creativity, and has shown us how beneficial this approach can be in boosting their commitment and self-confidence.”

The concept: Training teachers to be innovation leaders in their schools: it’s a unique Danish concept. Students from HEP Vaud come to Copenhagen to discover it with their Danish peers, teachers and in schools.

Innovative teacher training: Partner university, University College Copenhagen (KP), offers teacher education that is perfectly embedded in the Scandinavian social ethos. In open and flexible workspaces at KP, student teachers typically learn through seminars and team projects (versus large classroom lectures). The program prioritizes versatile teaching; student teachers learn to use diverse pedagogic tools to foster creativity and self-confidence among their students, enabling them to find and leverage their own learning style. Witnessing this and discussing with Danish peers prompted the cross-cultural group to reflect more generally on optimal conditions for teacher training.

Innovative schools: Not surprisingly, Danish teacher training prepares them for schools that take a holistic approach. For example, the schools attach importance to the quality of the spaces, the playgrounds and the integration of the pupils into the life of the school. Teachers focus on the well-being of the pupils, their living spaces and their interactions.

Innovative teaching tools: Zines. Games. Works of art. Multimedia. Education in Denmark encourages creative communication techniques to reach students and unlock their learning. Exposed to this, HEP Vaud students were inspired to broaden their own pedagogic toolboxes.

Field
Teacher Education

Institutions
University of Teacher
Education Vaud (HEP Vaud)

University College
Copenhagen (KP)

Students from VAUD	Students from partner institution
– 11 –	– 10 –

Professor/ assistant from VAUD	Professors/ assistants from partner institution
– 1 –	– 2 –



Visions of Venice

October 31 – November 4, 2024
Venice, Italy



The concept: ECAL Visual Arts students join artists from across the international community of contemporary visual arts, where they come together to experience a broad spectrum of art at the 60th *International Biennale Arte* in Venice.

Since 1895... *Biennale di Venezia*: The Venice Biennale is an iconic international event exploring politics, contemporary cultural and social issues through a variety of art forms including visual arts, architecture, performance, sculpture and installations. Through the richness and quality of the exhibitions, the students were immersed in diverse perspectives – theory, idea and emotion expressed visually – on these contemporary themes.

The backdrop: While the exhibition's art was naturally centre stage, the students also became aware that Venice poses particular and paradoxical challenges and opportunities for curatorial choices, notably because of the city's important history as a mercantile and cultural crossroads, and by logistical constraints such as limited space, influx of tourists and heritage conservation.

Beyond the Biennale: The students visited several associated cultural institutions where they were further inspired by artists' exhibitions and installations. One that created a forceful impact: The Christophe Büchel exhibit at the Prada Foundation, where the work of this "Swiss provocateur" disturbingly questions the links between debt, power, excess and art. It led to reflections and debates on the ethics of using art to challenge political, social and historical realities.

"The experience allowed me to engage with works that expanded my perspective and left me with a collection of images and questions that will undoubtedly influence my future work."



Field
Visual Arts

Institution
ECAL/University of Art
and Design Lausanne

Students
from
VAUD

Professor/
assistant
from VAUD

– 3 –

– 1 –

Guiding children and youth across Switzerland's *Röstigraben*

Over the academic year, 2024
Lausanne, Renens, Bern & Zurich, Switzerland



"This project gave me a better understanding of how to enhance the value of the German language in a multilingual Switzerland, and to come up with ideas to make it more attractive."

The concept: Switzerland has four national languages – so how do young people cross the cultural divide within their own country? With practical intercultural experiences, this teacher education program investigates student exchange programs and generally how to teach language basics. Student teachers from HEP Vaud also connect with education professionals in German-speaking Switzerland, building a network that can be useful for future exchanges.

Preparing at home: At HEP Vaud, students participated in workshops on methods and motivational factors for language learning, analysis of teaching materials, and how to incorporate cultural perspectives. They also discovered the offer from MOVETIA, Switzerland's national agency for the promotion of intercultural exchange programs.

Exchanging... on exchanges (and more): HEP Vaud students travelled around the country to learn about available programs and teaching methods: visits to schools in German-speaking Switzerland; participation in the inspiring *Rencontres 2024* conference on language exchanges; a visit to the city of Bern with peers from their Bernese sister school (PHBE); and attendance at Germanofolies concerts in Renens.

Many options for mobility: At several schools in the Canton of Zurich that are active in exchange programs with French-speaking Switzerland, the HEP Vaud students interacted with pupils and teachers to learn about various modalities for language learning. The student teachers were particularly marked by the integration of digital supports and varied possibilities for linguistic exchanges.

Field
Teacher Education

Institutions
University of Teacher Education Vaud
(HEP Vaud)

Pädagogische Hochschule Zurich
(PH Zurich)

Pädagogische Hochschule Bern
(PHBE)

Students from VAUD	Professor/ assistant from VAUD
- 8 -	- 1 -



Turning adversity into opportunity

Fast-thinking and collaboration saved a CHANGINS mobility program

In May 2024, severe flooding caused widespread devastation in the Rio Grande do Sul State in southern Brazil, displacing more than 500,000 people in the region and causing the deaths of as many as 200.

This catastrophic climate event was also having an impact some 10,000 km away in Switzerland. About 20 students from CHANGINS School of Viticulture & Oenology, along with three professors, were preparing to leave for a much-anticipated “summer university” in the affected region of Brazil.

and the university was transformed into a first aid camp” Weikert then contacted their Brazilian partners directly – they answered, that no, they could definitely not safely host the CHANGINS students. On top of the population in urgent need and the destroyed infrastructure, risk of diseases like leptospirosis and dengue were longer-term concerns.

Weikert turned to Christine Gaulis, Head of International Relations, Foresight and Innovation at the Vaud Board of Higher Education. They discussed options: cancel or get creative? Two things tipped the scales towards getting creative. First, the flights were



“When we organize a mobility program, it’s a long-term project,” says Melanie Weikert, Head of International Relations at CHANGINS. “So we had started in due time with our partner in the south of Brazil, where they are famous for very good quality wine. We had a really good collaboration with the Federal University of Rio Grande do Sul, and the organizing was going great.”

But shortly after Weikert saw news reports about the flooding in southern Brazil, she began to receive emails from students: “They said, Melanie, are we still going to our summer university? Because it’s flooded and we wanted to go.”

Weikert first contacted their travel agent. “They said oh, don’t worry, it will all be fine in 10 days... but when I checked again later, the airport was closed, the area was flooded,

already paid for and couldn’t be refunded, and secondly, Gaulis had an interesting contact who just might be able to lend a hand.

This is when Letícia Vargas, Program Manager at Leading House Latin America, came into the picture. Leading Houses are academic centres mandated by the Swiss State Secretariat for Education, Research and Innovation (SERI) to establish cooperation for project funding and bilateral programs with different global regions. They are hosted at various Swiss universities; Leading House Latin America is based at the University of St. Gallen.

“There was this horrible environmental tragedy in Rio Grande do Sul, and the whole

The airport was closed, the area was flooded, and the university was transformed into a first aid camp

state was dealing with the consequences. I saw how this affected CHANGINS – it was absolutely impossible to hold this planned summer university program,” says Vargas. She was moved to help, had ideas and had contacts. “At Leading House, we are very familiar with the broader university ecosystem in Latin America. From my perspective, I could say, there is another wine region in Brazil that I can connect you with. This is in the northeast where it’s quite hot and not what you imagine as a wine region, but they

When you drive through the vineyards, you see wines in all stages: winter, spring, summer and harvest-time all at once

are very strong. They have been developing specific innovative techniques to account for the local conditions – the weather, the water availability, the soil.

I was able to connect Melanie with Ricardo Farias de Almeida at the Federal Institute of Education, Science and Technology of Sertao Pernambuco, in Petrolina.”

Partners at Swissnex Brazil, which has offices in São Paulo and Rio de Janeiro, also jumped into action. Academic Relations Program Manager Pedro Capra was instrumental. “We have long been involved in facilitating Vaud mobility programs from various universities that take place in Brazil,” explains Capra. “So, we were already familiar with the collaborations and the summer university that CHANGINS planned with their partners in the south. Visiting this region was obviously impossible, but Brazil is a big country and there was clearly another opportunity to go to Pernambuco State in the northeast. Melanie, Letícia, Simone Ramseier – our Junior Project Manager at the time – and I put our heads together to see what to do.”

Capra says an energy began to build among them – they were equally determined to fix it, to make it happen. “We had to find professors to collaborate with and it had to happen, well, yesterday. Working to-

gether, we reached out to potential contacts – and they were interested. And everything went from zero to 100 in seconds.”

While those involved marvel at the speed with which the program was pulled together, they recognize that it was possible thanks to an underlying factor. People on both the Swiss and Brazilian side were pooling their professional contacts and many of these relationships had been built over decades, so this efficiency came about as a result of a solid foundation. Officials, directors, professors, alumni – these networks came together out of their passion for supporting students.

“Ricardo and everyone at the Federal Institute in Petrolina were so receptive,” says Weikert. “It was incredible. There we were, suddenly, 30 people on their doorstep, so to speak. They dedicated a professor full-time for the entire six days we were there, and numerous others, especially Sarah Duarte, their head of international relations, planned, implemented and participated in a complete, relevant program. Each day was full of visits and exchanges with the Brazilian students.”

The region offered new learning that brought in very different perspectives compared to what they would have experienced in the south, where climate is more similar and wine production follows seasonal patterns not unlike Switzerland.

“It was so interesting for the students because they could not imagine what tropical viticulture was. You can harvest every vine twice a year and you can stagger these harvests to fill the cellars weekly, because basically you have the same weather all year. They control the cycles of vine dormancy and fruit production. When you drive through the vineyards, you see wines in all stages: winter, spring, summer and harvest-time all at once,” says Weikert. She explains that this is an efficient way to produce wine, but it also protects the environment with a balance of water use, land use and grape yields. “The more you harvest, the better it is for the environment in the end.”

Another difference is that in the region, they maximize for quantity, rather than for specific qualities, which is more typically the goal in Europe or similar new world climates. In the tropical region of Brazil, they produce sparkling wines, rosés, fresh and sugary wines – or as Capra puts it, “the type of wine you drink at music festivals.”

“It was eye opening,” says Weikert. “We came there with this attitude of ‘we have the best wines’ but we left with more humility. Our students understood that there’s different objectives for different things, there can be different philosophies of making wine.”





Considering that challenges like dryness are increasing for Swiss wine growers, specific agricultural techniques in the region offered valuable learning. To illustrate, Capra paints a picture of ingenious irrigation: “You have the Sao Francisco River there, one of the most important rivers in Brazil. They have kilometres of pipes from the river to the farms, used for drip irrigation, which is less wasteful than spraying. As well, they recycle the water, which also improves sustainability.”

After the tour in northern Brazil, the CHANGINS group headed to Argentina, where the second part of the program had already been planned. “What a contrast,” laughs Weikert. “In Pernambuco, it was 30°, sun every day. And then we came to Argentina where there was frost and snow. We also felt a real cultural difference.”

Capra expands on this, explaining how, compared to northern Brazil, the wine culture in Argentina has more heritage tied to Europe. “They produce wine because their relatives came from Italy, for example, 200 years ago. They brought the grapes and the whole concept, the way they produce is based on this European ancestry. But there are differences such as scale.”

With the vast differences in climate, culture and philosophy, the overall result of the northern Brazil/Argentina pairing offered a particularly memorable mobility trip for students.

The unexpected program has opened interesting new doors, according to Weikert. “In Pernambuco they were so welcoming. It was an excellent program for the students. Our exchanges and what we learned about the region were invaluable. When we left, it was as if we had left friends. We will continue to grow this partnership; a group of students and their head of International Relations will come and visit us in for a summer university in Switzerland soon. Brazil is a globally important wine country and now we are well connected with two very different regions.”

For Vargas, this demonstrates the extensive benefits of working with Vaud and

CHANGINS to reach out to the Pernambuco Federal Institute, and more generally of nurturing networks. New relationships in Latin America – built from the “bottom up” represent exactly what she and her colleagues aim to facilitate. “This prompts us, in this case, to say, hey, what can we do with wine?” she says. “Taking on these kinds of initiatives gives insights into where to build connections. It is a way for us to hear what Swiss universities, researchers and students want in Latin America – and respond to it.”

While delighted about the warm welcome, smooth program and new learning that happened in the north of Brazil, Weikert, Vargas and Capra all reserve a thought for the people of Rio Grande do Sul, including their longtime partners at the Federal University of Rio Grande do Sul. “Our summer university had to pivot, but their lives were deeply affected by this climate event, including the harvest.” ■

With gratitude to

- The Council of Switzerland to Brazil in Rio de Janeiro
- Swissnex Brazil
- Leading House Latin America
- Federal Institute of Education, Science and Technology of Sertao Pernambuco (IFSertaoPE)
- Federal University of Rio Grande do Sul
- *Instituto Nacional de Vitivinicultura* (INV)
- National University of Cuyo (UNCuyo – ITU)
- Rec Mobility HES-SO
- Miolo Estate
- Carla Aruani
- Prof. Ricardo Farias de Almeida
- Sarah Rachel Lino Duarte
- Prof. Jimena Estrella Orrego



Spotlight on Vaud during the Olympics and Paralympics

The Canton of Vaud was showcased at the *Maison Suisse* in Paris from July 24 to August 11 during the Olympic Games and again from August 27 to September 8, 2024, for the Paralympic Games. Four cantonal departments participated: Education and Vocational Training (DEF); Culture, Infrastructure and Human Resources (DCIRH); Institutions, Territory and Sport (DITS); and Economy, Innovation, Employment and Heritage (DEIEP).

To mark the occasion, ECAL was commissioned to create a distinctive work for the

Maison Suisse, which was installed in the courtyard of Switzerland's Embassy in Paris: *Vaud-o-Rama*. Some 20 synchronized screens created a panorama spotlighting the Canton and its unique strengths, richness and diversity.

A Vaudois day was celebrated on July 27, 2024, with State Councillor Frédéric Borloz, present in his roles as Head of the DEF and as Lead of cross-border affairs. The Canton's academic excellence in sports was presented jointly by UNIL, HEIG-VD and EPFL through the 'SMART MOVE' network. ■



Left to right: **Alexandre Edelmann**, Head of Presence Switzerland, Ambassador, Federal Department of Foreign Affairs (FDFA); **Frédéric Borloz**, Vaud State Councillor, Department of Education and Vocational Training; **Nuria Gorrite**, Vaud State Councillor, Department of Infrastructure and Human Resources; **Christelle Luisier Brodard**, Vaud State Councillor, Department of Institutions, Territory and Sport; **Isabelle Moret**, Vaud State Councillor, Department of Economy, Innovation, Employment and Heritage; **Roberto Balzaretti**, Ambassador, Head of the Mission of Switzerland to the EU.

Vaud delegation to California

Seeking insights for legislating nurse-patient safe ratios

October 28 – November 2, 2024
United States



Vaud's healthcare system faces many challenges linked to changing demographics, a rise in chronic diseases, increasingly complex care needs and a shortage of healthcare professionals – especially nurses. It is estimated that more than 43,400 new nurses will be needed in Switzerland by 2029 – but current projections show only half of this demand is covered.

Today, the Canton of Vaud is exploring the relevance and feasibility of legislating nurse-patient safety ratios to enhance quality of care, patient safety and staff working conditions – key factors in attracting and retaining nurses.

California, USA, is one of the few regions globally to have experience with such legislation, having passed a law in 1999, which was implemented in 2004. A delegation from Vaud – representing the academic, clinical and public service sectors – visited California to learn from their experience. Organized by Swissnex San Francisco, the visit included meetings with policymakers, lobbyists and healthcare

leaders involved in the legislation's development, implementation and testing.

The delegation observed the law's impact on healthcare in California firsthand, complementing knowledge gained from scientific literature. Notable benefits included a significant increase in nurse staffing, along with some improvement in salaries and job satisfaction. While common sense suggests, and studies show, that higher nurse-patient ratios are associated with better patient outcomes, this is more difficult to demonstrate concretely.

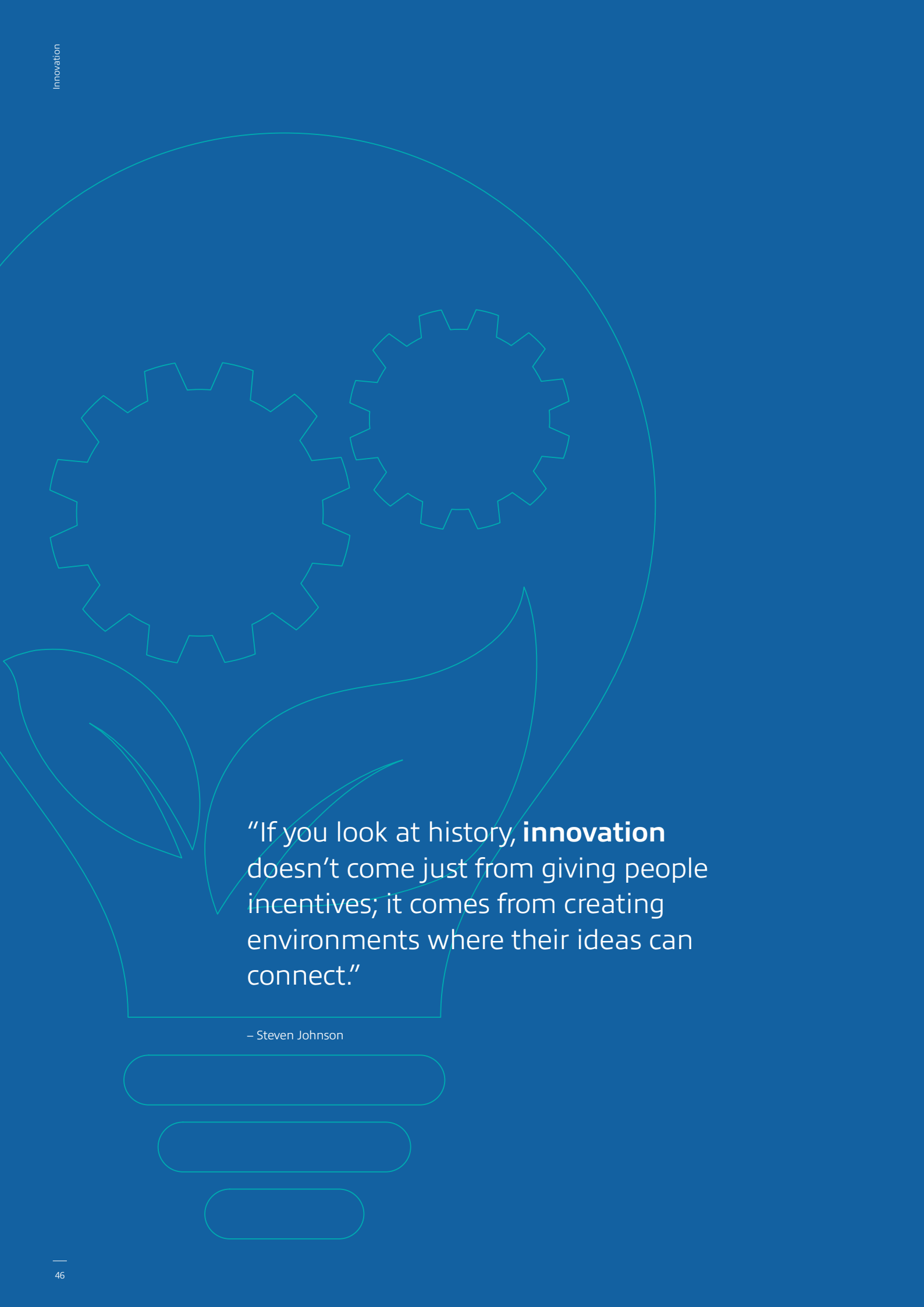
Californian stakeholders also share some key lessons for successful design and implementation: avoid overly rigid ratios; ensure broad stakeholder involvement throughout; use strong change management strategies; and leverage new technologies in the implementation stage.

Overall, the visit to California offered valuable insights and reinforced the potential benefits of legislating nurse-patient ratios in Vaud. ■

*With special
thanks to Swissnex
San Francisco*



Left to right: **José Iglesias**, Care Director, HRC; **Chantal Montandon**, Care Director, Clinique La Source; **Philippe Thomas**, Care Director, Internal Medicine, CHUV; **Teresa Gyuriga**, Vaud Cantonal Nurse; **Annie Oulevey Bachmann**, Full Professor, La Source School of Nursing, HES-SO University, Member of the Comité Héviva; **Valérie Klein**, Care Director, EHC; **Stéphane Cosandey**, Director, La Source School of Nursing, HES-SO University; **Marina Kreis**, Care Director, Fondation de Nant; **Corine Thommen**, Deputy CEO and Head of Programs Swissnex SF; **Christine Gaulis**, Head of International Affairs, Foresight and Innovation, Vaud Board of Higher Education.



"If you look at history, **innovation** doesn't come just from giving people incentives; it comes from creating environments where their ideas can connect."

– Steven Johnson

Healthcare students join interdisciplinary Master's program Innokick

Facing the complex healthcare challenges of today and tomorrow, innovative solutions require skills from numerous disciplines. In 2024, the first students from Vaud healthcare programs joined Innokick – a unique, interdisciplinary HES-SO Master's program that aims to train innovative, creative and agile professionals, ready to address contemporary social, economic, and environmental challenges.

Although the full name of the program is "Master of Science HES-SO in Integrated Innovation for Product and Business Development", it is more commonly referred to by its shorter name – "Innokick". Indeed, "Innokick" really says it all: it is a program designed to kickstart innovative mindsets and innovation.

To this end, Innokick students work in transdisciplinary teams to develop future-ready products or services as their Master's projects. The program was initially offered to students from business, engineering and design fields – ones you typically think of when you think of innovation. But something was lacking. Many of these students came to the program with ideas for healthcare-related innovations and the best intentions of these teams could only go so far without healthcare experience or expertise.

"The idea to integrate students from healthcare fields first came up about four or five years ago," explains Dr. Dominique Truchot-Cardot, an HES-SO Full Professor and Head of La Source Innovation Lab – SILAB. "But it was complicated because these students were quite different in terms of their background and approach, meaning Innokick had to be rethought to accommodate this. On top of that, our students had to study part-time, alongside professional activity, whereas the program was previously only for full-time students. So, expanding Innokick to bring in healthcare streams was a sort of double revolution."

SILAB: ground zero for healthcare innovation

It was primarily in her capacity as Director of SILAB that Truchot-Cardot became involved in the project to integrate healthcare

students into the Innokick program. SILAB was created in 2017 to support startups aiming to develop novel solutions in healthcare and to train La Source students in the process of innovation.

"When I first came to SILAB, I put out a little questionnaire to patients, asking what innovation means to them, what would they have liked to see in their care," explains Truchot-Cardot. "Then I put the same question to healthcare students and engineering students. I became aware that they didn't speak the same language at all. Patients wanted to be implicated in their own decisions. Caregivers wanted more time and collaboration. Engineers talked about high tech and artificial intelligence. What they couldn't see is that it is all part of the same thing. New technologies could free up more time, and more time enables carers to involve patients more effectively in their own care."

SILAB training courses, research projects and other initiatives aim to bring these objectives together, helping these groups to build a common language as a baseline for collaboration. Truchot-Cardot says that getting diverse perspectives all into the same room is imperative.

SILAB is responsible for all of *La Source's* innovation-related courses at the Bachelor's level. Working alongside Innokick peers on its scientific and teaching committees gave them additional tools to develop Master's courses for innovation for nursing students. At the Master's level, students develop increasingly deep capacity for innovation over three years. They move from technology basics and awareness; to learning how to spot gaps that innovations could fill in the various health specialties; to finally becoming able to bring creative ideas to the table.

Ready to meet health needs today and tomorrow

It is too early to give concrete examples of professional outcomes for the Innokick students from healthcare, but Truchot-Cardot can offer some insights based on her knowledge of the profession, the work environment and the innovation needs in healthcare.



Dr. Dominique Truchot-Cardot,
HES-SO Full Professor
and Head of La Source
Innovation Lab – SILAB

Continued on next page >

“With Innokick, projects can go further. It prepares our students at a deeper level and makes them ready to work as innovation leaders in the healthcare environment. This could mean by bringing extended capacities within their specializations or it could be more direct. For example, there are more and more innovation cells in healthcare institutions, so it’s conceivable that an Innokick graduate could work in this capacity,” she says. “Foresight is also going to become quite important. This could be, for example, in research, in the insurance industry, in pharmaceuticals, etc. These professionals will likely be in demand – they’ll be asked essentially to answer, ‘what will healthcare look like tomorrow?’”

While many people strongly associate innovation with entrepreneurship, Truchot-Cardot says that her experience is that caregivers tend to have more interest in being intrapreneurs. “Among health professionals, you’ll find the most entrepreneurial spirit among those in areas most strongly associated with growing health challenges for the future, such as geriatrics or chronic diseases. Given that Innokick aims to develop business skills, that could encourage entrepreneurship in these fields.”

Innokick enables healthcare students to work directly with students from other disciplines, opening the door to future collaborations in startups, with partners bringing in the engineering, design and business strengths.

“Healthcare is clearly an area in which our needs as a society are only growing,” says Truchot-Cardot. “Health innovators are, plain and simply, going to be in demand. So, for people interested in developing new products and services that will have a market, targeting needs in healthcare is almost an assurance of finding that market. And if business students or would-be entrepreneurs are clever, they’ll include healthcare professionals on their teams.”

Truchot-Cardot emphasizes that beyond job titles and career progress, the value of this education is found within the skills it develops: curiosity, first, and then the ability to evolve something and innovate.

Benefits for Vaud, for Switzerland – and for the world

The skills developed by Innokick are key among those that will underpin strengths to keep Vaud and Switzerland at the forefront. It can be summed up with the acronym PESTEL: political, economy, social, technological, ecological and legal. “We always do a PESTEL analysis when we have a question, and then we can link it up with the

carrier forces and say, here are my five forces, do I have them?”

Beyond training highly-skilled individuals able to address specific needs, benefits for society come through an evolution in education that Innokick is part of. This involves aiming to go beyond instruction in subject knowledge to focus on experiential learning, building problem-solving and critical thinking skills, diversity and co-creation, and responsible citizenship.

“Among all the skills, at the end of the day, it’s the ability to work together. That’s what I think is so important, whether at the cantonal level or later at a national or international level,” says Truchot-Cardot. “We need programs like Innokick to teach this. We also need the ability to identify people who have these ways of thinking so that they can be brought together. Because if all we do



when we look at the future of healthcare is to stay in our own field, that would be a shame.

Innovate by design – not crisis

In times past, innovation frequently came through crisis or war. Many things that start as a military innovation are transferred to civilian use, such as stainless steel, developed in World War 1. Another interesting WW1 advance – one impacting health – may surprise you: modern sanitary napkins came about when Red Cross nurses created them out of a new, absorbent material sent to the front for surgical dressing. It's a prime example of why it makes sense to include nurses and other health professionals in innovation.

Of course, in 2025, it's COVID that jumps to mind when we think of crisis driving innovation in health. "We had, for example, to change protocols in the ways we venti-

late patients with machines," says Truchot-Cardot. "Telemedicine and digital healthcare were both advanced, as was rapid and at-home testing. Research into drug delivery by mRNA sped up incredibly, and this is impacting other health applications today.

"But we should be saying, why wait for a crisis? What about foresight? Let's create innovations – any type of innovation – in a transdisciplinary fashion, so that we can advance and put things into practice while considering them from all angles – social impact, environmental impact and impact on the economy. We must train young people to do this.

"The Innokick Master's program is the perfect incarnation of what should be the future of healthcare education – that is to say multifaceted, transdisciplinary and practical." ■



Q&A with Julien Guex

In 2024, the *Fondation pour l'innovation et la technologie* (FIT) celebrated 30 years of supporting innovation in French-speaking Switzerland. We spoke with the Foundation's Managing Director and General Secretary Julien Guex, to learn more about how FIT has created impact in the region through grants and loans for technological, digital, and social and environmental entrepreneurial projects.



Julien Guex
Managing Director and
General Secretary, FIT

Q. What is the *Fondation pour l'innovation et la technologie*?

The aim of the Foundation is to provide financial support for startups in the Canton of Vaud and more broadly French-speaking Switzerland. It is a foundation supported by key public and private actors in the region.

It was launched in 1994, in parallel with what is now the EPFL Innovation Park, supporting startups and spinoffs from Vaud universities. Since this time, we have diversified to include projects led by entrepreneurs outside of academe.

Q. What types of startups do you support?

Historically, our first focus was on high-tech projects; typically, this involves a technology that is protected as intellectual property held by the relevant university. This falls under what we call our FIT Tech program.

In 2018, we established FIT Digital, which provides financing to promote growth in the digital sector locally. We look at projects with an innovative business model and digital innovation. The idea is to leverage this technology to create a startup.

Another important focus is on social innovation. Since the beginning, our mandate has integrated positive impact in the projects we support, and in 2023 we launched FIT Impact to promote social and environmental innovation, typically low-tech projects.

Today, FIT supports projects in energy & environment, information & digital technologies, life sciences & health, precision industries, and nutrition & agri-food.

Q. Can you describe the relationship between FIT and the Canton's universities?

The initial drive came with partners in the more "technical" institutions – EPFL, UNIL and HEIG-VD. Today we also see innovative ideas coming out of universities in other areas like nursing, art, social work, hospitality, music and teacher education, for example. We've worked with most of the Canton's

educational institutions and are interested in ideas coming from anywhere. We are also very convinced of the value-added found in interdisciplinarity and collaborations across institutions.

Q. How does it work, concretely, for a team looking for support?

As mentioned, there are three main pillars of support with slightly different modalities.

For unique technologies or digital innovations with high potential for growth, application for our support comes in three stages. First, pre-startup they can apply for a grant to validate their innovation. Companies in their first year have a chance for an interest-free seed loan. Finally, at one to three years' maturity, they may be eligible for a tech growth loan involving a matching system with private investors. The eligibility criteria and goals of each stage differ between FIT Tech and FIT Digital – the FIT Tech supports focus on developing the technology whereas the FIT Digital are more about testing and validating the business model. For both, the goal is viable commercialization.

FIT Impact is a bit different in that it offers grants and prizes – loans are less useful considering that these projects primarily aim for viable social good, rather than financial gain. It is difficult to measure impact because the benefits are often indirect, yet we feel that supporting social and environmental

SINCE 1994...

404 loans allocated

CHF 74.7 M in support

145 grants awarded

300 active startups

CHF 3 B raised by FIT startups

6,000 jobs created



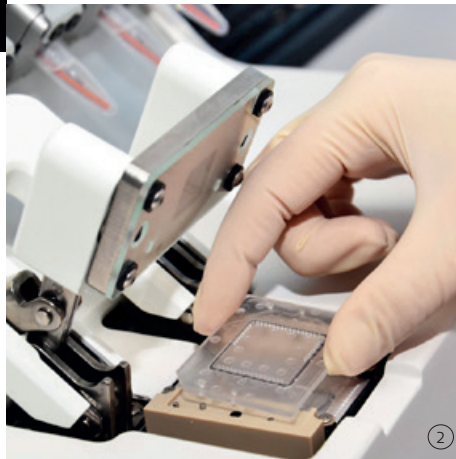
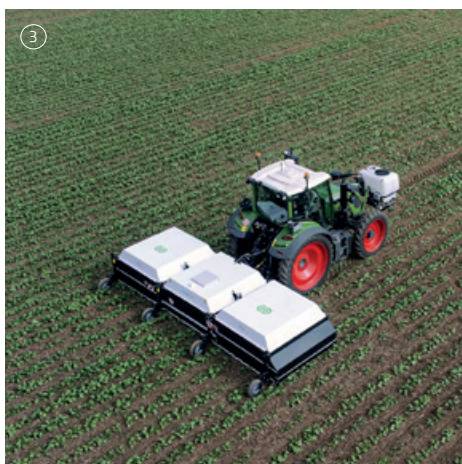
initiatives benefits the health and economy of the Canton. For example, these initiatives may create jobs by facilitating integration of people into other organizations.

Q. Can you give some examples of success stories?

How can you define a star? There are many elements. If you look at employment creation, I'd point to Nextthink, which has created a few hundred jobs in Switzerland and abroad. This IT company is now based in Lausanne and Boston – they employ over 250 people in Vaud. Then, I think you have to put SOPHiA GENETICS on the podium – they do data-driven medicine to fight cancer and other rare disorders. Another on the medical side is Lunaphore Technologies, a biotech company that was bought up in 2023 by Bio-Techne Corporation. Ecorobotix is another success story. They are in the area of agribusiness, with a focus on sustainability. In the area of FinTech, Netguardians has successfully specialized in fighting financial crime. These are just a few names of course.

We also should not discount the startups who stay small by design, of which there are many who produce about 20 jobs in this region, on average.

Our role is to provide support early in the process. So naturally there are also a few "failures" as with all venture funds and other early supports for startups. Plus, with many more recent companies that we've supported, their future is yet to be written.



Q. Job creation is, as you've said, a measurable way to describe a company's success and benefit to society. What are some of the other ways you aspire to impact society, tangible and intangible?

We have to maintain a certain humility in this regard. I'm not sure we have the hindsight yet. But you can talk about technological advancement and cost reduction. We can especially look at improvements in medicine and patient care.

Personally, I've been thinking a lot about vertical impact. Meeting unmet needs, driving economic growth, social good and resilience. It isn't easy to identify potential for vertical impact, to judge an application on these hard-to-measure criteria. Our collaborations with the universities are important in this regard because they are equipped to judge in their specific domains and can pre-filter applications that propose these benefits.

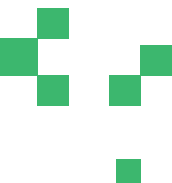
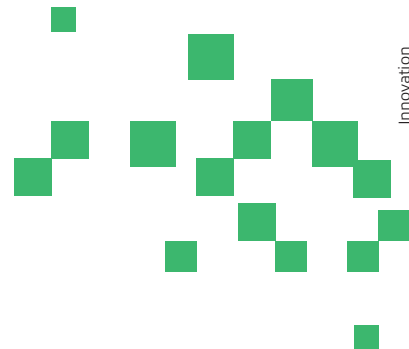
Q. What can you tell us about future directions for FIT?

I'd like to mention our ambitions in thematic verticals like CleanTech and Life Sciences, in partnership with the relevant players. We've grown a lot over the past few years in terms of levels and types of support. Relative to that, there are things we still have to digest and analyze in terms of how to be most efficient and effective. There are new – exciting – areas that are not really part of our historical DNA, so we need to understand the ecosystem first and then we will act and strive for impact in all its various meanings. ■

1) Nextthink offers businesses advanced digital experience management software.

2) Lunaphore's device analyzes and identifies cancerous tissue in under 15 minutes.

3) Ecorobotix uses AI to help farmers reduce environmental impact.



Innovation CRUNCH Time – A collaborative experience at the HEIG-VD

The third edition of Innovation CRUNCH Time wrapped up on Friday, March 15, 2024. This edition saw a significant increase in energy-related topics, reflecting growing commitment to sustainability and energy innovation.

The multidisciplinary learning challenge gave more than 300 students in Yverdon-les-Bains the opportunity to bring their diverse perspectives and take on 57 innovation challenges and eight entrepreneurial challenges submitted by companies, groups and associations with local, national and

international impact. Some promising solutions emerged over the course of the challenge's five days. Winning over both the jury – composed of business and engineering leaders – and the public, four stand-out teams took home awards for their innovative solutions.

Innovation CRUNCH is a collaboration between the School of Engineering and Management Vaud & the Université de Technologie de Belfort-Montbeliard (UTBM). ■



Congratulations Prize winners!

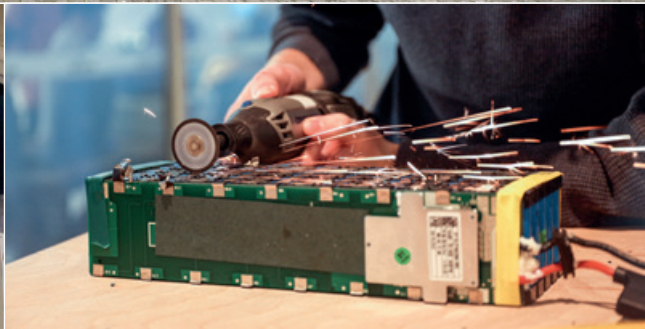
Innovation CRUNCH Time awardees

JURY PRIZE:
TEAM Viteos SA

AUDIENCE APPRECIATION
PRIZE:
TEAM Bobst Mex SA

SWISS ENGINEERING
VAUD PRIZE:
TEAM Beelive

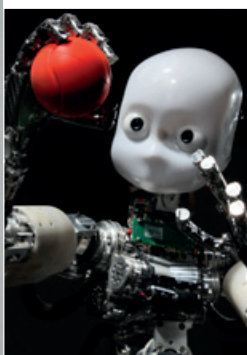
ENTREPRENEURIAL
DNV PRIZE:
TEAM Nidecker SA



Vaud Promotion: enhancing communications collaborations

On September 25, 2024, the communications directors of all accredited universities in the Canton were welcomed to Vaud Promotion's headquarters, to meet and strengthen ties among institutions. Vaud Promotion's mission is to showcase the Canton's many strengths and to raise its profile through a strong image, synergies, and initiatives that generate tangible benefits, thereby contributing to the Canton's economic development. Given the international recognition of the excellence of research and development (R&D) at Vaud universities, it is important for Vaud Promotion to know the institutions

better to promote them more effectively. In addition to information sharing and best practices, the universities agreed to explore ways to relay and amplify via social networks. The idea of a common platform to facilitate information sharing was also raised. The Canton of Vaud was represented by communications officers from the Department of the Economy, Innovation, Employment and Heritage (DEIEP), the Department of Education and Vocational Training (DEF) and the Service for the Promotion of the Economy and Innovation (SPEI), as well as the Board of Higher Education (DGES). ■



[seal] the deal

The [seal] program was established in 2023 out of the shared ambition of three universities – the University of Lausanne (UNIL), the University of Management and Engineering Vaud (HEIG-VD), and the Swiss Federal Institute of Technology in Lausanne (EPFL) – to combine their expertise in tackling the critical challenges of digital trust and cybersecurity. Recognizing the strategic importance of this field, the Government of the Canton of Vaud has committed to supporting it as part of its public policy. The program's initiatives include funding collaborative innovation projects, developing continuing education programs and organizing joint events.

Representing a key strategic sector, digital trust and cybersecurity are essential for many industries undergoing change. [seal] brings together the brightest scientific minds from Vaud's universities to work on solving the digital trust and cybersecurity issues facing both industry and society.

Three projects have been funded through the first call for projects in 2024, under the title "Empowering Small Organizations to Fight Against the Exponential Growth of Cybercrime":

- COMBATING PHISHING – What innovations can we bring?
- WATCHDOG – Security Sensor for Small and medium-sized enterprises (SMEs)
- IRIS – A serious game to increase the cyber resilience of local public authorities



Q&A with Anne Headon



Anne Headon
Director of the Entrepreneurship and Innovation HUB at the University of Lausanne

Anne Headon, Director of the Entrepreneurship and Innovation HUB at the University of Lausanne discusses the HUB's mission: to support the entrepreneurial spirit in the service of environmental, social and economic transition.

Q: Tell us about the landscape of innovation at the University of Lausanne, and where the HUB fits into the picture.

A: Innovation at the University of Lausanne is integrated with research. We have 17,000 students and 4,000 researchers, contributing to a vast array of innovative projects. Some research projects have commercial potential, and the HUB helps researchers to transform these projects into entrepreneurial ventures. We have also many projects coming from students or young alumni who are keen to create positive impact through an entrepreneurial project.

Innovation is typically viewed as a new service or product answering a consumer need, aimed at gaining a competitive advantage. For us at the HUB, that definition is too narrow – we also include innovation for common good, what we call social innovation.

That's why the HUB was founded in 2019 to support entrepreneurship and innovation with a very inclusive view, whether projects are tech or low tech, for profit or not for profit. We foster an entrepreneurial spirit among students and researchers, equipping them with essential skills and mindsets for innovation.

Q: Can you tell us about the programs offered at the Hub?

A: Our core program, called "UCreate", was launched in March 2020. It supports anyone here at UNIL who comes with an idea to answer a social or environmental problem – whether they are students, researchers, staff or recent alumni. We focus on framing the problem, understanding desired impact and developing a desirable, viable and feasible solution. We also foster a collaborative environment across our seven faculties. This last point, cross-disciplinary collaboration, is particularly valuable, adding richness and a strong foundation.

Between 35 and 40 projects apply to UCreate every semester. In the first phase, if they meet the eligibility criteria, we don't judge the idea to start with. We have learned that a bad idea can turn into a good idea,

or a good idea may, for example, need an expanded team with different skills to turn it into a reality. In entrepreneurship, it is better to be in love with the problem than with your solution...

To help these project teams move forward, we offer workshops every two weeks, covering various modules like product-market fit and pitching. After a jury selection, we take up to 10 projects into an acceleration phase. These projects receive coaching from entrepreneurs or experts in their sector. We emphasize market testing and prototyping, allowing projects to evolve and adapt.

Q: What challenges do you face in supporting diverse projects, particularly social innovation projects?

A: One main challenge is the varying timelines for projects to reach proof of concept. Some projects, especially in healthcare, may take years. We collaborate with technology transfer services to support these tech-focussed projects. Some other projects are literally ready to be launched at the end of UCreate.

A challenge with social innovation projects is that they often don't follow the logic of traditional business models. With the focus on societal problems versus commercial gain, they may require hybrid financing models. We aim to reconcile societal impact with financial sustainability. For example, some of these projects have the potential to deliver significant and measurable savings for the state. It is a different way of measuring value.

Q: How do you see the role of the University of Lausanne in promoting social innovation?

A: The university is well-positioned to lead in social innovation due to its interdisciplinary strengths across the humanities, business, law, social sciences, environmental sciences and medicine. We aim to equip students with the skills to be change agents, addressing societal challenges through entrepreneurial solutions.

Q: Can you share an example of a social innovation project?

A: An interesting example is the ATIPIKEY project which promotes inclusion into society, notably the workforce, of atypical people, especially people on the autism spectrum. Many atypical people have difficulty finding suitable employment, which can lead to depression, for example. ATIPIKEY aims, on the one hand, to empower people with these profiles and, on the other hand, to educate companies about the advantages that atypical talents bring, and how to integrate them, in a practical sense. This project also received a grant from the FIT (*Fondation pour l'Innovation et la technologie*)* program. ATIPIKEY is now up and running.

Q: What is the Forum for Social Innovation, and why was it created?

A: The Forum was launched to bring a better awareness and understanding of social innovation and give visibility to social entrepreneurs. It serves as a platform for students, researchers, and the public to engage with innovative ideas for the common good. In 2024, we had 400 attendees, with half of participants coming from outside the university. The Forum encourages a systemic approach to innovation, focusing on understanding and transforming systems like healthcare. We aim to promote collaboration and bring together different actors to address complex societal challenges.

Q: How would you sum up the impact you hope to achieve with the HUB and the Forum?

A: We hope to inspire and equip a new generation of entrepreneurs who prioritize sustainability and social impact. By fostering a collaborative and inclusive environment, we aim to drive meaningful change and contribute to our region and our society. ■

* See page 50 for an interview with Julien Guex, Managing Director and Secretary General of FIT.



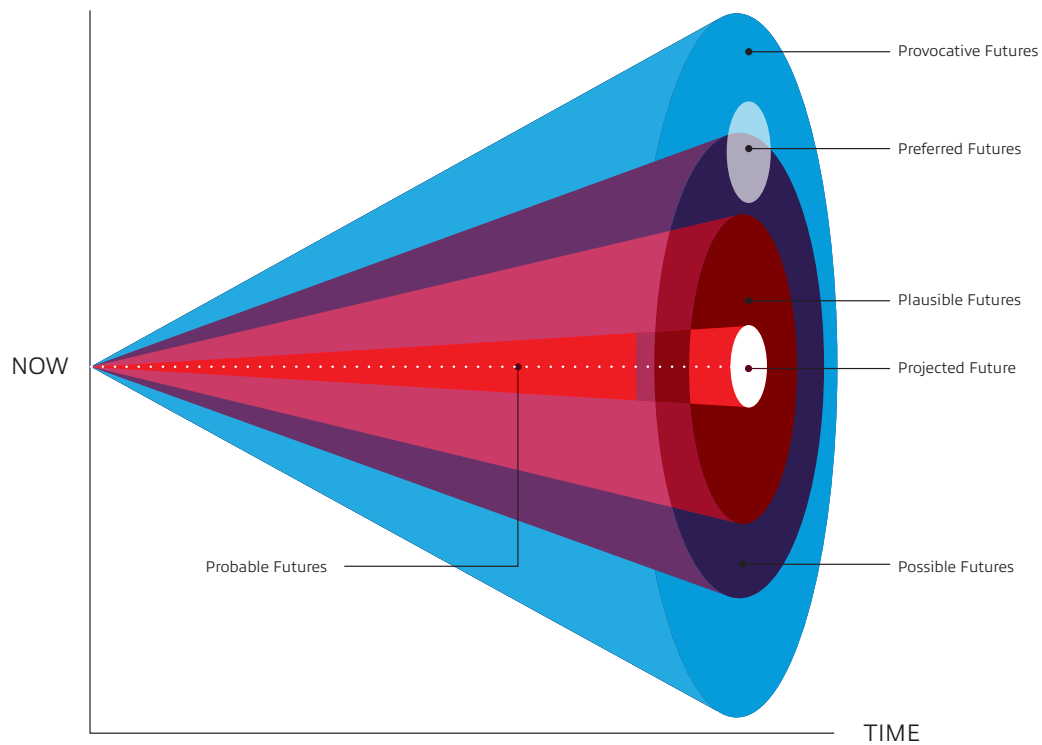
“The future does not exist today, so we have the opportunity to imagine it, shape it and navigate towards it.”

- Roger Spitz

What is foresight?

Foresight is a strategic approach that enables institutions to anticipate and shape the future rather than merely react to it. By embracing this forward-thinking approach,

Vaud universities will continue to shape futures that align with their values, strengths, and ambitions, and sustain their excellence in education, research and innovation.



THE CONE OF PLAUSIBILITY

Vaud delegation joins event on AI at the World Economic Forum

The Canton of Vaud had a strong presence at an evening event on January 17, 2024, organized jointly by the cantons of Zurich and Graubünden at the House of Switzerland, as part of the World Economic Forum 2024 Meeting in Davos. The Canton was represented by State Councillor Christelle Luisier, Head of the Department of Institutions, Territory and Sport (DITS) and State Councillor Isabelle Moret, Head of the Department of Economy, Innovation, Employment and Heritage (DEIEP). The

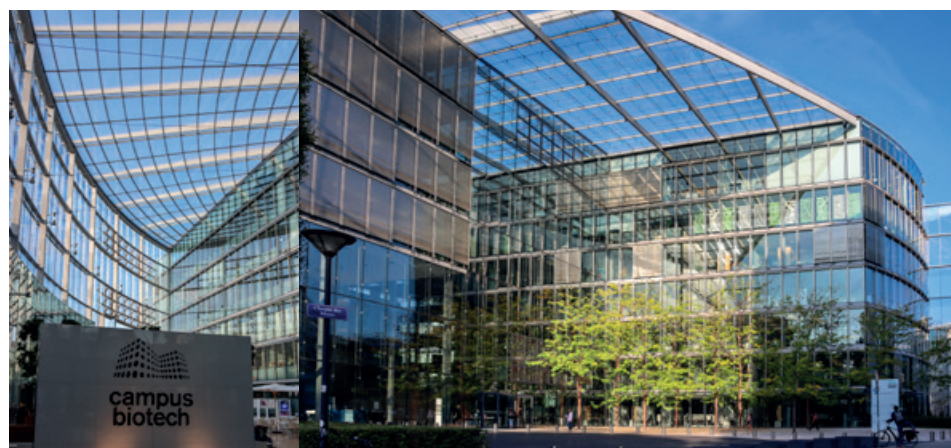
delegation from Vaud included diverse representatives from the Canton's economic sector as well as Christine Gaulis, Head of International Relations, Foresight and Innovation at the Vaud Board of Higher Education (DGES). Gaulis was invited to share her perspectives from the field of foresight in a roundtable "AI: Menace or Driver for Innovation?". Jurgi Camblong, CEO of Vaud-based SOPHIA GENETICS was a keynote speaker for this roundtable. ■



Geneva Future Talks with a Vaud accent

In March 2024, the University of Geneva (UNIGE), the UN Economic Commission for Europe (UNECE), the UN Futures Lab, the Beyond Lab (formerly SDG Lab) and the World Economic Forum (WEF) joined forces to discuss the role of Cross-Sector Intelligence and Foresight to accelerate the Sustainable Development Goals (SDGs). As a follow-up, the Geneva Futures Talks were initiated, and the Canton of Vaud joined them. These informal, closed-door conversations aim to help International Geneva contribute to the global

debate on future-aware and future-read governance for sustainable development in a multi-sectoral manner. The third discussion – hosted by EPFL's Geneva Campus (Campus Biotech) – focussed on youth & future generations. It addressed the question of how to harness foresight to support inter-generational decision-making and facilitate the engagement of youth, in order to take into consideration their perspectives in the face of generational challenges. ■



EPFL's Geneva-based Campus Biotech.

Vaud serves as representative of Swiss higher education in the Global Foresight Network

The Global Foresight Network aims to support a global community of practice across public and private sectors that can serve as an incubator to accelerate and advance the practice of foresight and future-preparedness.

Through the Network, the World Economic Forum is working with a core group of interested and committed institutions and individuals from the public and private sectors to identify and prioritize opportunities

for major public-private, high-impact contributions in the area of foresight and future-preparedness. This is an “invitation only” community, with representatives nominated by their organization. The sector of higher education in Switzerland was represented by the Swiss Federal Institutes of Technology, the University of Geneva and the Board of Higher Education of the Canton of Vaud. ■

La Source envisions the future of nursing sciences

In the face of growing healthcare challenges, La Source School of Nursing, HES-SO University (La Source) is integrating concepts from the field of foresight into teaching and research activities.

Dr. Dominique Truchot-Cardot, Head of the La Source Innovation Laboratory (SILAB) explains that foresight involves daring to actively identify potential directions for healthcare, develop strategies and explore ways to shape the future. She says healthcare professionals are often too busy “putting out fires”. Using foresight instead could place the nursing profession in a leadership position for systemic future-readiness.

SILAB aims to help tomorrow’s nurses develop the skills to impact not only individual patient journeys, but also healthcare systems. While students’ enthusiasm provides reason for optimism, limited financial, human and other resources currently prevent widespread implementation, such as with Bachelor- or Master-level classes. Dr. Truchot-Cardot would like to see this situation evolve.

The current approach by SILAB and other academic laboratories at La Source is to focus on laying the groundwork and equipping students with the mindset for innovation and, ultimately, foresight. Educators rely mainly on their own creativity to incorporate foresight in various initiatives such as the Cinq à sept evening events and Défi Source.

Cinq à sept brings together experts to introduce foresight themes and engage participants in imagining potential directions in healthcare. *Défi Source* is a hackathon-style event run by SILAB and *La Source*, where teams of students and healthcare professionals work on innovation projects for healthcare. These kinds of activities encourage both students and professionals to reflect, challenge current assumptions and envision ways to anticipate and shape the healthcare landscape of tomorrow. ■

At Odysée 2024,
a *Cinq à sept* event,
October 10, 2024.



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