The two-year implementation program in a nutshell

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University’s autonomy consistently strengthened since 1998

- 1998  UZH is granted autonomy (University Act comes into force)
- 2015  Canton resolves to transfer additional far-reaching management powers to UZH

In force since 1 August 2018:
- Extended UZH responsibilities for Real Estate and Facility Management
- New responsibility for strategic management of the Cantonal priority area “Universitäre Medizin Zürich“ (UMZH)
Dynamic development of core business and self-government

The core university business in the faculties has changed in many respects: Organization of studies, graduate degree programs, operational processes, fundraising for grants or the conditions for appointment procedures and professorships.

Further major developments are:

• The dean’s offices have become much more professional with regard to resource and process management.

• Professorships are becoming more flexible (e.g., tenure-track positions).

• The international environment with regard to the recruitment of professors and their loyalty to the faculty is changing.
Governance 2020+: Enhancing UZH governance

The governance model is being revised to ensure a sustainable strategy in light of the new challenges. The revised model is based on two pillars:

1) Strengthening faculties by systematically relocating areas of competence to them
   - Eliminating the intermediary system («Götti-System»)
   - Enhancing accountability for core operations and faculty resources

2) Realigning the Executive Board of the University (UL) with the strategic management and development aims established for UZH
1) Transferring competencies to faculties

Direct representation of faculty interests on the UL by deans
- Representation of faculty interests will now come from the heart of the faculty rather than from above via a member of the UL. Three channels:
  - Regular bilateral meetings between deans and every UL member
  - Strategy meetings
  - Direct representation on the UL for special topics/interests
- Strategy development at faculty level is being enhanced

Enhancement of the office of dean
- Term of office for deans extended to four years
- In principle, the role is now a full-time position (80%)

Appointment of deans
- Deans are appointed by the Faculty Assembly as before; a UL member will sit on the selection committee
1) Transferring competencies to faculties

BE3 and faculty working space delegation
- Budget responsibility of the deans will include regular salaries and social contributions of professors as well as the allocation of office space within faculty.
- Overarching management and supervision will take place at UL level.

Appointment negotiations with professors led by Vice President FSI in collaboration with dean
- Based on the principle that no business is to be done at the expense of third parties
- Appointment procedures will be carried out on the basis of the overarching guidelines and supported by Professorships Department (Abteilung Professuren)
1) Transferring competencies to Faculties

Supervision responsibilities for professors will lie with the dean:

I) Safeguarding of rights and compliance with obligations
   - Problem cases which cannot be resolved beforehand are directed to the dean in the first instance
   - Incorporation into overarching responsibilities along the line (UL member / UL / Board of the University)

II) Academic career development and reciprocal exchange

Junior faculty
   - Career discussions incorporated into faculty procedures (e.g., embedded in tenure track procedures)

Senior faculty
   Periodic discussions for the purpose of reciprocal exchange:
   - Research and teaching within the professorship / incorporation of faculty strategy
   - Contribution to / support from faculty

Governance 2020 in a nutshell
2) Realignment of the Executive Board of the University (UL)

- **Transfer of management powers to UZH expressed** by adding to two UL members: Director of Real Estate and Facility Management plus Vice President Medicine

- **Replacing intermediary system** («Götti») with focus on overarching strategic areas of each office of Vice Presidents

- **Clarification and shaping** of tasks, competencies and responsibilities (TCRs) of each UL member to manage strategic areas:
  - Services for faculties
  - Strategic management and supervision within areas of responsibility
  - Strategic prioritizing at higher levels
Milestones

• 2014–17 Preliminary project “Stärkung der Führung der UZH”
• January–July 2018 Results of the above project transposed into resolutions
  Implementation commissioned by the Board of the University
• 1 August 2018 Renaming of Offices of the Vice Presidents and initial amendments
• October 2018 Start of «Governance 2020+» (Prof. Josef Falkinger)
• February 2019 Program Structure and Scoping approved by Executive Board
• March-September 2019 Compiling of implementation concepts in sub-projects
• As of October 2019: Implementation
• 1. August 2020 Coming into effect
• December 2020 End of program «Governance 2020+»
Program status

- Consultation on legal amendments for «Governance 2020⁺» until 31 July 2019
- Definition of the profile for the office of dean and selection process (✔)
- Drafting of new regulation governing organization of the UL by end of September 2019
- Detailed definition of delegation of responsibilities by end of September 2019

- Updates on the progress of the program are available online (in German): [www.gov2020.uzh.ch](http://www.gov2020.uzh.ch)
Out-of-scope topics

- Implementation of organizational adjustments in the support structure (UL members line business)
- Changes to tasks, competencies and responsibilities (TCRs) of Board of the University and Extended Executive Board of the University (EUL): Change to responsibility in the case of program regulations already regulated in University Act 1.0
- Evaluation procedures and institutional accreditation
- Legislation regarding real estate management and UMZH as well as Finance Regulations
- These topics are addressed as part of the TCRs of the UL members if necessary, but the scope of the program does not include the definition and implementation of corresponding measures:
  - Governance in the field of continuing education
  - Governance of affiliated institutes
  - Compliance (exception: supervision responsibilities of the dean for professors and of the UL for the faculties)
  - Development of further training opportunities in terms of leadership and management