Priority Program of the Executive Board of the University 2019-2022
Draft with selected measures for the Senate meeting of 19 November 2018

1. Academic Excellence and Innovation

**Excellence in research**
UZH will provide improved support for research applications and contract drafting to make it easier to access third-party funding.

The University’s research profile will be further enhanced by various complementary tools available for the promotion and prioritization of research.

In order to ensure the wide dissemination and development of knowledge and to improve the credibility of academic research, UZH is committed to the values of open research and reproducibility.

UZH provides outstanding research infrastructure. We will improve the general conditions for research projects and for investment, so that the technology provided is of the best possible quality and has flexible applications.

Examples of measures:
- UZH will further develop the concept of the University Research Priority Program (URPP) for its third series. The third series will be announced in 2019.
- UZH is establishing a Center of Competence for Reproducible Science to improve researchers’ knowledge of empirical research methodology and to support them in designing studies.

**Excellence in academic career development**
UZH will provide improved support for junior academics throughout their academic careers and help for them to move to the next level.

Examples of measures:
- The Research Fund (Forschungskredit) will be expanded. To be able to support more doctoral candidates, postdocs and entrepreneur fellows with funding contributions for their own research or development projects, additional funding will be acquired for the Research Fund.
- Through benchmarking and systematic evaluation at the doctoral level, best-practice measures for the promotion of junior academics will be developed. By 2022, these measures will be in place and all doctoral candidates will be aware of them and of the possible progression routes at UZH.
**Innovation**

UZH is a research-intensive university with strong potential for innovation in terms of both inventions and developments. The wide variety of innovative activities will be strengthened by the establishment of the UZH Innovation Hub.

As trustee of the Innovation Park Zurich, UZH represents the interests of research in the development of the park.

UZH supports the entrepreneurial activities of staff and students and makes sure they are aware of the support available.

**Examples of measures:**

- The establishment of the Innovation Hub. This network comprises thematic clusters to increase cooperation and visibility of innovative activities at UZH.
  - The Innovation Hub is managed by an Innovation Council.
- UZH will offer programs and courses in entrepreneurship for all staff and students.

**New sources of information**

UZH has a globally competitive IT infrastructure with the most up-to-date services and applications. This includes a digital library service that is tailored to meet the needs of teaching and research. UZH coordinates the physical library stock and looks after the collections that have grown over time.

**Examples of measures:**

- As part of the UZH Library of the Future preliminary project, we are drafting solutions (to be ready by the end of 2019) that focus on services, organization and location.
- UZH will increase support services in the areas of open access publications and open data, as well as for the indexing of digital sources.

### 2. Excellence and Innovation in Teaching and Learning

**Digital agenda for teaching and learning**

The processes in teaching, studying and administration of studies will be digitally supported to make sure they are up-to-date and suitable for future requirements. Existing digital solutions will be efficiently and effectively developed.

**Examples of measures:**

- Centralization of the function “Process Owner Digitalization Teaching and Learning” to be assessed by Q1/2019 and if appropriate established by mid-2020.
Executive Board of the University of Zurich

- A concept for the creation of an integrated application landscape for students will be drawn up by the end of 2019, the implementation project will launch at the start of 2020, and the first steps will be implemented by mid-2022.

Focus on students: Services, environment, empowerment

UZH provides the best possible support to prospective students in choosing their subjects. Students experience UZH as a supportive and empowering alma mater.

Examples of measures:
- The project “Student Service Center” will start in early 2019; by 2020, information will be provided throughout the student life cycle. A quality management process for the further development of the Student Service Center will be put in place by mid-2022.
- UZH will develop measures by mid-2022 to ensure that the skills needed for the future are embedded in courses and in extra-curricular activities.

Development of education and teaching quality

All teaching at UZH will be innovative and future-oriented. Teaching staff, study program coordinators and staff in the Office of Student Affairs will be supported with appropriate services and encouraged through effective incentives.

Examples of measures:
- A defined concept for the role of teaching governance will be available by the end of 2020 and implemented by the end of 2021.
- A quality management process for teaching and learning will be established by the end of 2019, any necessary adaptations made by the end of 2020, and accredited by the end of 2022.

3. Digital Future

Digital Society Initiative (DSI)

UZH is increasing its digital research capabilities over the long term. We will establish ourselves as a major center for digitalization in German-speaking Switzerland.

Examples of measures:
- Various aspects of digitalization will become the focus of 18 existing or newly created professorships by 2025.
- UZH will establish a Master of Business Administration (MBA) in Digital Skills by the end of 2022. As a staging post, a Certificate of Advanced Studies (CAS) in Digital Skills will be introduced by the end of 2020.
Collaboration with other universities

In particular in the area of digitalization, UZH will step up its cooperation with three other Zurich higher education institutions (ZHAW, ZHdK and PHZH). The ongoing cooperation on the issues of digitalization is intended to provide a role model for other forms of cooperation in and around Zurich.

Examples of measures:
- UZH will take the lead in establishing the “Zurich Universities Digitalization Initiative” (UZH, ZHAW, ZHdK, PHZH).
- This digitalization initiative will consist of a joint research cluster, an innovation program for competitive project funding and an education program. It is planned that work will begin in 2019 and the initiative will be up and running by 2020.

4. UZH – A Global University Based in Zurich

Strengthening university medicine

Together with our Academic Medicine Zurich (UMZH) partners, UZH is developing the medicine of the future. We are improving individual treatments while also considering epidemiological developments. The focus here is on translating research findings into medical practice.

The medicine of the future also shapes the further development of the medical degree programs. UZH implements long-term curricular innovation that takes into account digitalization, ongoing training and continuing education and skills necessary for medical professionals in the future, among other things. The Medical Education Network, initiated by UZH, provides an excellent setting for this.

Examples of measures:
- “The Loop Zurich” (former Center for Precision Medicine Research, CPMR) will be expanded and become established at the national and international level.
- Digitalization will be systematically embedded in medicine; the new learning objectives document Principal Relevant Objectives and a Framework for Integrative Learning and Education in Switzerland (PROFILES) will be integrated into the human medicine curriculum.
Global cooperation

UZH is raising the visibility of its international relations and is viewed as an important research and education institution on the international stage. We encourage our students to be internationally mobile and want to increase our appeal to students from abroad.

Examples of measures:
- UZH is building up a network of strategic and priority partner universities. The evaluation of potential partners in Asia, Australia and North America will take place in 2019; by the end of 2020, UZH will have six strategic partner universities.
- UZH will increase its number of English-language degree programs.

UZH and society

UZH has a good network and interacts with society in a variety of ways: To promote lifelong learning, UZH addresses all groups of society through its continuing education programs, the Children’s University of Zurich and the Senior Citizens University. The user-friendly online presence of UZH is aimed at national as well as international target groups. In its communication and actions, UZH meets society’s expectations in terms of diversity, gender equality and sustainability.

Examples of measures:
- UZH has launched a preliminary project for the development of a new UZH website. Concurrent projects for a new student portal and forms of collaboration for employees are also under way.
- UZH will establish and issue a sustainability report by 2020.

5. Values and Culture

Management and leadership culture

The management and leadership structures and processes at UZH are being improved and the leadership skills of all UZH employees strengthened. Relevant continuing education programs are available to academic as well as non-academic managers and leaders.

Examples of measures:
- Following the completion of the project “Strengthening the Management of the University of Zurich”, the “Governance 2020+” implementation program will be carried out. All roles and processes will be clarified by the end of 2020.
- UZH will implement comprehensive continuing education and coaching programs aimed specifically at managers and leaders in the University’s administrative bodies by 2020.
**Culture of dialogue**

UZH is improving internal communications and providing transparent information about university-wide developments, actively seeking to strengthen the dialogue with all its members.

Examples of measures:
- Members of the Executive Board of the University regularly present significant plans to the faculties during Faculty Assemblies.
- The tool for internal newsletter management is to be expanded and made available to the faculties.

**Culture of quality**

UZH completes all steps of the quality management cycle and promotes a university-wide culture of quality. Quality development is evidence-based and focused on the following correlating areas: Quality management processes for teaching and learning, the modified evaluation procedure as well as – for leadership development – the strategic and development discussions at various levels of the University.

Examples of measures:
- Quality management processes for teaching and learning will be established by the end of 2019 and fine-tuned by the end of 2020, if required.
- The institutional accreditation process of UZH in accordance with the Higher Education Act (HFKG) will begin from 2019 and be successfully completed by 2022.

**6. Excellent Support**

**Real estate governance**

UZH manages its real estate portfolio professionally and effectively, with all responsible parties knowing and competently fulfilling their roles. In so doing, UZH closely cooperates with the relevant bodies of the Canton and City of Zurich as well as with other institutions.

UZH manages its real estate according to principles of sustainability, seeking to achieve the best cost-benefit ratio for UZH. The goal is to achieve a balance between social, economic and ecological aspects.

The real estate portfolio is developed based on ongoing, long-term demand planning that includes the perspectives of the users and takes into account the financial resources of UZH.

Examples of measures:
- UZH will increase its expertise in the area of real estate, managing its real
estate portfolio in a way that ensures space is available in the required quality and quantity as well as at usual market costs.

- The consequences of academic plans on infrastructure are assessed at an early stage. Applications to the Executive Board of the University must also list possible impacts on infrastructure.

Employee recruitment and loyalty

To be more flexible when it comes to content and strategy aspects of planning future professorships, the Executive Board of the University is drawing up a concept for the creation of equal categories of professorships.

Moreover, UZH is developing processes that will allow us to employ professors as well as other employees who have already reached the age of 65.

Examples of measures:
- The input paper “Professorships instead of Professorial Chairs” will be finalized and discussed with the deans in Q1/2019. The next steps will then be defined.
- In fall 2018, the Executive Board of the University will discuss the suggestions made by the working group on retirement. Relevant processes will be developed and implemented by mid-2020.

Support processes

UZH continues to develop its administrative support structures and processes, focusing on demand, governance and economic viability.

Examples of measures:
- A university-wide analysis of the current state of relevant administrative support functions is to be completed by mid-2020.
- An organizational development plan for procurements at UZH will be set up by 2019. This will review governance aspects (management, checks and balances) as well as several organizational scenarios and their impact on resources. It will also develop a roadmap for procurements at UZH.

Services management

UZH is developing its organizational units with a focus on services and market orientation in the areas of management, economic viability and organization.

Examples of measures:
- By mid-2019, UZH will define its requirements for the economic management of services departments.
- The measures required to fulfill these requirements will be implemented by 2022.
Fundraising

UZH will continue to expand its fundraising efforts and the visibility of the UZH Foundation. The capital of the UZH Foundation will be continuously increased.

UZH has the right instruments to provide financial support for students experiencing financial difficulties.

Examples of measures:
- A larger and wider range of fundraising events will be held.
- With regard to financial aid for students, in 2019 three internal funding instruments will be combined and new regulations will be developed.