rETHink project – fit for the future

General overview

Project Management
Zurich, 6 April 2021
Contents

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2. Workstream 1 – Executive Board, basic architecture & boards
3. Workstream 2 – Professorships
4. Workstream 3 – Support for professors
5. Workstream 4 – Organisation of academic departments
6. Workstream 5 – Organisation of central administrative units
7. Workstream 6 – Culture development
8. Communication
Project overview
ETH – a beacon of knowledge with enormous development potential

- Research, teaching and knowledge transfer
- Professional and swift appointment procedures
- International outlook
- Flexible organisation of research and teaching
- Professional support structures
- Highly qualified and dedicated staff and students
- Creative freedom and scope for action
- Reputation, public profile and broad interest in our institution
The world is changing – ETH is addressing the challenges.

ETH external
Increasing demands and expectations from society

Preserving our institutional autonomy and scope for action

ETH internal
Greater diversity, increasing demands and exponential growth
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
Approach and participation – Key principles

<table>
<thead>
<tr>
<th>1</th>
<th>Planning starts with the professorship</th>
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</thead>
<tbody>
<tr>
<td>The approach to organisation development is based on the success criteria for the professorships and academic departments.</td>
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<tr>
<td>• Professorships</td>
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<td>• Academic departments</td>
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<tr>
<td>• Executive Board / central administrative units</td>
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<table>
<thead>
<tr>
<th>2</th>
<th>Participation according to institutional level and topic</th>
</tr>
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<tbody>
<tr>
<td>Identify the need for action and draft solutions as part of:</td>
<td></td>
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<tr>
<td>• an iterative participation process and</td>
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<tr>
<td>• in coordination with the three institutional levels and the university groups</td>
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<table>
<thead>
<tr>
<th>3</th>
<th>Integration of two new Executive Board domains</th>
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<tbody>
<tr>
<td>Where necessary the organisation of the central administrative units and their interfaces with the academic departments will be reviewed and adapted.</td>
<td></td>
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</tbody>
</table>
rETHink: strategic thrust of decisions

- Expand the Executive Board by two new members
- Increase individual responsibility, strengthen leadership role and leadership structures of the academic departments in the context of good governance and good practices
- Strengthen the professors’ room for creativity and leadership role
- Optimise and further develop processes at all levels
- Advancing the digitalisation of administrative processes

Practical configuration and implementation will be done in close collaboration with the professorships, academic departments and central administrative units
Project organisation

**ETH Executive Board**

- Project leadership and decisions
- Project management
- Project coordination

**Coordination Group (KG)**

- **rETHink Project Leader (PL) and Project Management Team (PLT)**
  - K. Poiger (PL)

**ETH members** (participation according to topic and level)

**WS 1**
- Exec Board
  - basic architecture & boards
  - J. Mesot / R. Perich
  - D. Günther
  - M. Aebi / N. Buchmann

**WS 2**
- Professorships
  - J. Mesot / J. Dannath
  - E. Mazza / P. Picotti

**WS 3**
- Support for professors
  - J. Mesot / J. Dannath
  - E. Mazza / P. Picotti

**WS 4**
- Organisation of academic departments
  - U. Weidmann / V. Wood
  - J. Vermant / Z. Medved

**WS 5**
- Organisation of central administrative units
  - R. Perich / J. Dannath
  - D. Wüest

**WS 6**
- Culture development
  - J. Mesot / S.M. Springman
  - C. Luebkeman / G. Grote

**Boards**
- (HV, DVK, Kdl., AVETH, VSETH, Peko + others)

**PMO**
- Project Management Office

**PKomm**
- Project Communication

- Iterative process between the Executive Board and ETH members
- Combination of top-down and bottom-up
- Process leadership and decisions by the Executive Board

- Communication officer per workstream

6-Apr-21
## Project plan – overview

### Workstreams 2020-2022

<table>
<thead>
<tr>
<th>Workstreams</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<tbody>
<tr>
<td></td>
<td>Q2</td>
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<td>Q4</td>
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<tr>
<td>WS 1: EB, basic architecture,</td>
<td>Work organisation,</td>
<td>Boards, delegates,</td>
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<tr>
<td>boards</td>
<td>coordination, collaboration in new EB</td>
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<td>2 new VPs</td>
<td>Onboarding,</td>
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<td>handover, Org./BU21,</td>
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<td>Coordination between</td>
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<td>institutional levels</td>
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<tr>
<td>WS 2: Professorships</td>
<td>project phase</td>
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<td>WS 3: Support for professors</td>
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<tr>
<td>WS 4: Organisation of academic</td>
<td>project phase</td>
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<td>departments</td>
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<tr>
<td>WS 5: Organisation of central</td>
<td>project phase</td>
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<td>administrative units</td>
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<tr>
<td>WS 6: Culture development</td>
<td>project phase</td>
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</table>
Workstream 1 – Executive Board, basic architecture and boards
Mandate/mission

Adapting the organisation and collaboration based on the expansion of the Executive Board (EB) and coordinating the tasks, skills and responsibilities between the three institutional levels (professorships, academic departments, EB incl. central administrative units and boards/commissions/delegates)

Individual tasks

• Onboarding and integration of two new VPs, adapting the development organisation and resources of all EB domains (budget structure 2021)

• Clarifying cooperation and coordination in the new expanded Executive Board

• Establishing the basic architecture and the tasks, skills and responsibilities (TSRs) between the three institutional levels

• Optimising processes at the level of the boards, commissions and delegates
Workstream 1 – onboarding of 2 newly elected vice presidents underway

Vanessa Wood
VP for Knowledge Transfer and Corporate Relations

Julia Dannath-Schuh
VP for Personnel Development and Leadership
Workstream 2 – Professorships
WS 2 Professorships – Mandate/mission and individual tasks

**Mandate/mission**

Developing and implementing a shared and forward-looking understanding of professorships at ETH and establishing appropriate guideposts

**Individual tasks**

- Stocktaking: self-image, rights, obligations and expectations of a professorship
- Discussion: balance between tasks and demands (research and teaching, knowledge transfer and outreach, internal and external engagement)
- Development: values and administrative guideposts provide orientation aids
- Implementing a shared position: orientation, security, optimisation of the professorship and its surrounds
Many different interpretations of an ETH professorship

Mounting challenges, both internally and externally

Development and implementation of a shared and forward-looking understanding of ETH professorships

Developing guideposts that meet the complex and individual requirements
## Project leaders:
- Detlef Günther
- Nina Buchmann
- Markus Aebi
- Stefan Bechtold

## Project support:
- Kathrin Ringger
- Elisabeth Pöschl
- Gabrielle Schlittler (ext.)

## Core team:
- Prof. Philippe Block, D-ARCH (also perspective of Engineering Sciences)
- Prof. Rachel Grange, D-PHYS (Natural Sciences and Mathematics)
- Prof. Volker Hoffmann, D-MTEC (Sustainability and Technology)
- Prof. David Norris, D-MAVT (Engineering Sciences and member of the Tenure Committee)
- Prof. André Studart, D-MATL (Materials Science /Complex Materials)
- Alexander Caspar, D-MATH (Senior Scientists representative)
- Stefan Karlen, D-GESS coordinator (Admin./tech. staff representative)
- Nicole Kasielke (Corporate Communications)
- Birgit Kessler (Office for Faculty Affairs representative)
- Eva Lieberherr, D-USYS (Senior Scientists representative)
- Corentin Pfister, Vice President VSETH (Students representative)
- Olga Pardo, Personnel and Organisational Development (HR)
- Christina Tsalioglou, D-MAVT (Doctoral Students representative)
WS 2 Professorships – Planning and milestones

<table>
<thead>
<tr>
<th>2020</th>
<th>2021</th>
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<tr>
<td>July</td>
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<td>5</td>
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<td>2</td>
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</table>

Phase 1

- Common understanding of the current situation and areas of action as an important precondition for working on solutions in the core team
- Broad participation for internal support and assuring the quality of analysis
- Important basis for finding a solution in Phase 2

Phase 2 (started on 13 January)

Analysis of current situation
Identifying areas of action

Development of solution (rough concepts)

EB retreat
EB retreat
EB retreat
Procedure for Phase 1: Analysis of the current situation and identifying the areas of action

360° view of professorship
27 focus groups with all personnel categories

Project team WS2
Presentation of analysis results
Project team WS2
EB
ETH members

Basic data

Survey

Challenges

131 persons involved
262 input hours, contributing ideas and engagement
54 hours of group discussions

ETH zurich
rETHink Project Management
WS 2 phase 2 – Development of solutions

<table>
<thead>
<tr>
<th>January</th>
<th>February</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
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</tbody>
</table>

Overarching deadlines:
- 2.2
- 2.3
- 13.4
- 4.5
- 1.6
- 29.6
- 24.8

1. Academic autonomy, taking responsibility as well as clarification of guidelines / internal conditions for individual areas of responsibility
2. Global challenges and interdisciplinary cooperation
3. New academic profiles and groups
4. KTT (industry and politics)
5. Outreach (society)
6. Organisational autonomy and taking of responsibility (incl. internal engagement)
7. Internal organisation
8. Strengthening leadership and leadership development (attention WS3)
9. Evaluation/appreciation of professorships and professors (attention WS3) - Dependent on timetable WS3
10. Enhancing flexibility of the allocation and use of space and infrastructure (attention WS4)
11. Support by the departments and central administrative units (attention WS4 and WS5)
12. Set of measures to support the implementation of already defined regulations, processes and services

Consequences for the appointment process (attention WS3) part 1
Consequences for the appointment process (attention WS3) part 2

Coordination phase between the WS and institutional levels:
- 14.12

Exec. Board retreat:
- 28

Coordination Group (coordination meeting of the operational leaders of the different workstreams):
- 6-Apr-21

6-Apr-21 20
Workstream 3 – Support for professors
Workstream 3 – Support for professors

Mandate/mission

Supporting professors in their personal development and their contribution to the institution as a whole, as well as improving their understanding of their leadership role

Individual tasks

• Clarifying the need for action and potential measures to support professors in strategic and operational matters
• Clarifying the need for action and potential measures in the appointment, promotion, appraisal and retirement of professors
• Clarifying the need for action and potential measures in supporting the professors in their personal development and leadership role
• Clarifying the leadership of department heads in their leadership role
• Drafting standards and principles for cooperation amongst professorships, department heads and central administrative units
Differentiation between WS 2 and WS 3

**WS 2 Professorships**

- Focus on the professorship itself
- Configuration of specific parts of the professorships
- Leadership **WITHIN** the professorships
- Leadership **BY the professors**, in their role as supervisors

**WS 3 Support for professors.**

- **Leadership of professors**
  - Differentiated by leadership aspects
    - Appointment, promotion, criteria for tenure process and retirement
    - Strategic, operational and organisational leadership
    - Personnel leadership, integration of professors into the management system
    - Quality responsibility (appraisal of professorships and departments, AAA procedure, peer reviews, consequences, etc.)
- Delegation of leadership powers to the departments
- Escalation paths according to topic
- Allocation of funding
Workstream 3 Support of professors – participants

<table>
<thead>
<tr>
<th>Lead:</th>
<th>Core team:</th>
</tr>
</thead>
<tbody>
<tr>
<td> Joël Mesot</td>
<td> Eleni Chatzi, D-BAUG (Vice Chair, Women Professors Forum)</td>
</tr>
<tr>
<td> Julia Dannath-Schuh</td>
<td>Gabriela Hug, D-ITET</td>
</tr>
<tr>
<td>Operational workstream lead:</td>
<td>Markus Püschel, D-INFK, former head of department</td>
</tr>
<tr>
<td> Edoardo Mazza</td>
<td>Jörg Stelling, D-BSSE</td>
</tr>
<tr>
<td>Paola Picotti</td>
<td>Florian von Wangenheim, D-MTEC, head of department</td>
</tr>
<tr>
<td>Operational workstream team:</td>
<td>Helma Wennemers, D-CHAB</td>
</tr>
<tr>
<td> Martin Ghisletti</td>
<td>Other participants:</td>
</tr>
<tr>
<td> Madeleine Lüthy</td>
<td> Simone Gohl (Corporate Communications)</td>
</tr>
<tr>
<td> Dieter Schmid (ext.)</td>
<td> Markus Niese (Students representative)</td>
</tr>
<tr>
<td>Project support:</td>
<td> Tim Suter (Doctoral Students representative)</td>
</tr>
<tr>
<td> Kathrin Ringger a.i.</td>
<td> Benno Volk (Administrative/Technical Staff representative)</td>
</tr>
</tbody>
</table>

Other participants:
- Simone Gohl (Corporate Communications)
- Markus Niese (Students representative)
- Tim Suter (Doctoral Students representative)
- Benno Volk (Administrative/Technical Staff representative)
Workstream 3 – Participative and interactive approach

**Preparation**
- Setting up WS core team
- Discussion of understanding of leadership and drafting a leadership model
- Clarification of WS3 mandate
- Updated project mandate

**Current situation**
- Need for action

**Need for action**
- Analysis of documents, processes, tools for prof. leadership
- Research on individual topics and target outcomes
- Definition of other topics related to the workstream

**Version 1: Basic concept**
- Initial basic concepts for the individual topics
- Initial review with other workstreams of interdependence between topics

**Version 2: Detailed concept**
- Drafting the individual basic concepts
- Further review of related topics with inputs from other workstreams

**Version 3: Implementation**
- Final adjustments to detailed concept
- Implementation of detailed concept
- Presentation of (interim) outcomes

**Q20-4**
- Application to EB for topics, goals and outcomes
- Related topics from WS3 perspective

**Q21-1**
- Analysis of documents, processes, tools for prof. leadership
- Discussion of understanding of leadership and drafting a leadership model
- Clarification of WS3 mandate

**Q21-2**
- Initial basic concepts for the individual topics
- Initial review with other workstreams of interdependence between topics

**Q21-3**
- Drafting the individual basic concepts
- Further review of related topics with inputs from other workstreams

**Q21-4**
- Final adjustments to detailed concept
- Implementation of detailed concept
- Presentation of (interim) outcomes

Fb: Feedback
D: Decision

6-Apr-21
Workstream 4 – Organisation of academic departments
Mission

Development of the academic departments’ shared self-image, core tasks and responsibilities

Further development of the departments’ organisation and processes aligned to the commitment and role of the professors in academic autonomy

Definition of ways of effective and efficient academic cooperation between the departments and with the central administrative units

Topics

• Workstream focus on selected topics in the areas of teaching and research, support and services, organisation and processes, as well as departmental management and leadership

• Clarifying the need for action regarding these topics

• Definition of possible solutions for the further development of the academic departments

• Clarifying the departments’ fundamental roles and responsibilities in selected processes

• Defining the degrees of freedom and the general framework for the organisation of the academic departments

• Defining the requirements for the leadership of academic departments
## WS 4 Organisation of academic departments – participants

### Workstream lead (WL), Executive Board level

<table>
<thead>
<tr>
<th>Function</th>
<th>Name</th>
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<tbody>
<tr>
<td>Executive Board member</td>
<td>Ulrich Weidmann (EB)</td>
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<td></td>
<td>Vanessa Wood (EB)</td>
</tr>
<tr>
<td>Department coordinator</td>
<td>Zeljko Medved (D-ARCH)</td>
</tr>
<tr>
<td>Project management support</td>
<td>Romana Mayer (President’s Staff)</td>
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<td></td>
<td>Katrin Schnadt (VPIN Staff)</td>
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<td></td>
<td>Gaby Schlittler (external)</td>
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### Operational workstream co-lead (OWL)

<table>
<thead>
<tr>
<th>Function</th>
<th>Name</th>
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<tbody>
<tr>
<td>Head of department</td>
<td>Jan Vermant (D-MATL)</td>
</tr>
<tr>
<td>Department coordinator</td>
<td>Zeljko Medved (D-ARCH)</td>
</tr>
<tr>
<td>Project management support (workstream and working groups)</td>
<td>Romana Mayer (President’s Staff)</td>
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<td>Katrin Schnadt (VPIN Staff)</td>
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<td>Gaby Schlittler (external)</td>
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### Core team members

<table>
<thead>
<tr>
<th>Function</th>
<th>Name</th>
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<tbody>
<tr>
<td>Head of academic department</td>
<td>Stephen Ferguson (D-HEST)</td>
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<td></td>
<td>Annette Oxenius (D-BIOL)</td>
</tr>
<tr>
<td>Academic department management representative</td>
<td>Tilman Esslinger (D-PHYS)</td>
</tr>
<tr>
<td>Professor</td>
<td>Thomas Bernauer (D-GESS)</td>
</tr>
<tr>
<td>Director of Studies</td>
<td>Dirk Mohr (D-MAVT)</td>
</tr>
<tr>
<td>Coordinator of academic department</td>
<td>Andrea Huber Brösamle (D-BSSE)</td>
</tr>
<tr>
<td>Controller of academic department</td>
<td>Sabine Urban-Meens (D-USYS)</td>
</tr>
<tr>
<td>Study administrator</td>
<td>Reto Kreuzer (D-ITET)</td>
</tr>
<tr>
<td>Head of communication for academic dept.</td>
<td>Sandra Herkle (D-INFK)</td>
</tr>
<tr>
<td>HR representative</td>
<td>Roland Munz (HR)</td>
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<tr>
<td>Real Estate Management representative</td>
<td>Christian Feghali (Real Estate)</td>
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<tr>
<td>Head of central administrative department</td>
<td>Luca Previtali (IT Services)</td>
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<td>Office for Faculty Affairs representative</td>
<td>Andreas Heinle</td>
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<tr>
<td>Rector’s Staff representative</td>
<td>Judith Zimmermann</td>
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<tr>
<td>VP Research Staff representative</td>
<td>Robert Schikowski</td>
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</tbody>
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Academic departments not represented so far: D-CHAB, D-MATH, D-ERDW, D-MTEC, D-BAUG
Workstream 4 Organisation of academic departments - milestones

Current status / overview on workstream topics
Reflection and identification of the need for action, Definition of areas of action, Priority setting
Participation

Phases:

1. **Current status, Need for action**
   - Fb, D

2. **Basic concept**
   - Fb, D
   - Development of possible solutions for defined areas of action
     - Basic concept
     - Thinking in scenarios
     - Systematic and criteria-based evaluation of options
     - Elaboration of recommendations
     - Presentation to the Exec. Board
   - Collaboration and coordination with other workstreams
   - Participation

3. **Detailed concept**
   - Fb, D
   - Development of detailed concepts
     - Detailed elaboration of the chosen approaches
     - Clarification of all necessary implementation aspects
   - Cooperation with the responsible entities
   - Participation

4. **Finalising, implementation planning**
   - Fb, D
   - Finalising the detailed concept
   - Implementation planning
   - Handover for implementation

Milestones:

- **Exec. Board retreat**
  - 30 April 2021

- **End of 2021 / Q1 2022**

- **Phased depending on topic**
  - Autumn 2022

Phase 1: Phased depending on topic
Phase 2: Phased depending on topic
Phase 3: Phased depending on topic
Phase 4: Phased depending on topic

Fb: Feedback
D: Decision

rETHink Project Management
Workstream 5 – Organisation of central administrative units
Mission

Establishing the services, processes, tasks skills and responsibilities (TSRs) as well as the interfaces between central and cross-division support functions for the best possible support of the professorships and academic departments

Pushing ahead with the digitalisation of administrative processes

Topics

• Reviewing and adapting services, processes and TSRs of the support functions depending on the outcomes and the demands of other workstreams

• Optimising and further developing cross-division support processes with a university-wide impact (initially a selection of 2-3 processes), as well as identifying and working on further overarching topics that arise during the course of rETHink and have a direct link to the project

Stipulated: process of implementing the professorial planning

• Drawing up a roadmap for the further digitalisation of administrative processes and a corresponding implementation plan
WS 5 Organisation of Central Administrative Units – Focus

Design of support processes (TSRs)

- Organisation
- Framework
- Principles
- Digitalisation
- Information management

Executive Board
Central Administrative Units
Departments
Professorships
### WS 5 Organisation of Central Administrative Units – specifying the topics

<table>
<thead>
<tr>
<th>1</th>
<th>Best possible support of the professorships and departments and optimisation of critical interfaces</th>
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<tbody>
<tr>
<td><strong>•</strong> Review and adjustment of support services, processes and TSRs based on the results of WS 2 (Professorships), WS 4 (Organisation of departments) and WS 1 (Executive Board, basic architecture and boards)</td>
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<tr>
<td><strong>•</strong> Overview of the <strong>process landscape</strong> (ETH core, management and support processes) and identification of &quot;hot spots&quot;</td>
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</tr>
<tr>
<td><strong>•</strong> Identification of processes/interfaces with serious problems (&quot;hot spots&quot;); <strong>redesign or optimisation of the processes</strong> with regard to the allocation of value-creation steps to the various levels, clarification of interfaces, definition of docking points, transparency and information flow (including &quot;single points of entry&quot;), etc.; the work is carried out with the participation of all the departments and stakeholders involved.</td>
<td></td>
</tr>
<tr>
<td><strong>•</strong> Specification of <strong>role profiles/TSRs</strong> regarding central/decentralised management and support processes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2</th>
<th>Optimisation and further development of cross-division support processes with university-wide impact</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>•</strong> <strong>Process of professorial planning/appointment/retirement (resource cycle):</strong> this process, which is of central importance for the institution and in which all EB domains as well as all departments are involved, is set as the main topic in WS 5 -&gt; In the following, the abbreviated designation “Process professorial planning” will be used.</td>
<td></td>
</tr>
<tr>
<td><strong>•</strong> <strong>Identification, analysis and optimisation of further essential cross-division and/or cross-level management and support processes</strong>, always with the participation of the units and stakeholders involved.</td>
<td></td>
</tr>
<tr>
<td><strong>•</strong> <strong>Addressing and working on further individual topics</strong> that arise in the context of &quot;rETHink&quot; and that affect service-oriented units (whether in Workstream 5 itself or in the regular organisation), in particular also cross-cutting topics relating to the processes</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>3</th>
<th>Driving forward the digitalisation of administration in a coordinated manner</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>•</strong> Recording and classifying <strong>existing initiatives/potentials</strong></td>
<td></td>
</tr>
<tr>
<td><strong>•</strong> Establishing future-oriented <strong>principles/prerequisites</strong> (e.g. data governance, artificial intelligence, know-how sharing) and <strong>developing an overarching digitalisation strategy for administration</strong>.</td>
<td></td>
</tr>
<tr>
<td><strong>•</strong> Identifying and incorporating potential support for the overarching support processes</td>
<td></td>
</tr>
<tr>
<td><strong>•</strong> Finalising the <strong>implementation road map</strong> with further development focal points/priorities/projects</td>
<td></td>
</tr>
<tr>
<td><strong>•</strong> Thinking about <strong>digitalisation and AI in all developments</strong> and implementing them further where possible</td>
<td></td>
</tr>
</tbody>
</table>
### Workstream 5 Organisation of Central Administrative Units – planning

#### Core team
- **Preparatory activities** (methodology, organisation, planning)

#### Implementation of professorial planning
(own working group in WS 5)

- **Step 1 framework:** Identification of topics
- **Step 2 framework:** Problem analysis, draft design of the value-added model and of TSRs
- **Step 3 framework**

#### Digitalisation of the administration
(own working group in WS 5)

- **Step 1:** Analysis of the dimensions of the issue
- **Step 2:** Draft digitalisation strategy

---

<table>
<thead>
<tr>
<th>Month</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Jan</th>
<th>Feb</th>
<th>March</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>August</th>
<th>Sept</th>
<th>October</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date</td>
<td>5</td>
<td>12</td>
<td>19</td>
<td>26</td>
<td>2</td>
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<td>16</td>
<td>23</td>
<td>30</td>
<td>7</td>
<td>14</td>
<td>21</td>
<td>4</td>
</tr>
</tbody>
</table>
**Workstream 5 Organisation of Central Administrative Units – participants**

| Core team (15-17 members): | Goal: Diverse composition  
Lead and management:  
Dieter Wüest  
Professors  
Thomas Peter (USYS, AG UPP)  
Dimos Poulikakos (MAVT)  
Lothar Thiele (ITET)  
Peter Müller (INFK, AG DIGI)  
Department coordinators  
Giovanni Salemme (HEST, AG DIGI)  
Mirian Berrocal Gonzalez (BIOL, AG UPP)  
Institute manager  
Bettina Lareida (PHYS)  
Executive Board domains:  
Jürg Brunenschweiler (President’s Staff)  
Beat. Schnelter (VPFC)  
Daniel Müller (VPIN Staff)  
Dagmar Doegen (VPPL Staff)  
Hermann Lehner (Rectorate, WGr DIGI)  
Jens Poulsen (VPFW, WGr DIGI)  
Leszek Reinhard (VPF, WGr UPP)  
University Assembly (HV):  
Stefan Selbert (EPIC)  
VSETH:  
Manuel Hässig  
External: Markus Brönnimann (University of Berne) | Working group professorial planning (WGr UPP)  
(11, of which 4 members of the core team)  
1 former head of dept.: Thomas Peter (USYS)  
1 Prof (recll. appointed): Katrien De Bock (HEST)  
2 D-coordinators: Ulrike Schlachter (MAVT)  
Mirian Berrocal Gonzalez (BIOL)  
2 Presid./Faculty Affairs Sonja Schläf per, Monika Gessler  
1 Rectorate: Wendy Altherr  
1 VPIN: Daniel Bucheli  
1 VPFC: Markus Knaus  
1 VPPL: Cornelia Käppeli  
1 VPFO: Leszek Reinhard  
Lead: Thomas Peter  
WGr management: Annemarie Kallen  
Method support: Andreas Wenger |
| Working group digitalisation (WGr DIGI)  
(9, of which 4 also in the core Team)  
2 professors: Peter Müller (INFK), Stefano Brusoni (MTEC)  
1 D-coordinator: Giovanni Salemme (HEST)  
1 VPIN/IT Services: Rui Brandao  
1 VPIN/Library: Marion Wullschleger  
1 Rectorate: Gerd Kortemeyer / Hermann Lehner  
1 VPFC: Paul Cross  
1 VPWW: Jens Poulsen  
1 VPPL: Maximilian Buyken  
Lead: Peter Müller  
WGr management: Paul Cross / Kathrin Noack  
Method support: Andreas Wenger |

**Operational Workstream Lead (OWL):**  
Dieter Wüest  
**Operational Workstream Team (OWT):**  
Dieter Wüest  
All working group leads  
Annemarie Kallen  
Paul Cross  
Simon Zogg  
**Support:**  
Kathrin Noack (from central support team)  
Andreas Wenger, Transforma AG  

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**ETH zurich**

rETHink Project Management

06.04.2021 35
Workstream 6 – Culture development
WS 6 Culture development – Mission and topics

Mission

Further development of the ETH culture with strong values which inspire us all to contribute to ETH’s mission to “pave the way in a complex world”

Supporting this development with openness, responsibility, diversity, team spirit and excellence

Topics

rETHink-specific:
• Support for Workstreams 1-5 in discussions about organisation, roles, tasks and skills
• Strengthening cultural values as linkage in decentralised decision processes

ETH in general
• Develop an understanding of the existing values, culture(s) and developments
• Initiate a broad discussion of the question “Which culture helps ETH fulfil its mission?” and alignment with SEP 2021-2024
• Intensifying the dialogue in a rETHink Symposium 2021
• Provide tools and supporting initiatives so that the desired values can be translated into everyday conduct, collaboration and leadership style
## WS 6 Culture development – Participants

### Project leaders:
- Joël Mesot
- Sarah Springman

### Operational WS leadership:
- Gudela Grote
- Chris Luebkeman

### Operational WS team:
- Hansjürg Büchi
- Maximilian Buyken
- Nikolaus Gotsch
- Martin Ghisletti
- Dieter Schmid (ext.)

### Project support:
- Nikolaus Gotsch
- Dieter Schmid (ext.)

### Core team:
- Roland Baumann (Link to Corporate Communications)
- Micha Bigler (Students representative, link to VSETH and Strategy Commission)
- André Blanchard (Admin./technical staff representative, link to PeKo)
- Hansjürg Büchi (Executive Board staff units representative)
- Martin Ghisletti (Personnel and Organisational Development, HR)
- Pius Krütli (Senior Scientists representative)
- Ulrike Kutay (link to Strategy Commission)
- Ulrike Lohmann (link to Lecturers’ Conference [KdL])
- Sacha Menz (link to Strategy Commission)
- Silke Schön (Senior Scientists representative)
- Judit Szulágyi (representing recently appointed assistant professors)
- Konstantinos Voulpiotis (Doctoral students representative)
- Werner Wegscheider (link to University Assembly)
WS 6 Culture development – Overview of timetable

<table>
<thead>
<tr>
<th>Phase 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Results of charter feedback</td>
</tr>
<tr>
<td>• Script, framework</td>
</tr>
<tr>
<td>• Preparation for discussion of values</td>
</tr>
<tr>
<td>• Participation</td>
</tr>
<tr>
<td>• Preparation for symposium</td>
</tr>
<tr>
<td>• rETHink Assembly</td>
</tr>
<tr>
<td>• Essence of Assembly</td>
</tr>
</tbody>
</table>

Phase 2

<table>
<thead>
<tr>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pilot</td>
</tr>
<tr>
<td>EB 30.11.</td>
</tr>
<tr>
<td>Discussion of values</td>
</tr>
</tbody>
</table>

Timetable:

<table>
<thead>
<tr>
<th>2020</th>
<th>2021</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>04</td>
<td>05</td>
</tr>
<tr>
<td>06</td>
<td>07</td>
<td>08</td>
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<tr>
<td>09</td>
<td>10</td>
<td>11</td>
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<tr>
<td>12</td>
<td>01</td>
<td>02</td>
</tr>
<tr>
<td>03</td>
<td>04</td>
<td>05</td>
</tr>
<tr>
<td>06</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<tr>
<td>Q1</td>
<td>Q2</td>
<td></td>
</tr>
</tbody>
</table>
The following framework has been set for discussing values

<table>
<thead>
<tr>
<th>Framework element</th>
<th>Format</th>
<th>Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aim of participation</td>
<td>Helping to shape the future</td>
<td>The focus is on the future. The past should not be ignored, but individual cases should not be dwelt upon.</td>
</tr>
<tr>
<td>Task/mandate</td>
<td>Targeted discussion to support a shared learning process</td>
<td>Not only discuss, but also trigger a learning process so that actions follow on.</td>
</tr>
<tr>
<td>Weighting of values discussion</td>
<td>Clarification and discussion of terms, using the values as elements for shaping the future</td>
<td>Use the values to shape the future. To this end, they first need to be clarified and a common understanding developed about them.</td>
</tr>
<tr>
<td>Focus</td>
<td>Values</td>
<td>Vision/mission will not be “opened” again.</td>
</tr>
<tr>
<td>Units</td>
<td>Existing units, boards and bodies, as well as overarching groups</td>
<td>Both existing units and new ad hoc groups.</td>
</tr>
</tbody>
</table>
The WS6 Culture Development team offers the following support for the discussion of values in the individual units and groups:

**Content support**
- ETH charter
- Possible discussion questions

**Method support**
- Guideline for remote meetings
- Toolbox for values workshop
- Toolbox for moderation

**Moderation support**
- Motivated moderators to accompany individual workshops (train-the-trainer coaching)
Communication
rETHink communication: mandate and goals

Basic mandate of rETHink communication

• Support the entire project and individual workstreams through holistic communication (internal views, external views, different perspectives)
• Make basic information accessible and communicate specific detailed information
• Facilitate communication between stakeholders about the project
• Pick up on, support and curate topics arising that are linked to rETHink communication
• Ensure effective communication on implementation: decisions, actions and measures

Main goals

• rETHink topics are widely discussed across the ETH community (relevance)
• The rETHink project is visible in all ETH virtual and physical spaces (visibility)
## Communication modules

<table>
<thead>
<tr>
<th>Module</th>
<th>Module function</th>
<th>Elements, contents</th>
<th>Rhythm</th>
</tr>
</thead>
<tbody>
<tr>
<td>Website</td>
<td>Main communication channel and contact point for all information</td>
<td>Basic information</td>
<td>Continuous, pull</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Presentations of fundamentals</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Additional info per workstream</td>
<td></td>
</tr>
<tr>
<td>Articles / interviews</td>
<td>Pick up on special topics and explore in more detail</td>
<td>Internal views from the project</td>
<td>every 2-3 mths., push</td>
</tr>
<tr>
<td></td>
<td>Keep rETHink a current topic</td>
<td>External views from staff/students</td>
<td></td>
</tr>
<tr>
<td>rETHink Blog</td>
<td>Encourage and curate discussion of rETHink topics, report on project work</td>
<td>Support individual posts and discussions, communicate impressions from project work</td>
<td>1-2 new posts every</td>
</tr>
<tr>
<td></td>
<td></td>
<td>work</td>
<td>month</td>
</tr>
<tr>
<td>Discussion events</td>
<td>Use existing internal events for communicating messages</td>
<td>e.g. Townhall meetings, general events, staff events</td>
<td>As per events</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>calendar</td>
</tr>
<tr>
<td>Board/commission</td>
<td>Use existing board meetings for communicating messages</td>
<td>HV, KdL, AVETH, VSETH, etc.</td>
<td>As per board</td>
</tr>
<tr>
<td>meetings</td>
<td></td>
<td></td>
<td>meetings calendar</td>
</tr>
<tr>
<td>Special actions</td>
<td>Unconventional and unexpected measures or actions</td>
<td>e.g. Surveys, posters, screensavers, value slams, drinks at parties promoting values,</td>
<td>Whenever possible</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ppt karaoke, etc.</td>
<td></td>
</tr>
</tbody>
</table>