

rETHink project:  
Completion of analysis phase

Virtual town hall meeting for ETH members  
Zurich, 29 June 2021



# Completion of analysis phase: agenda

1. **rETHink: Introduction and overview** Joël Mesot
  
2. **Updates from the individual workstreams:**
  1. Workstream 1 “EB, basic architecture, boards” Joël Mesot
  2. Workstream 2 “Professorships” Nina Buchmann
  3. Workstream 3 “Support for professors” Paola Picotti & Edoardo Mazza
  4. Workstream 4 “Organisation of academic depts.” Zeljko Medved
  5. Workstream 5 “Organisation of CAUs” Dieter Wüest
  6. Workstream 6 “Culture development” Gudela Grote
  
3. **Conclusions** Joël Mesot
  
4. **Questions and answers** all

# A brief recap: project launched in 2019

## «Die ETH fit machen für die Zukunft»

10.10.2019

Von: [Rebecca Lehmann](#), [Norbert Staub](#)

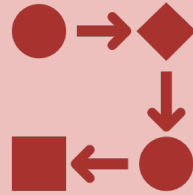
Im Juni hatte ETH-Präsident Joël Mesot eine organisatorische Weiterentwicklung der Schulleitung angekündigt. In der Townhall vom 8. Oktober erläuterte er den Stand des Projekts «rETHink» und stand gemeinsam mit der Schulleitung den ETH-Angehörigen Red und Antwort.



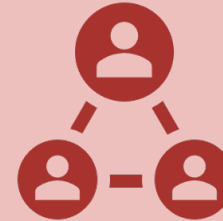
# What we want to achieve



Take individual  
responsibility and  
increase scope for  
action



Further develop  
structures and  
processes



Strengthen  
leadership at all  
levels



Promote cooperation  
and a sense of  
belonging

Preserving our institutional autonomy and scope for action

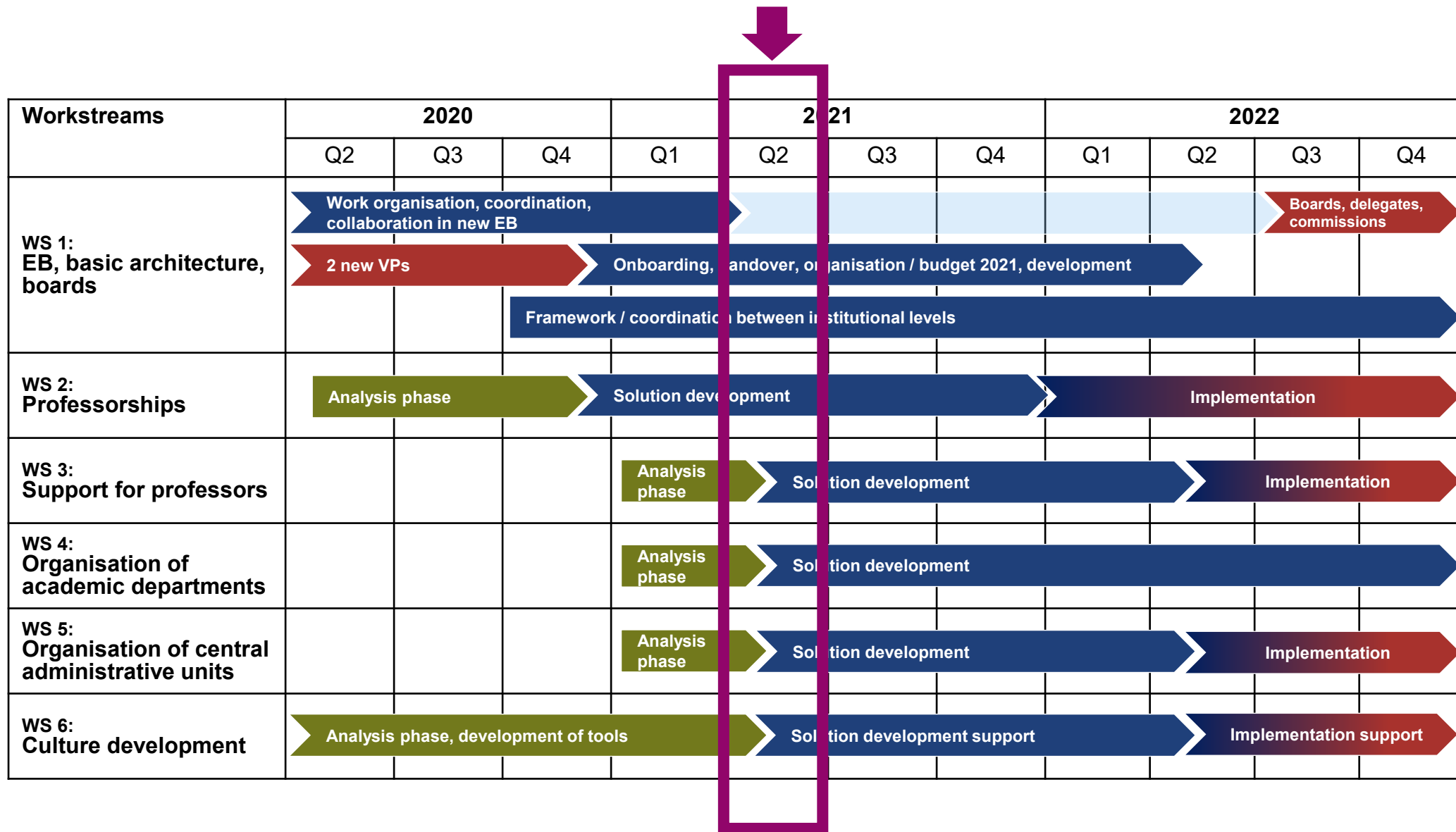
Many absent due to Covid, but...



...many also busy working on rETHink!



# Overview of project planning (current status)



# Workstream 1 “EB, basic architecture, boards”



# Executive Board strengthened – two new VPs



# Workstream 2 “Professorships”

Nina Buchmann

# Results of the analysis

**At ETH, the autonomy of professorships is a USP**  
**“The beating heart of ETH”**

**Finding the right balance between all tasks is a constant challenge**

**KTT, outreach and engagement becoming more important**

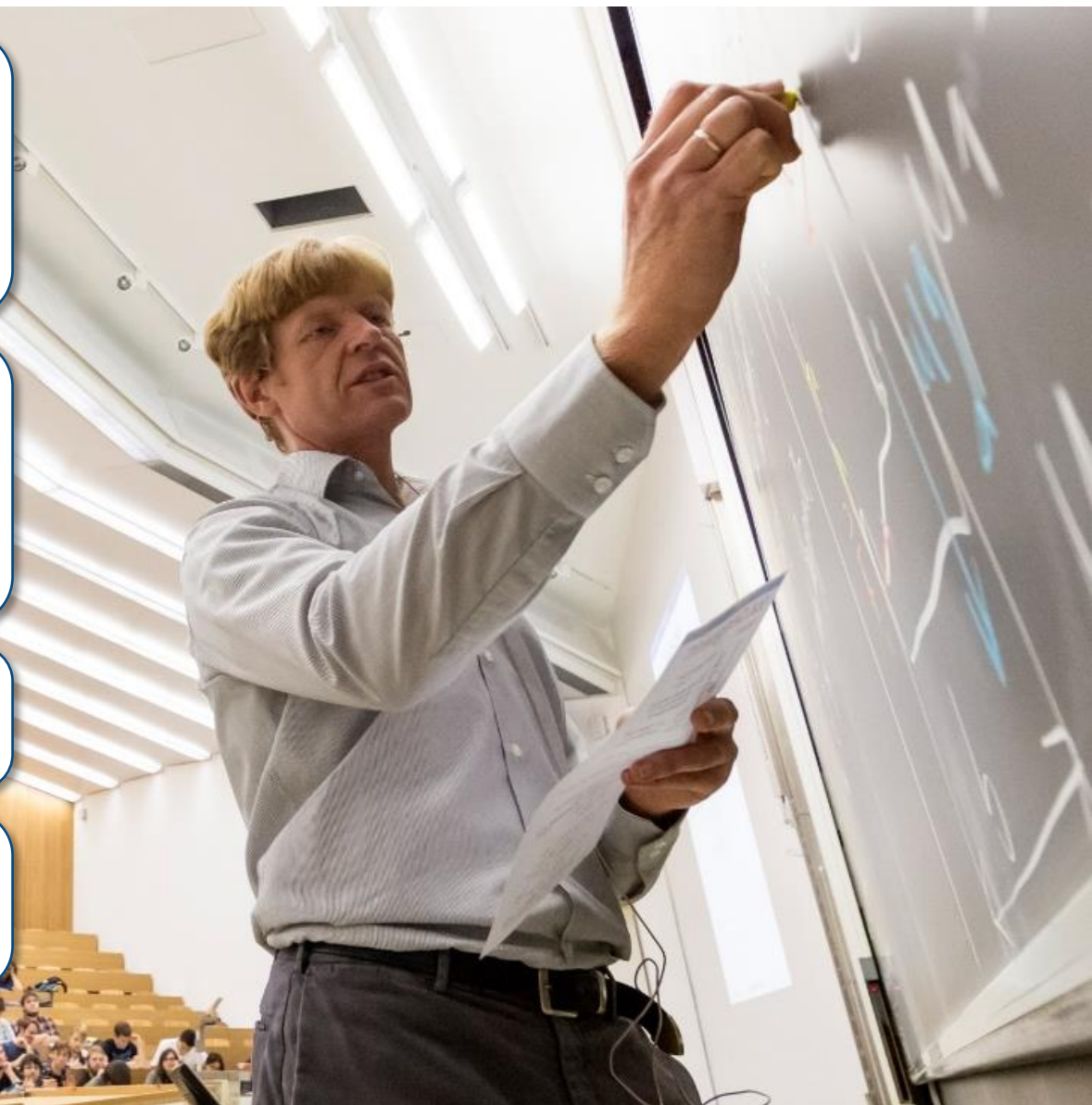
**Need to strengthen interdisciplinary collaboration to address global challenges**

**New academic profiles worth reviewing**

**Potential for optimisation in the area of organisation**

**Action needed in the areas of leadership, management and evaluation**

**Synergies through more flexible use of rooms and infrastructures**

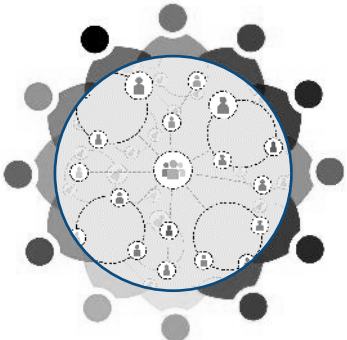
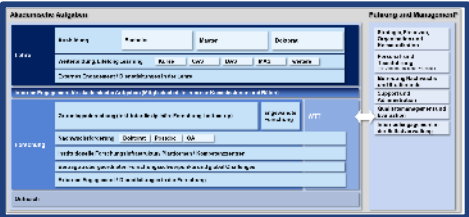


# WS 2 “Professorships” > Solution development: Topics 2021

Tasks, understanding of autonomy and guideposts

Organisation of tasks: group structures, use of resources

Implementation (2022 onwards)



- Differentiating the tasks
- Defining the guideposts in academic and organisational tasks
- Specifying the understanding of autonomy

- Collecting best practices
- Establishing a P-Toolbox with a broad selection of tools
- Allowing for very diverse requirements
- Providing orientation on all organisational topics
- Selecting models, sample solutions, templates, checklists, tools, procedures, etc.

- Professorships responsible for their own arrangements and decisions (within the parameters of the guideposts)
  - Customisation of internal organisation and group structure
  - Optimisation of resource use
  - Collaboration with other groups and higher-level structures



Work well advanced

# Workstream 3 “Support for professors”

Paola Picotti / Edoardo Mazza



H. Wennemers



G. Hug



B. Volk



K. Ringger



D. Schmid



E. Chatzi



M. Ghisletti



B. Hoffmann



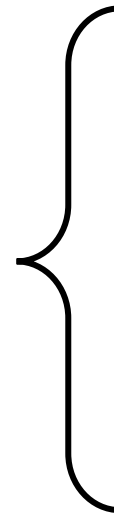
M. Lüthy



J. Dannath-Schuh

# WS3 objectives

(based on mandate of SL)



1

To optimally support Proff. during their whole Proff. life cycle

2

To optimally support Proff. in adapting to evolving leadership challenges

3

To reduce the burden (time, energy, risks) of managing difficult cases



T. Suter



F. Von Wangenheim



M. Niese



J. Stelling



P. Picotti



J. Mesot



M. Püschel

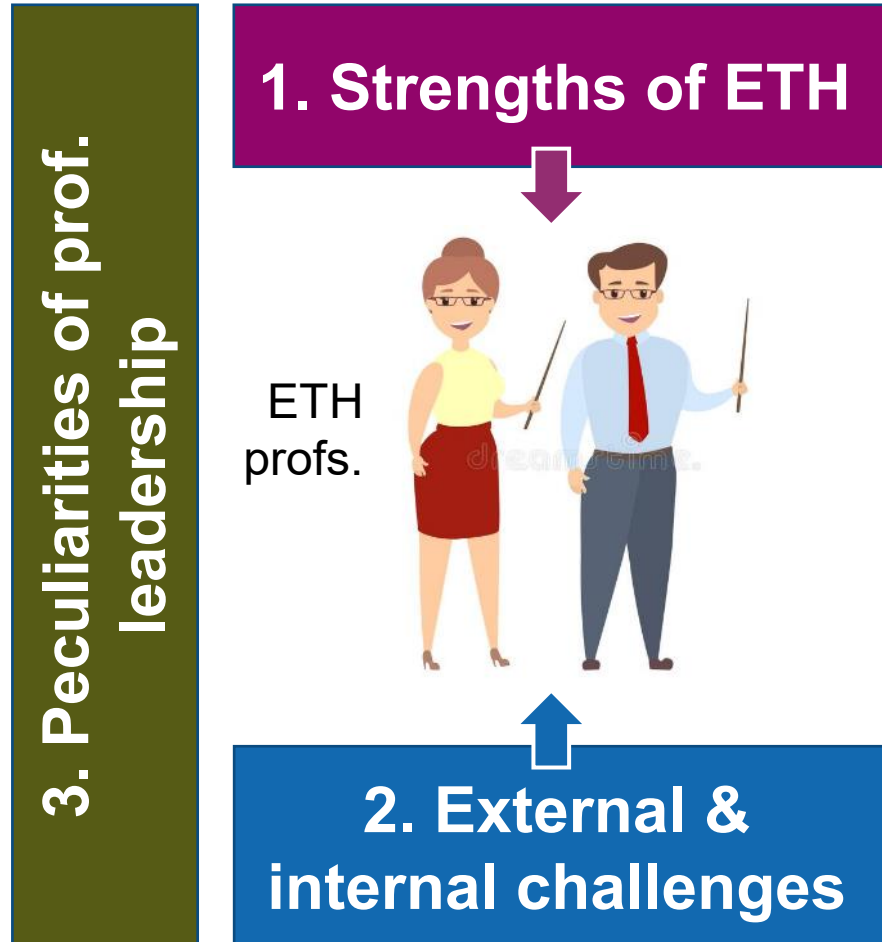


E. Mazza

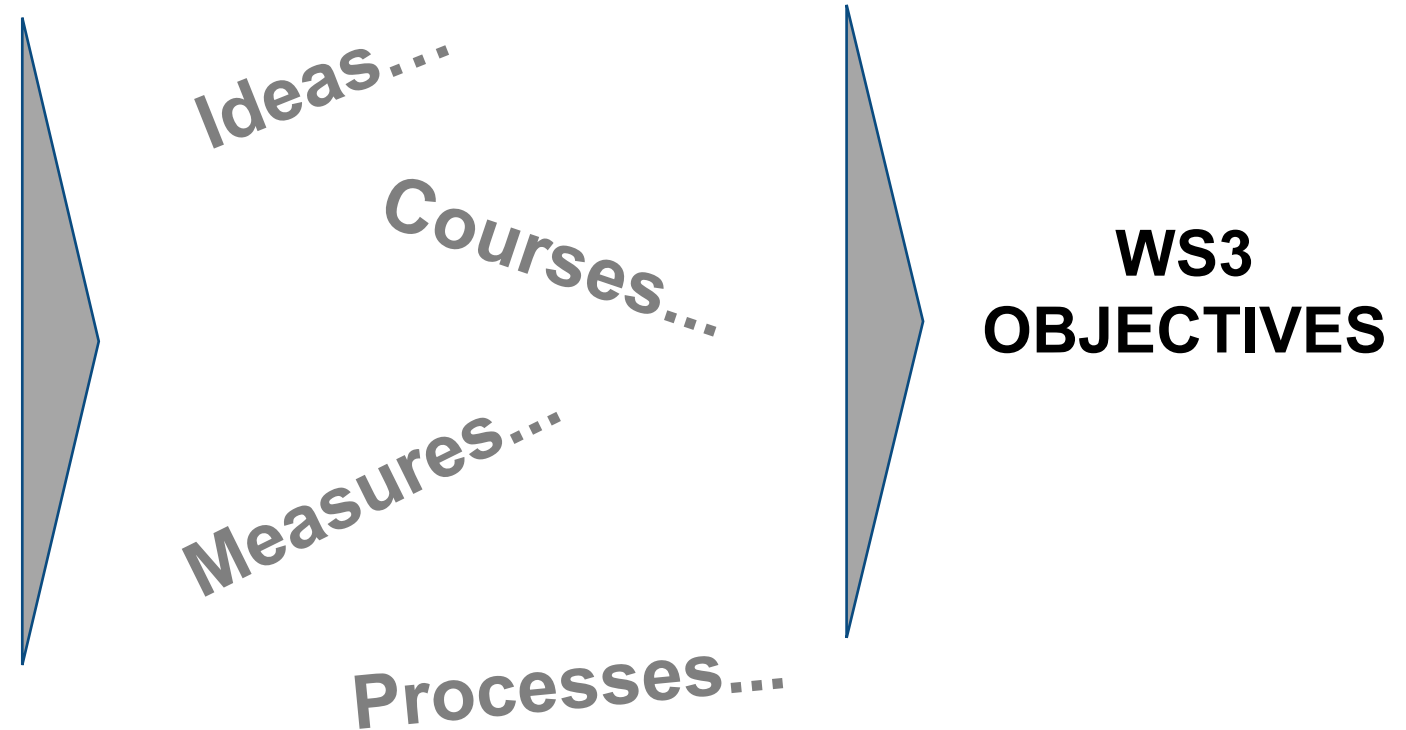


S. Gohl

## ANALYSIS PHASE



## NEXT PHASE





Workstream 4  
“Organisation of academic  
departments”

Shared goal – collective  
intelligence



# WORKSTREAM 4 / Results of the analysis (Phase I)

The analysis has identified the following **12 areas of action** to be addressed in several steps:

## Overarching and fundamental topics

Departmental tasks, autonomy and principles

General cooperation between academic depts. and CAUs

Strategy development at departmental level

## Individual services and processes

Teaching in the context of growth and change

Interdisciplinary approach

Room management and real estate

Communication

Optimisation of financing instruments

## Organisation/structures

Organisation of operational aspects

Organisation of dept. mgt  
Cooperation with Exec Board

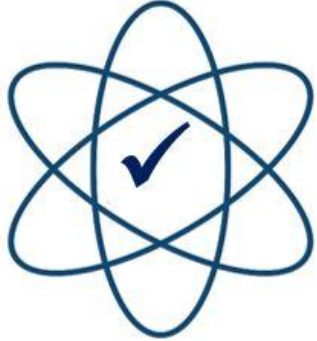


Participation

## Overarching and fundamental topics

Promoting young scientists

# WORKSTREAM 4 / Solution development (Phase II)

Depending on each area of action, the following types of solutions should be developed:

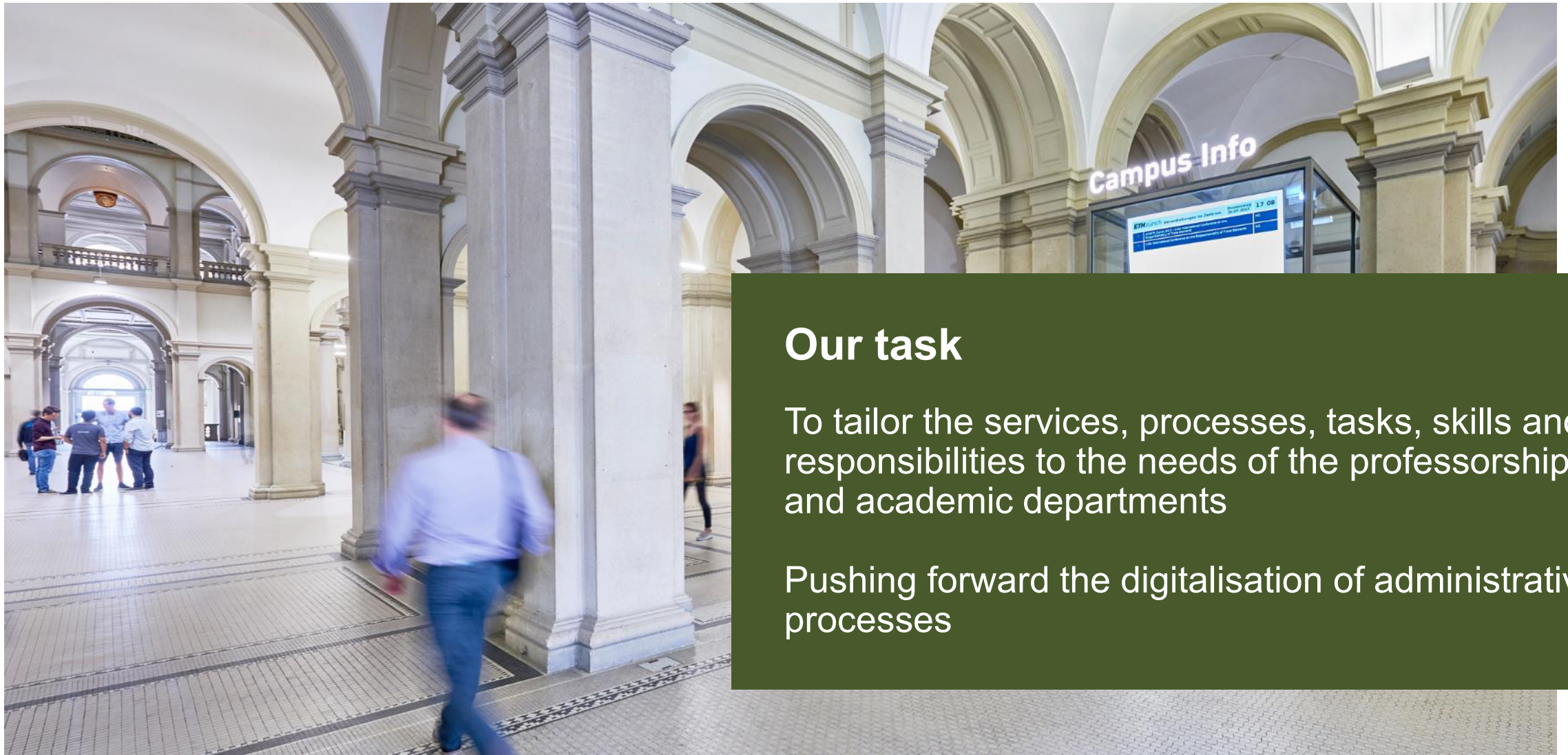
Principles that apply to all	Toolbox for further development of academic depts.	Solutions to concrete individual topics
		
<p>Entire department</p> <p>Functional principles</p> <p>Minimum standards</p>	<p>Sample/model solutions Best practices</p> <p>Checklists</p> <p>Templates/instruments/key indicators</p> <p>Support for implementation</p>	<p>Quick wins</p> <p>Best practices</p>

# Workstream 5

## “Organisation of central administrative units”

Dieter Wüest

# Workstream 5: “Organisation of CAUs”



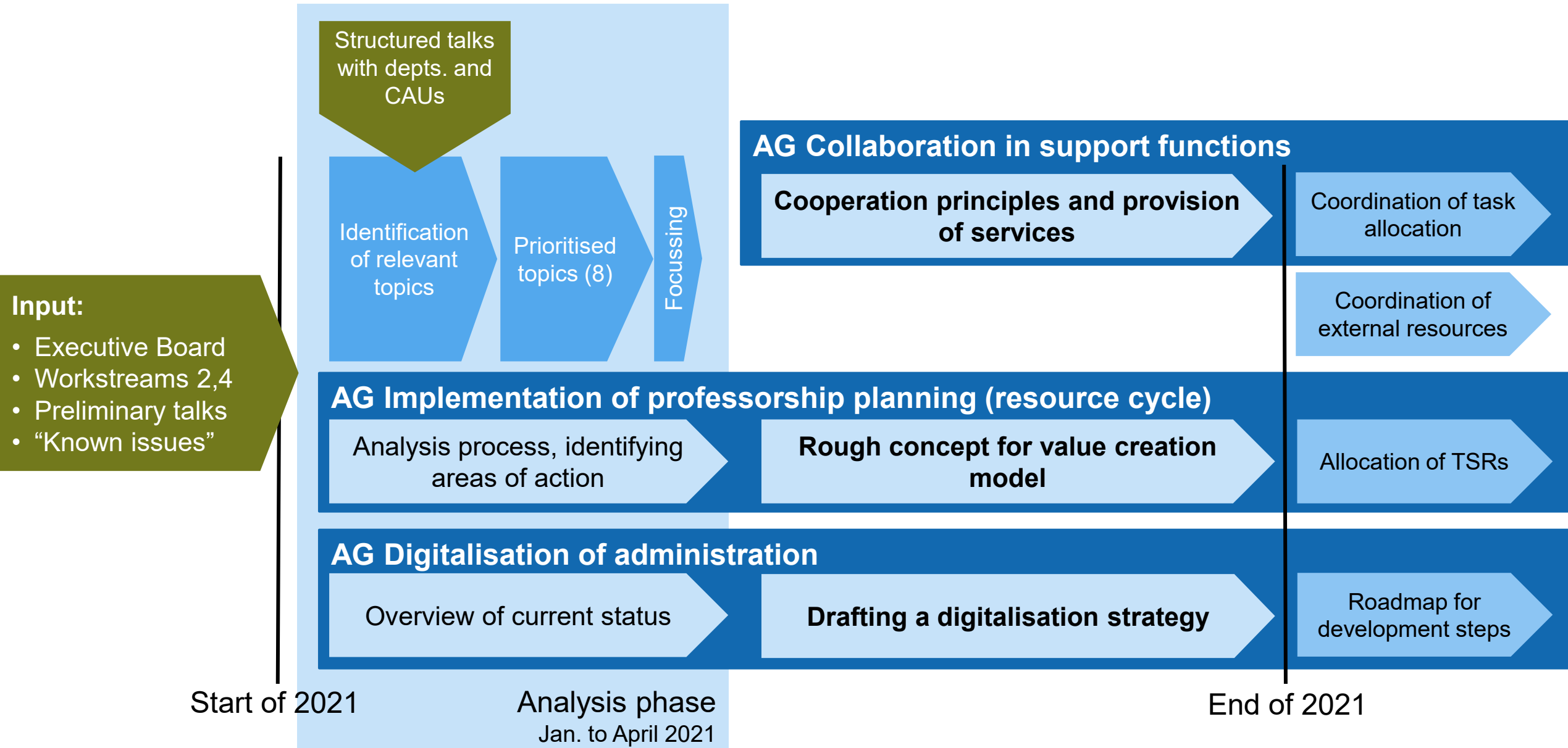
## Our task

To tailor the services, processes, tasks, skills and responsibilities to the needs of the professorships and academic departments

Pushing forward the digitalisation of administrative processes

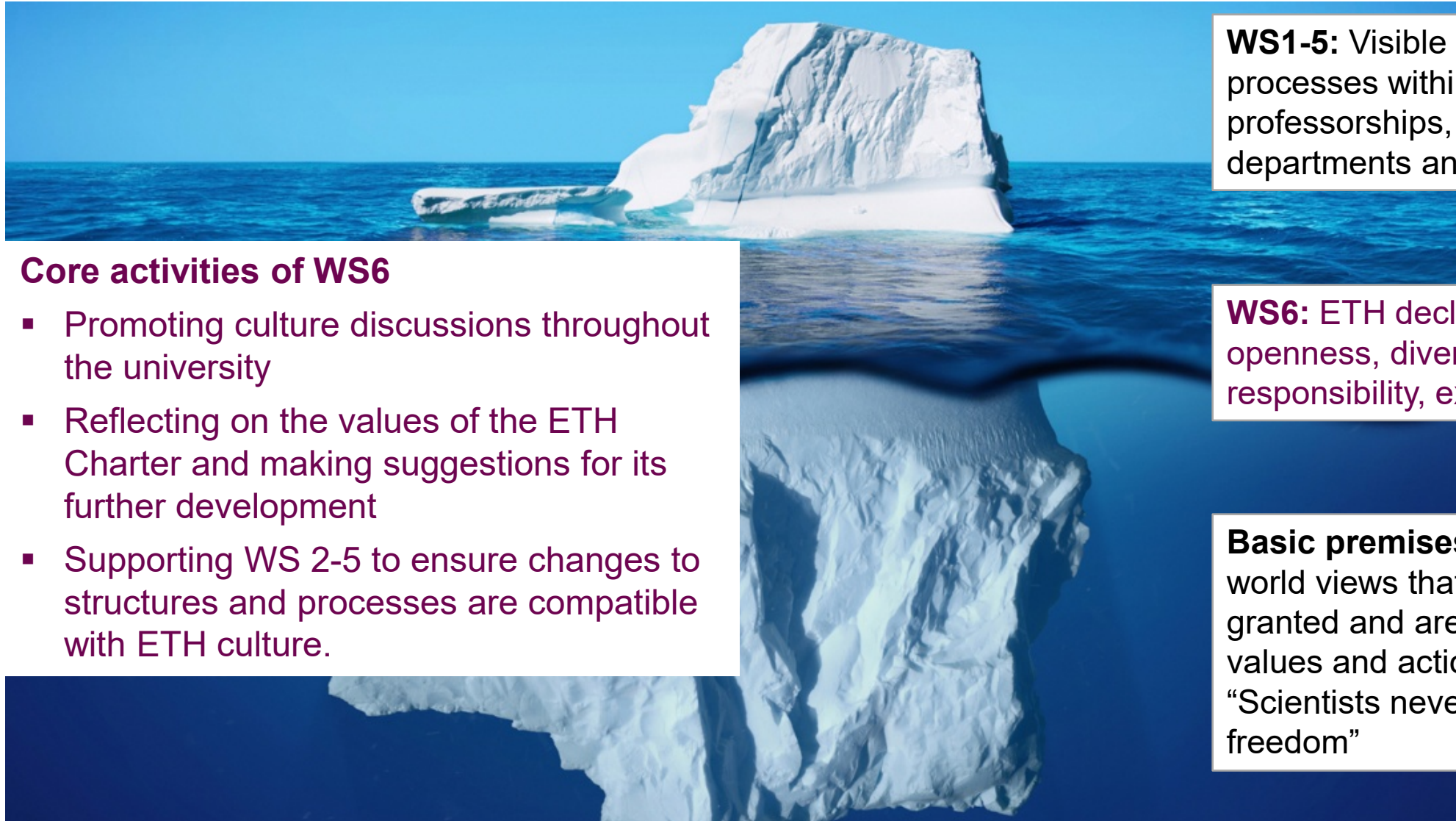
# Workstream 5: "Organisation of CAUs"

AG = working group





# WS6 as a link between ETH structures and processes and the basic premises of ETH culture



**WS1-5:** Visible structures and processes within and between professorships, academic departments and central services



**WS6:** ETH declared values – openness, diversity, team spirit, responsibility, excellence



**Basic premises** (unconscious world views that are taken for granted and are the basis for all values and actions), such as: “Scientists never abuse academic freedom”

## Core activities of WS6

- Promoting culture discussions throughout the university
- Reflecting on the values of the ETH Charter and making suggestions for its further development
- Supporting WS 2-5 to ensure changes to structures and processes are compatible with ETH culture.

# WS 6 Culture development – Support for discussion of values

The WS6 Culture Development team offers the following support for the discussion of values in the individual units and groups:

## Content support



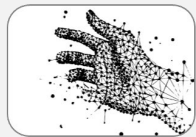
Verantwortung



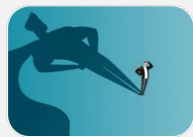
Offenheit



Vielfalt



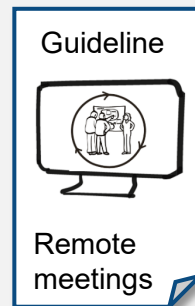
Teamgeist



Exzellenz

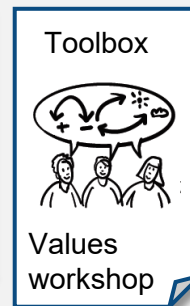
- ETH Charter
- Possible discussion questions

## Method support



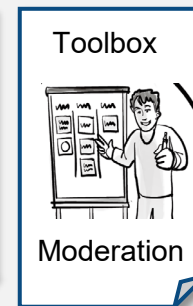
Guideline

Remote meetings



Toolbox

Values workshop



Toolbox

Moderation

- Guideline for remote meetings
- Toolbox for values workshop
- Toolbox for moderation

## Moderation support



Motivated moderators to accompany individual workshops (train-the-trainer coaching)

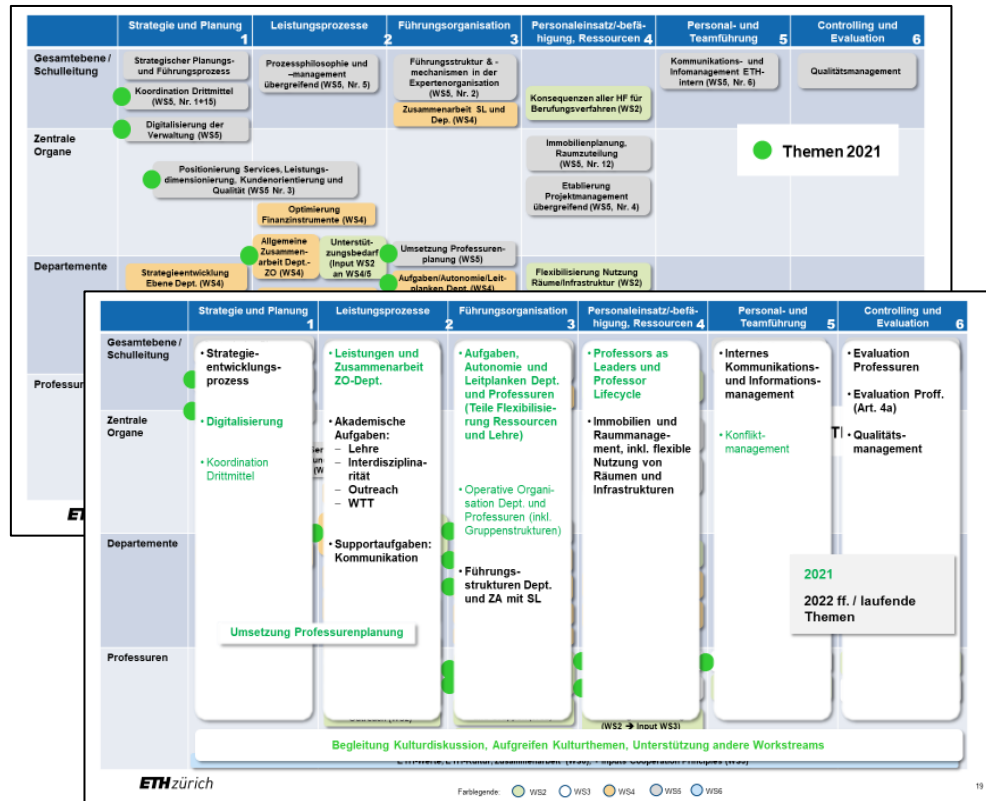


# Conclusions from the analysis phase



# Next step: transferring priorities into a master plan

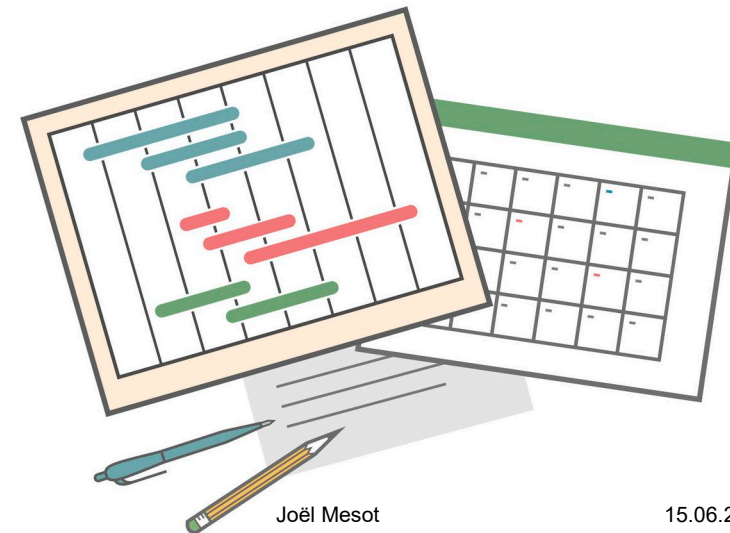
Based on the analysis, the Executive Board has set the initial priorities



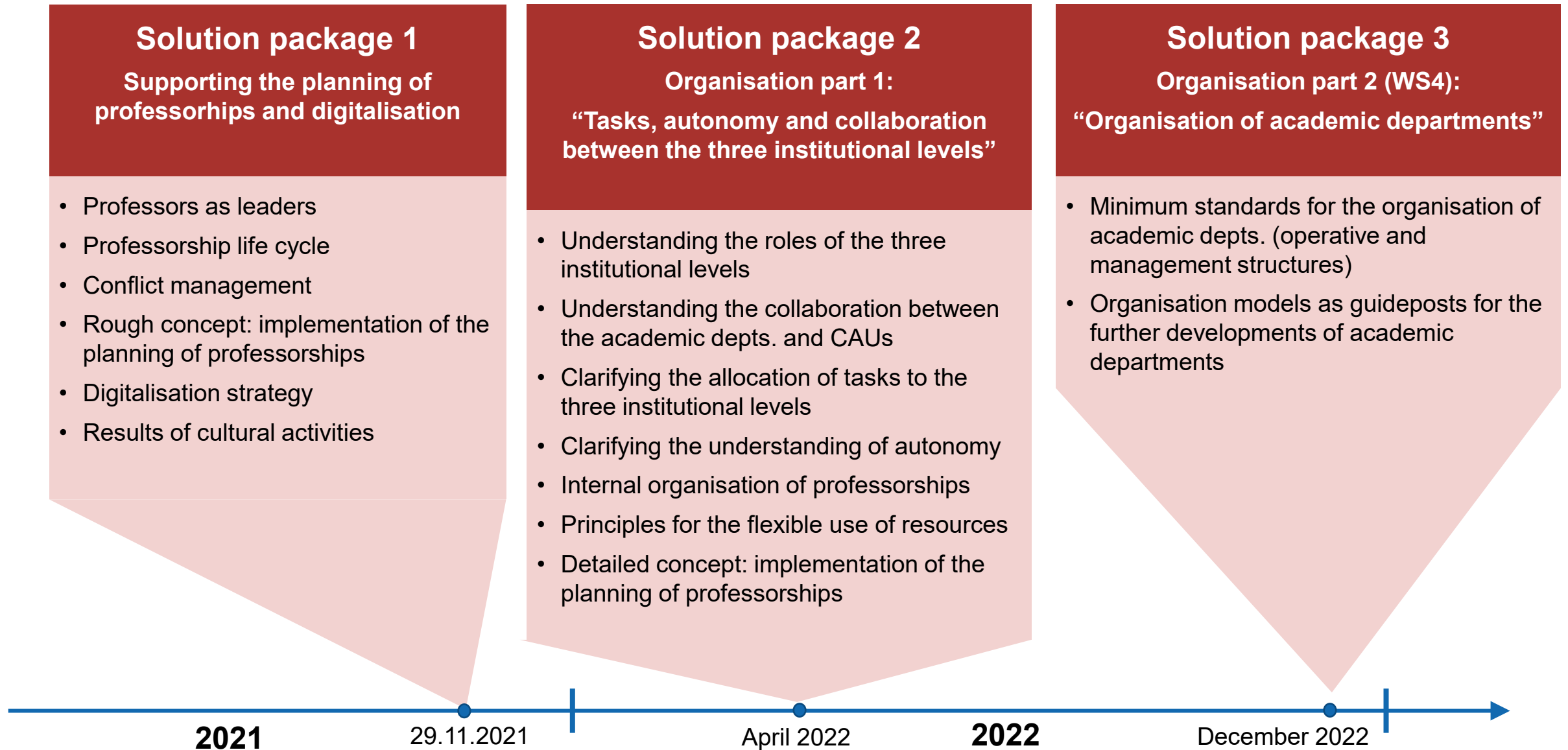
Priorities have been worked up into a master plan

The purpose of this plan is to ensure that

- Logical dependencies are taken into consideration and the subtopics are processed in a sensible sequence
- The outcomes are coordinated with each other across the institutional levels
- The tempo and phases allow an informed and successful processing of topics and the organisational burden is acceptable



# One master plan and three solution packages



Work in progress



# rETHink

LEHRE, FORSCHUNG und WTT

2025

- EIGENVERANTWORTUNG
- PROZESSE
- STRUKTUREN
- FÄHIGKEITEN

## VISION 2025

ETH IST EIN LEUCHTTURM FÜR LEHRE, FORSCHUNG UND WISSENSTRANSFER

WIR HABEN UNS ENTWICKELT

ETH IST GANZ VORNE! NEUE FREIHEIT AUFGERÄUMT! RAUM FÜR NEUES

INTERNATIONAL KOMPETITIV NATIONAL BEDEUTEND LOKAL VERANKERT

KOLLEGIALITÄT INNOVATIV HINDERNIS-FREI FÜR STUDIERENDE

GEMEINSAME VERANTWORTUNG

DIVERSITY

ZUSAMMENARBEIT DER PROFESSUREN

SPIN-OFFS ZUSAMMENARBEIT MIT WIRTSCHAFTSGESCHWÄFT

DIGITALISIERUNG INNOVATIVE TECHNOLOGIEN & PLATTFORMEN

ENTREPRENEURSHIP WEITER ETABLIEREN

DIE FAMILIE zu Hause



KOLLEKTIVE INTELLIGENZ

VERNETZTE PERSPEKTIVEN

## VERÄNDERUNG

GENERÖSE KOLLABORATION



SICH EINSETZEN FÜR DEN WOHL DES GESAMTEN

-AUF AUGENHÖHE- RESPEKTIVOLL ARBEITEN



EIGENVERANTWORTUNG

KOLLEKTIVE INTELLIGENZ



DELEGATION

GEGENSEITIGES VERSTÄNDNIS



ETHIK VOM 'ICH' ZUM 'WIR'

ERWARTUNGSHALTUNG

SMART WORKING



ZUHÖREN RESPEKT FÜR DIVERSE IDEEN

GROSSZÜGIGKEIT

## UNTERSTÜTZUNG

HOCHSCHULVERSAMMLUNG DEPARTEMENTE

ETH RAT UND DER GESAMTE ETH BEREICH



POLITIK & Gesellschaft

ALLE MENSCHEN DIE UNSERE BEGEISTERUNG TEILEN!

AUTONOMIE UND EIGENVERANTWORTUNG



DIE JUNGERE GENERATION

ERFÜLLTE WÜNSCHE 2025

WIR SIND AN DER SPITZE!

EIN TRAUM SEIN FÜR JUNGS & MÄDCHEN



UNIVERSITY of CHOICE auch für Mitarbeitende

FRAUEN in Führungspositionen

FAMILIEN-FREUNDLICH

AUTONOMIE SWISSNESS OFFENHEIT

KOLLEGIALE KULTUR

BENCHMARK FÜR LEADERSHIP

KOMPROMISS-FÄHIGKEIT KEIN FALL VON WISSENSCHAFTLICHES FEHLVERHALTEN

RESSOURCEN TEILEN

DIVERSE MEINUNGEN AKZEPTIERT WERDEN

WORK-LIFE BALANCE