



**Universität
Zürich^{UZH}**

Secretariat General

Introduction to the University of Zurich (UZH) and its Tools of Quality Management

Dr. Rita Stöckli, Deputy General Secretary

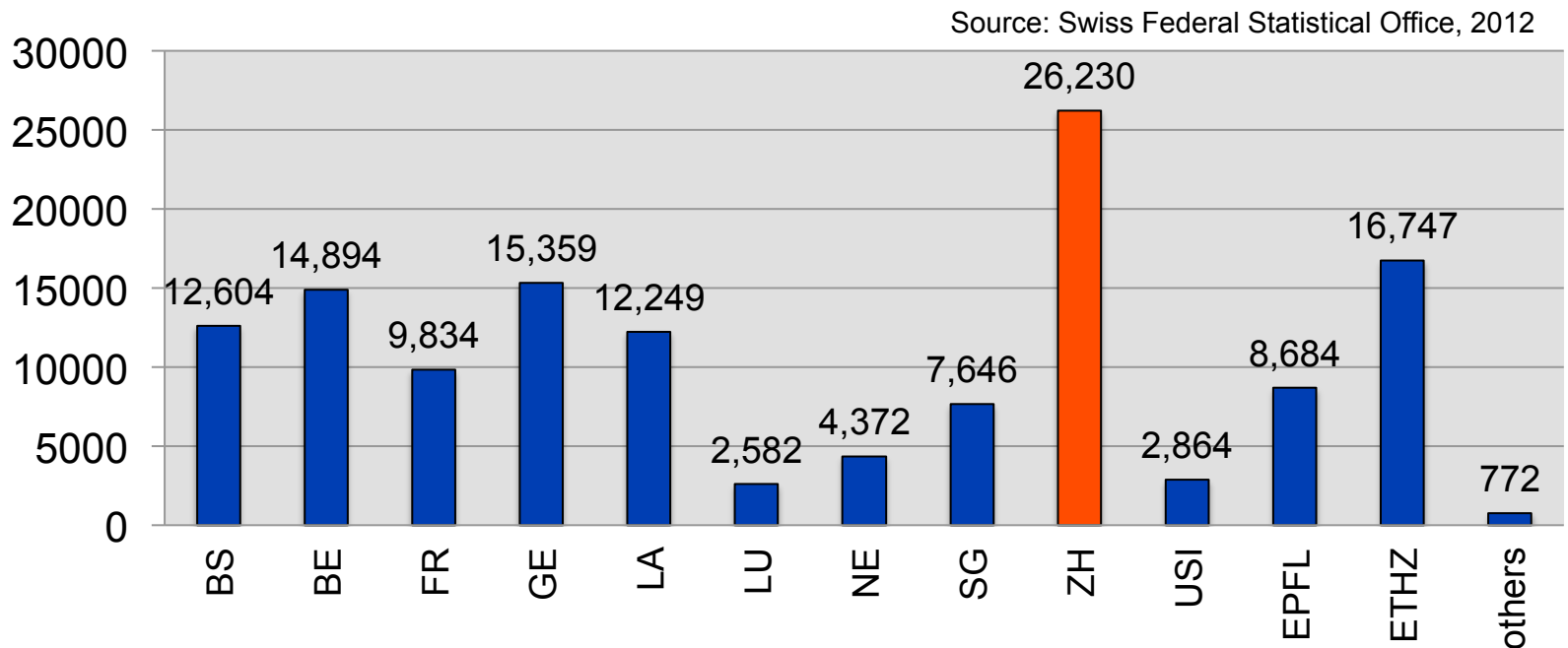
Zurich, 2 November 2012



Introduction: General Facts (I)

Switzerland's largest university:

- 26,230 enrolled students
- 527 professors
- 3,000 academic staff
- 2,000 admin./techn. staff



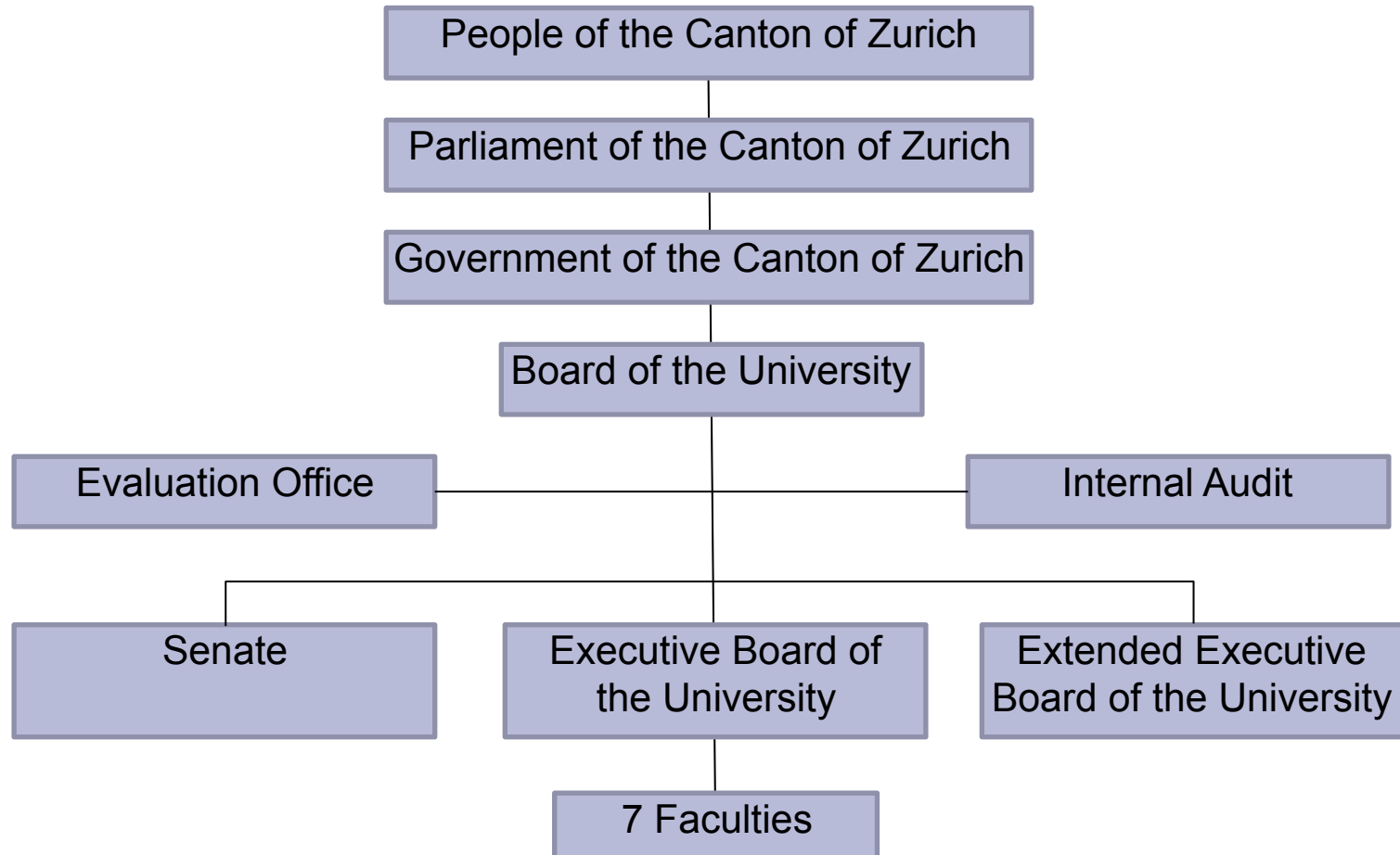


Introduction: General Facts (II)

- Seven faculties:
 - Theology
 - Law
 - Economics, business administration and information technology
 - Medicine
 - Veterinary medicine
 - Arts and social sciences
 - Science
- About 150 departments, institutes and clinics
- 21 centers of competence
- Member of the "League of European Research Universities" (LERU):
Association of 21 leading research-intensive universities

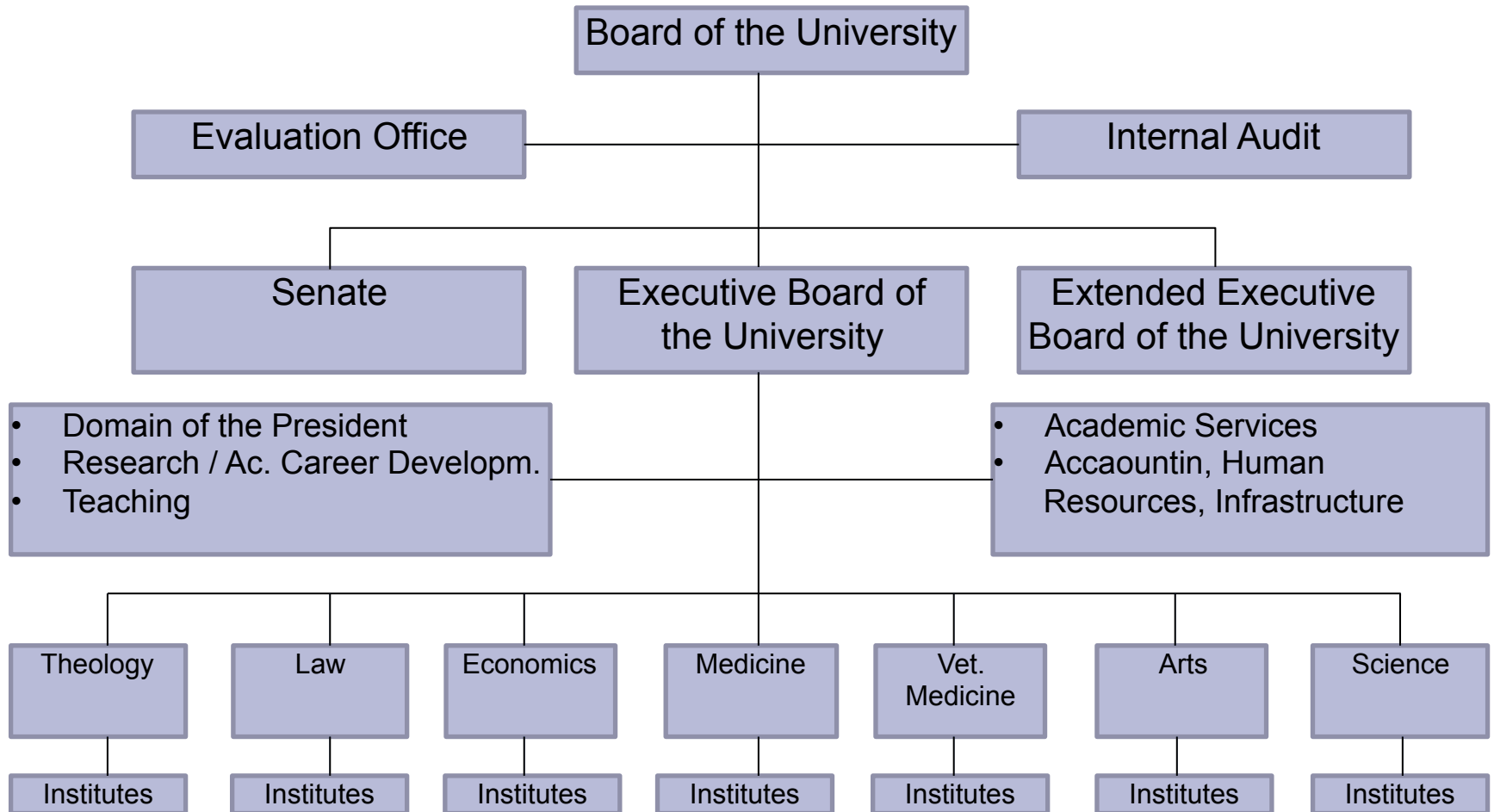


Introduction: Political Setting



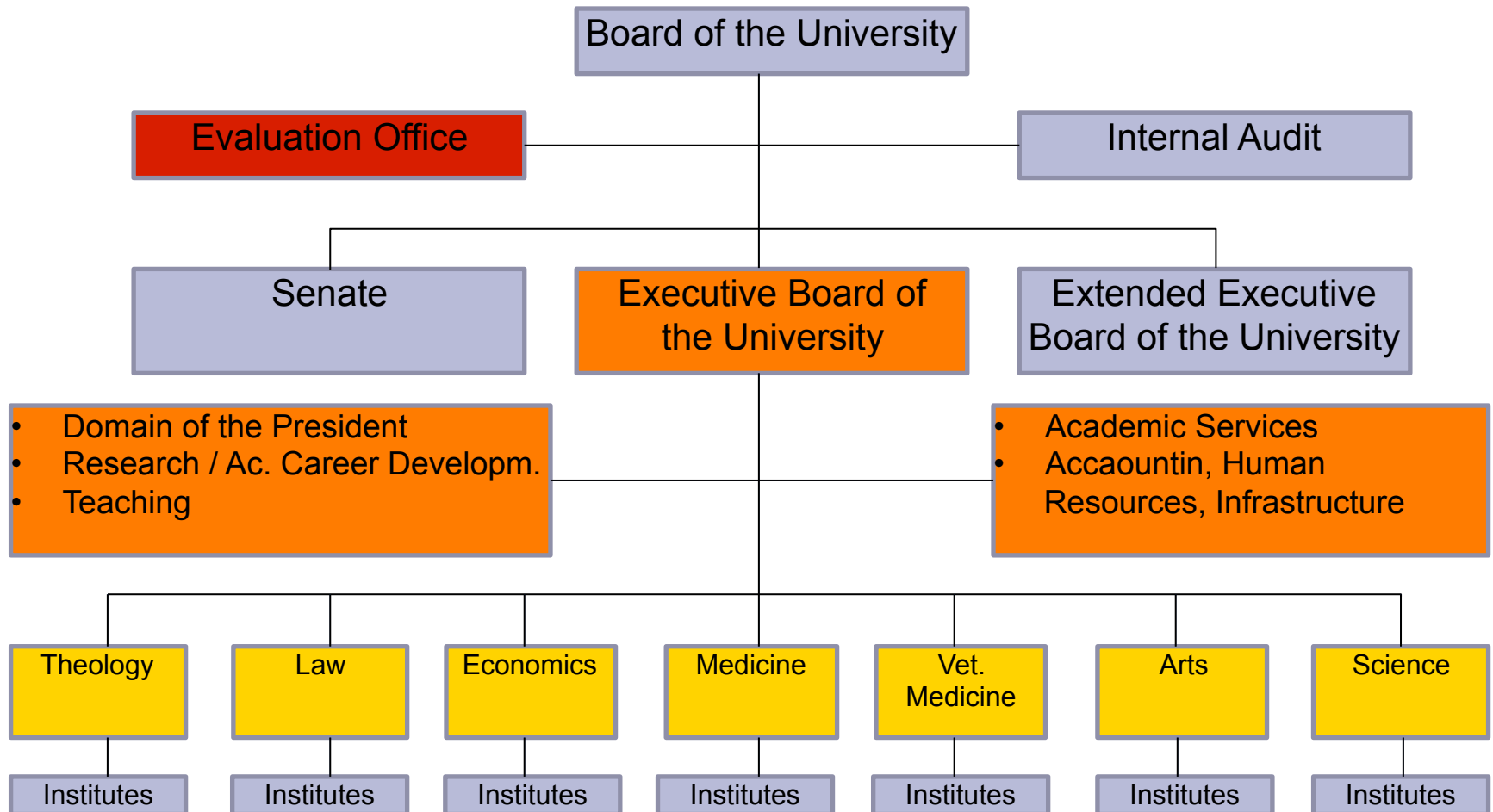


Introduction: University Structure





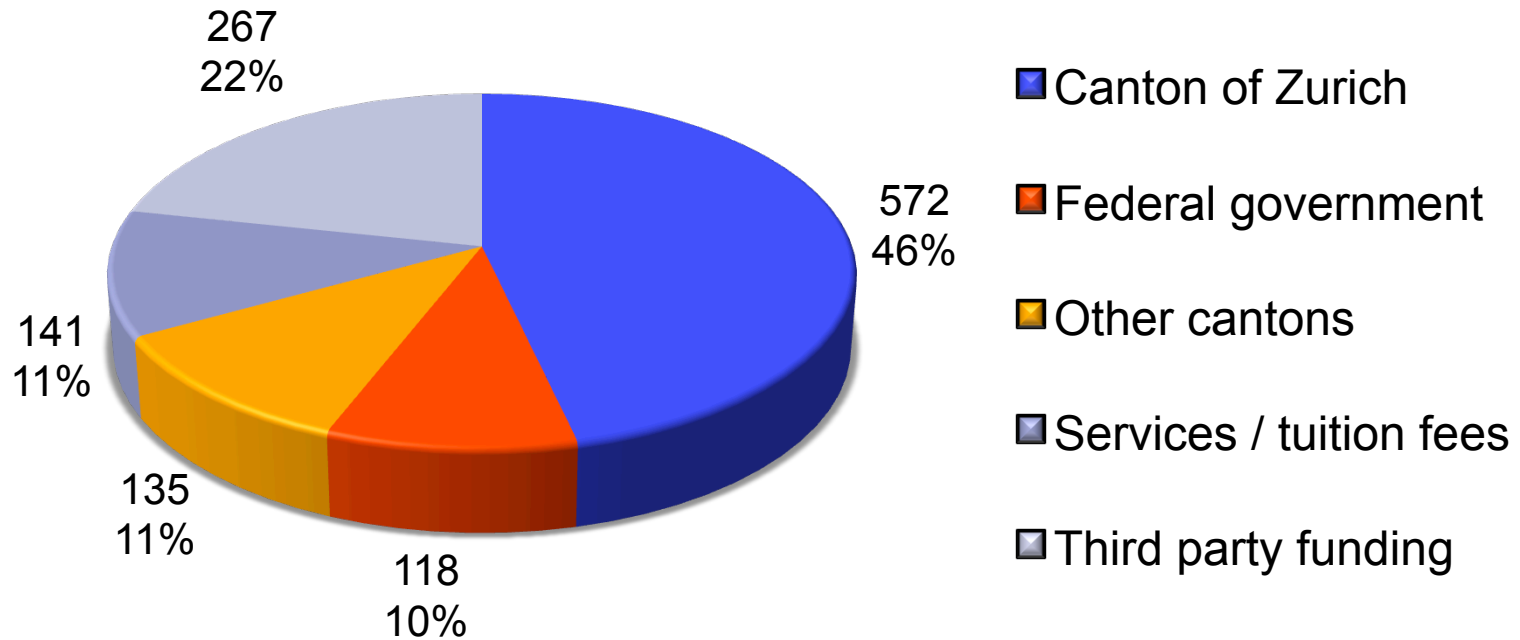
Introduction: Main Sections of Quality Management





Introduction: Sources of Funds

Total 2011: 1,233 million CHF





Legal Foundations of Quality Management

University Act:

"The University of Zurich takes precautions to assure quality of research, teaching and provision of services."

University Statutes, Art. 6:

¹ Quality assurance serves to monitor, secure and improve quality on all levels and in all areas at the University. This includes work in research, teaching, and services as well as leadership responsibilities, administrative duties, and public outreach.

² Quality assurance is designed in accordance with internationally recognized standards for institutions of higher learning."

Mission Statement:

"The University of Zurich strives to uphold the highest quality in all its activities. To secure and improve quality, the University regularly monitors and evaluates its performance."



From Strategy to Quality Management (I)

"Strategic Goals 2020"

- Definition of goals, measures and milestones of implementation (3 levels)
- Implementation by 2020
- Guidelines for the financial planning
- Continuous monitoring of the results achieved



From Strategy to Quality Management (II)

"Strategic Goals 2020"

8 fields = 8 goals:

- Research
- Teaching and studies, continuing education
- Recruitment and academic career development
- University medicine
- Outreach, transfer of knowledge, alumni
- Organizational conditions, organizational development
- Infrastructure
- Financial basis



From Strategy to Quality Management (III)

"Strategic Goals 2020"

8 fields = 8 goals:

Goal 1: Research

UZH holds a leading position in the European research area. In selected domains, the University is among the world's best research institutions. UZH faculties set research priorities, thereby strengthening their individual profiles and heightening UZH's overall standing.

Goal 2: Teaching and Studies, Continuing Education

UZH systematically develops teaching and its curricula. Teaching at all levels is research-based and meets the highest quality standards. Master's degree programs and doctoral studies at UZH are well established, and UZH's academic continuing education programs have a wide appeal.



From Strategy to Quality Management (IV)

"Strategic Goals 2020"

Goal 3: Recruitment and Academic Career Development

UZH recruits outstanding scholars for professorial appointments and offers first-rate conditions. The University is particularly committed to supporting junior scholars from an early stage and provides them with favorable conditions for their future academic career.

Goal 4: University Medicine

UZH fosters the development of university medicine in Zurich. The University assumes a major role in the strategic development of medical research and teaching, and is responsible for the coordination of goals and processes among all partners in the area.

Goal 5: Outreach, Knowledge Transfer, Alumni

UZH practices open communication with society at large and with its alumni. The University promotes cooperation between researchers and private enterprise.



From Strategy to Quality Management (V)

"Strategic Goals 2020"

Goal 6: Organizational Conditions, Organizational Development

UZH improves its organizational framework. Efficient executive procedures, access to information and a modern administration create a greater capacity for development in research and teaching

Goal 7: Infrastructure

An excellent infrastructure enables UZH to accomplish its goals and to achieve a high international profile. The master plan for developing its campuses can be implemented efficiently thanks to generous freedoms in the planning and realization of new buildings and an improved financial basis.

Goal 8: Financial Basis

UZH expands its financial basis.



From Strategy to Quality Management (VI)

External Tools of Quality Management

- Quality audit by the Swiss Center of Accreditation and Quality Assurance in Higher Education (OAQ)
- Accreditations of faculties or programs (example: Accreditation of the Faculty of Economics, Business Administration and Information Technology under the American AACSB label as well as the European EQUIS label)



From Strategy to Quality Management (VII)

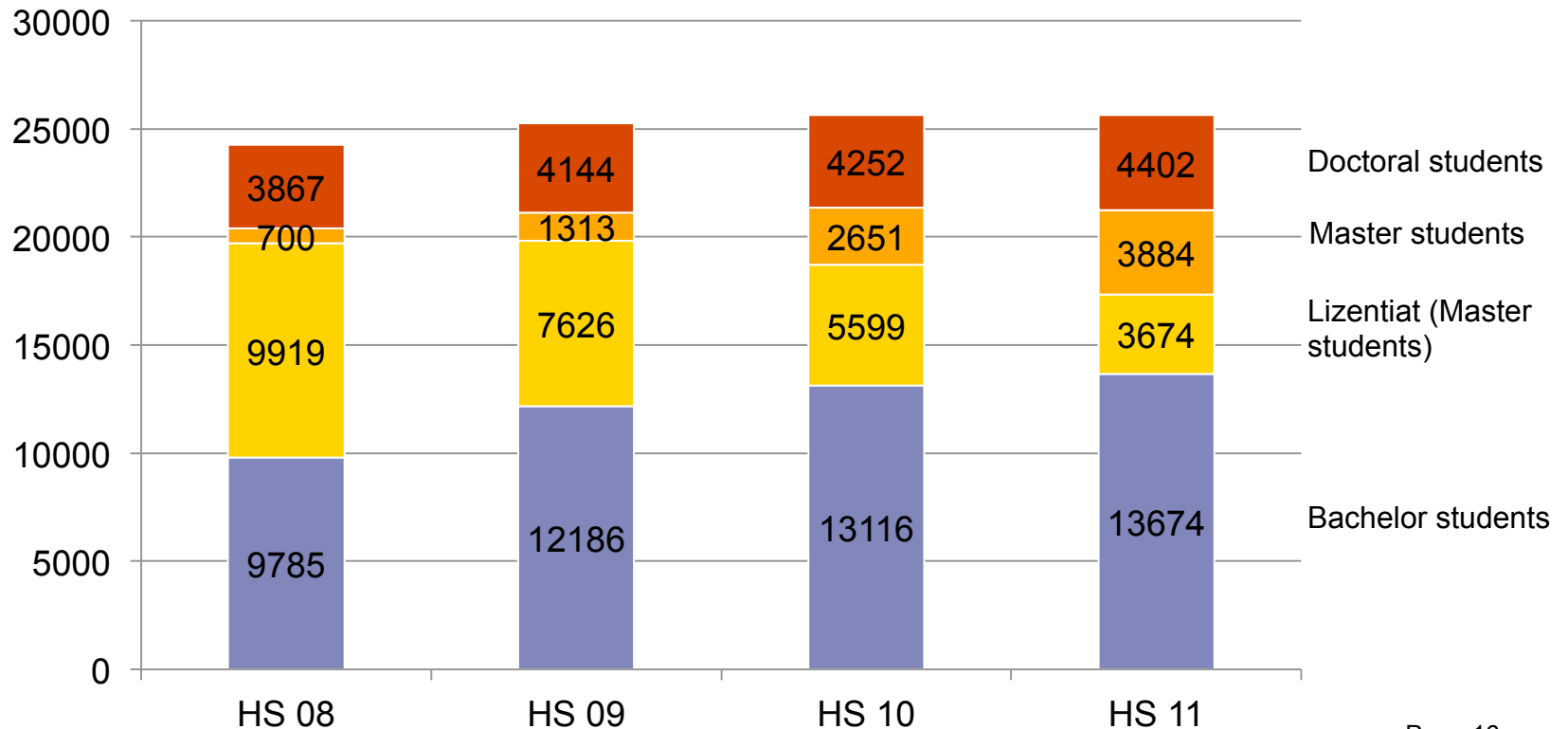
Tools of Quality Management at UZH (determined up by the Executive Board of the University)

- Evaluations of all academic and non-academic units
- Competitive allocation of financial resources (e.g. University Research Priority Programs)
- Diligent recruitment of academic and administrative staff
- Academic career development for young scientists (e.g. funding by the "Forschungskredit", support by the Graduate Campus, etc.)
- Student mentoring and student course evaluation
- Alumni survey in a two year cycle (carried out by the Swiss Federal Statistical Office with an additional module for UZH)
- Academic reports



Goal 2, Measure 2.2: Strong Graduate Degree Programs (I)

Development of the number of students in Bachelor's degree, Master's degree (Lizentiat) and PhD programs:

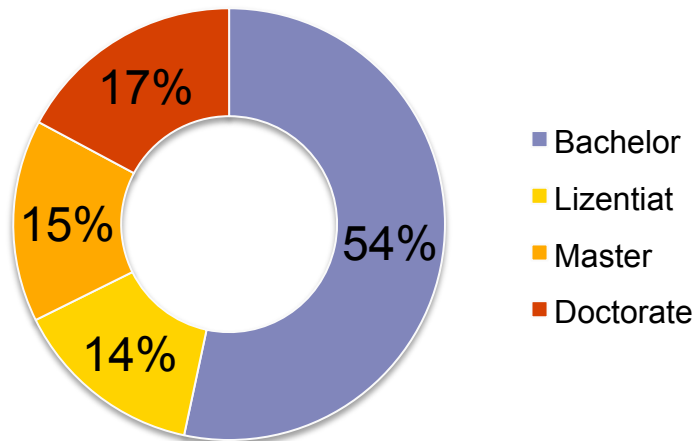




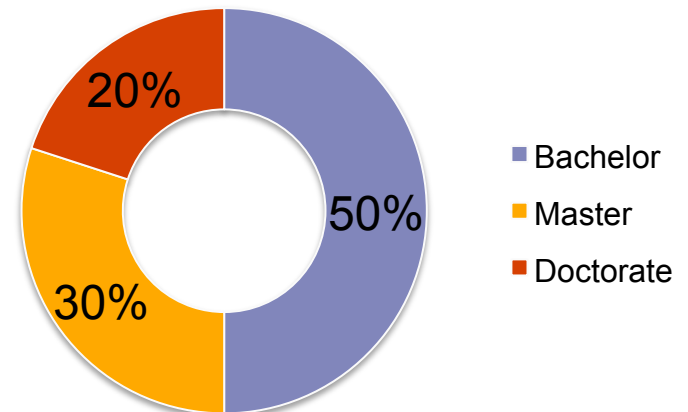
Goal 2, Measure 2.2: Strong Graduate Degree Programs (II)

Increase the number of students in Master's degree and PhD programs in relation to the overall number of enrolled students:

2011



2020





Goal 2, Measure 2.2: Strong Graduate Degree Programs (III)

Why strong graduate degree programs?

- UZH positions itself nationally and internationally as a research university
- The programs linked to research are the graduate programs, i.e. Master's degree and PhD programs
- Ambitious graduate degree programs are a unique selling point for UZH
- Nonetheless, UZH also promotes excellence in teaching at the Bachelor level



Goal 3: Academic Career Development (I)

Recent measures for supporting junior scholars from an early stage:

- UZH develops the "Graduate Campus" as an innovative instrument to promote junior academics
- The financial means of the competitive funding of doctorate and postdoc projects have been and will be increased in 2011-2015 ("Forschungskredit")
- The new "Assistant Professor Program" represents a competitive financial incentive for faculties to establish new professorships (with or without tenure track)



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Goal 3: Academic Career Development (II)

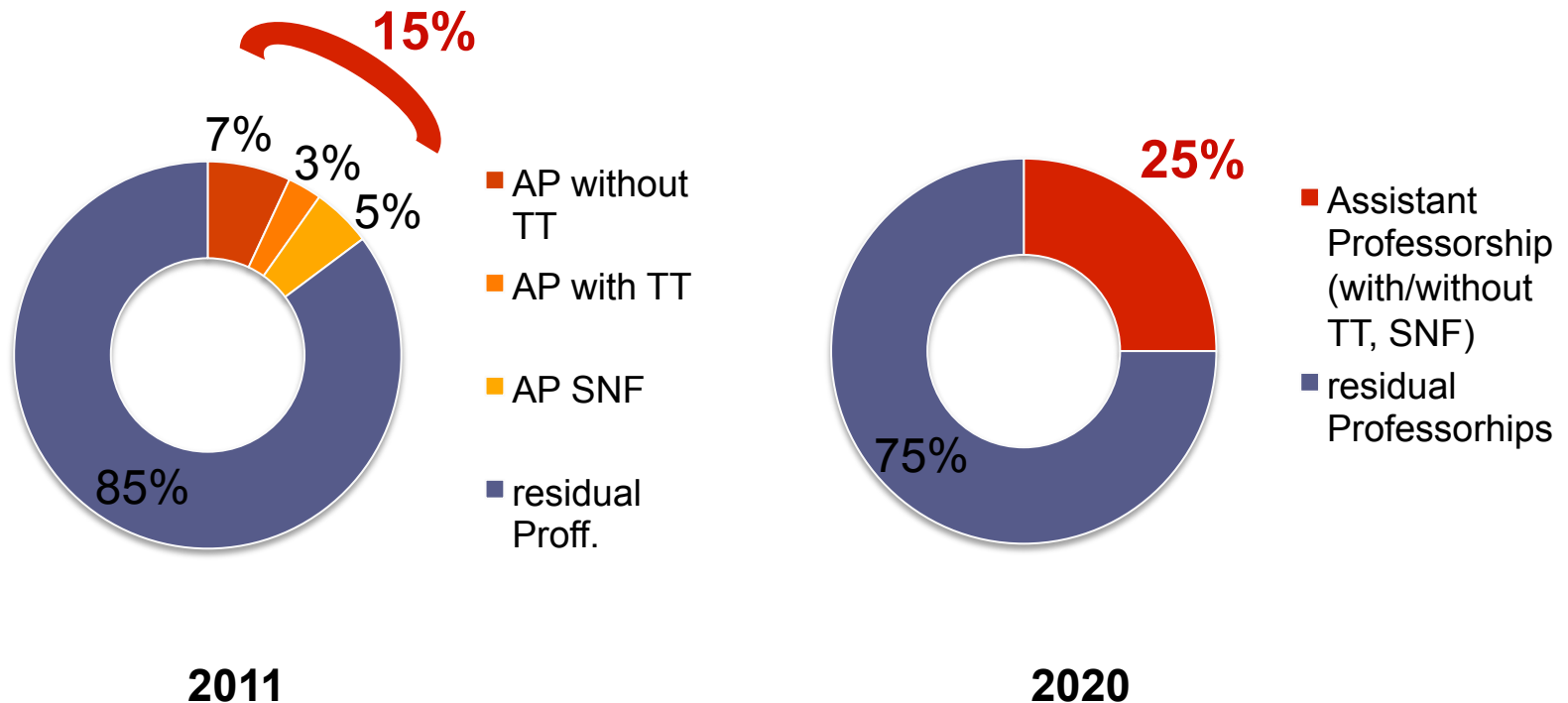
Why more assistant professors?

- Young scientists should be enabled to start an academic career as early as possible
- The professorial staff should be rejuvenated and diversified
- UZH wants to win talented young scholars
- The total number of professors should be increased



Goal 3: Academic Career Development (III)

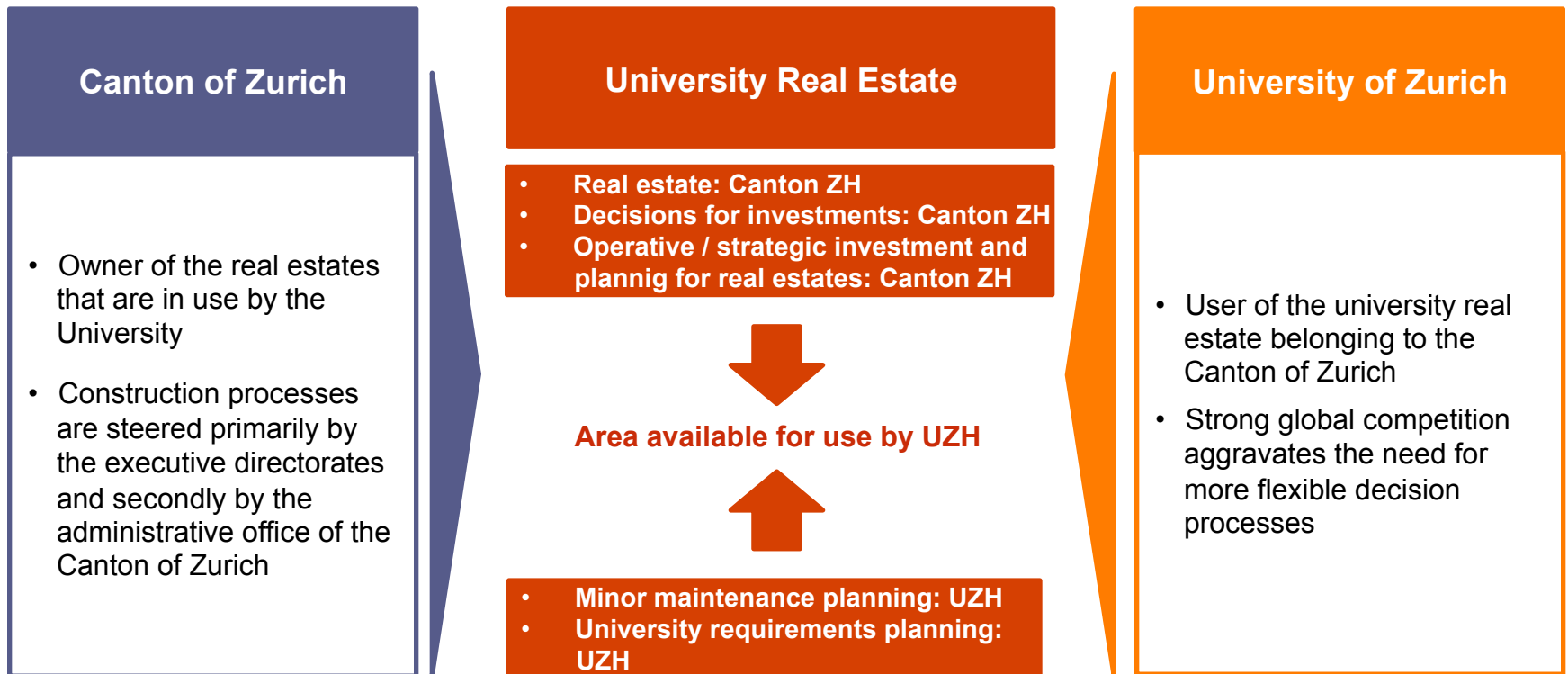
Percentage of assistant professors in relation to the professorial staff in total:





Goal 7, Measure 7.1: Greater Freedom of Action in the Planning and Realization of Building Projects (I)

Today's user and owner model:





Goal 7, Measure 7.1: Greater Freedom of Action in the Planning and Realization of Building Projects (II)

Why does UZH need more room for manoeuvre regarding building and constructing?

- UZH has grown, but there has hardly been more room available
- Nearly 3 billion CHF will have to be invested in reconstruction, finalization of new buildings and new construction projects until 2027
- The complex user and owner model put up by the Canton of Zurich has to be revised: UZH strives for more competences regarding decisions on construction projects