

H.I.T – High Potential University Leaders Identity & Skills Training Program –
Inclusive Leadership in Academia / Closing Event

How to have impact in Science Politics in Switzerland and Europe: Workshop

Barbara Haering

March 2022

Our Workshop

- Barbara Haering with different hats – and what are your hats?
- How to develop impact an academic institution – how about your institution?
- How to develop impact in national science politics – know your clients!
- How about European politics – is there anything we can do?

Barbara Haering – with various hats!



Strategic Governance

- President COST UNIGE
- Vice-President ETH-Board
- Board TU Dresden
- Innovationboard TU Graz
- President econcept Inc.
- President CoF GICHHD
- Board ICMP
- Member of PLANAT



Consulting and Evaluation

- Space policies CH, 2022
- Start-up training Innosuisse, 2022
- Electronic patient document, 2022
- Governance HES-SO, 2021
- Governance SICHH
- Institutional accreditation PH, 2021
- Business model Cité de la musique, Geneva, 2021



Research and Teaching

- Participatory processes in urban planning
- Impact oriented subsidies for environmental policies
- Innovating public policies and management

Themes: Environment – peace and security – science and innovation – public sector reform.

Barbara Haering – a lot of re-invention!



Studies and professional life

- Dipl. Naturwissenschaften ETH 1972-1977
- Raumplanung NDS/ETH 1977-1979
- Working as independent researcher 1979-1980
- Secretary General of SP Stadt Zürich
- Working for INFRAS Inc. Zürich 1986-1993
- Finalizing PhD 1993-1996
- Starting with econcept Inc. 1997



Engagements developing into politics

- Speaker for my gymnasium class
- Young church Oberstrass
- Working group on curricula reform ETH 1992
- President VSETH Parliament 1973
- President of VSETH 1976/77
- Member of the planning commission in Adliswil 1976
- Member of the Cantonal Parliament 1979-1983
- Member of the National Parliament 1991-2007

What are your hats?



Actually: We have a lot of potential we tend to underestimate!

How to develop impact in an academic institution?



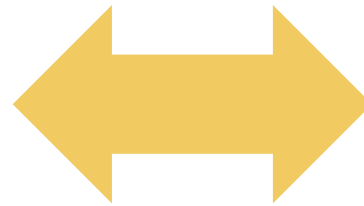
How to develop impact in an academic institution?



- Know the logic and the business model
- Know the organisation and its' processes...
- Know the biases ...
- Networking.....



Science and management – two different logics



Whats the logic of science?

- Science has a threefold mission
 - Searching for the truth and thus reflecting the intrinsic value of enlightenment
 - Contributing to solving societal, economic and environmental challenges
 - Reflecting on societal, economic and environmental challenges with a critical distance.
- Transcending the inherent conflicts of these three missions – that's how science adds its particular value to the world.



What's the Logic of Management?



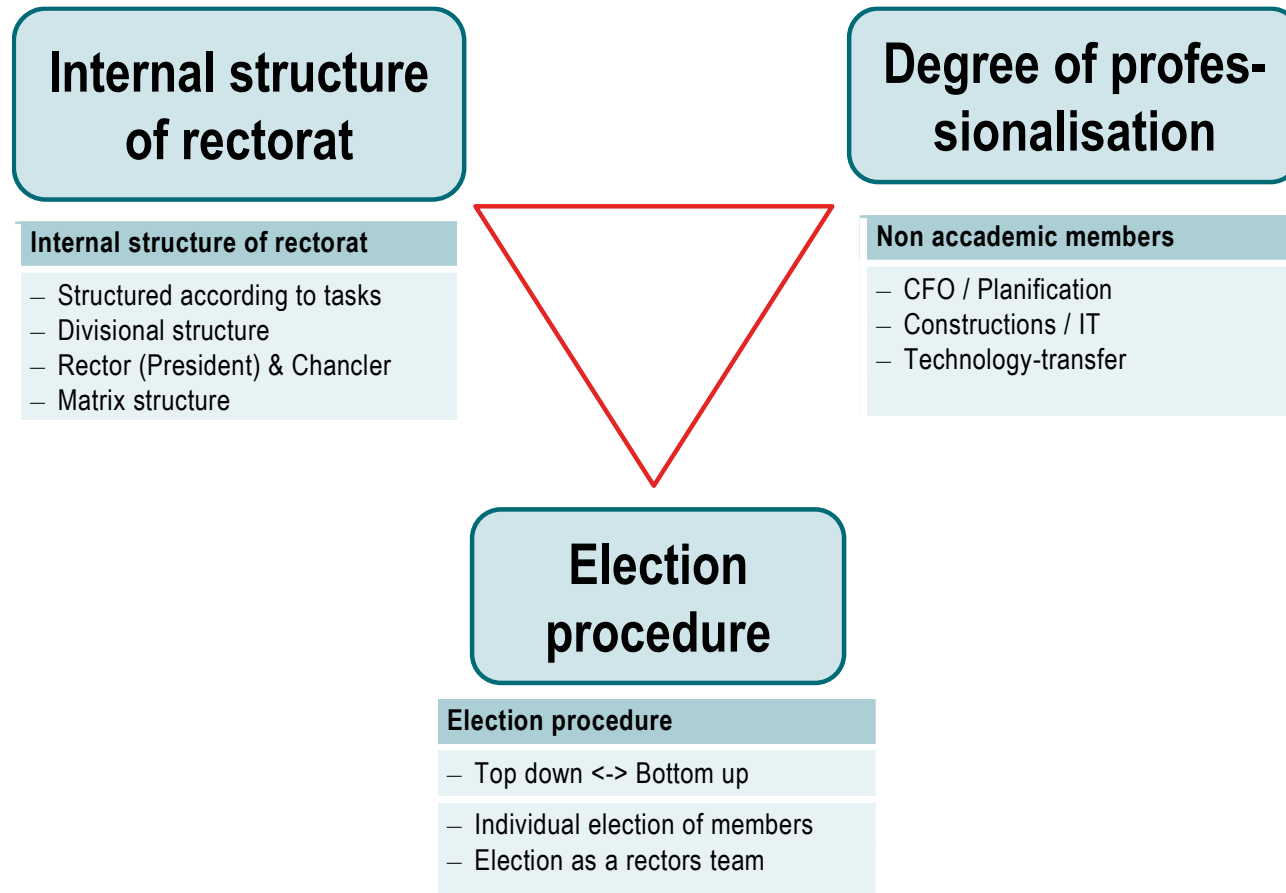
- Management is the administration of an organisation and includes
 - Identifying framework conditions of the institution
 - Establishing an institutional mission and a strategy to achieve this mission
 - Operational planning and organising
 - Motivating and coordinating employees to achieve objectives set
 - Application of available resources and
 - Controlling effectivity and efficiency the implementation.

Working at the interface of science and management

Aspects	<u>Science</u>	<u>Management of an academic institution</u>
Logic	<ul style="list-style-type: none"> – Search for truth – Advancement and transfer of knowledge 	<ul style="list-style-type: none"> – Search for solutions – Advancement of persons and of the institution
Perspectives	<ul style="list-style-type: none"> – Long-term perspectives – Global competitiveness 	<ul style="list-style-type: none"> – Short- to mid-term perspectives – Local, national, global perspectives
Interests of experts involved	<ul style="list-style-type: none"> – Effectiveness – Individual scientific career – Contributing to solving Grand Challenges – Economic interest – Compliance with regards to the scientific community 	<ul style="list-style-type: none"> – Effectiveness and efficiency – Individual management career – Contributing to solving Grand Challenges – Compliance with regards to employees – Compliance with regards to politics and to tax payers



Decisive elements of university governance and power sharing



- The governance of an institution strongly depends on three elements:
 - Internal structure of the rectorate
 - Degree of professionalisation of a rectorat
 - Election procedure and thus legitimation of a rector and his team
- These elements impact the governance culture of a university – and on the long term.
- They will also define particular challenges for both leading persons as well as persons/ groups being governed.

Different types of university governance in Switzerland

Election Procedures	Internal Structures	Profiles of Members
Top down <-> bottom up <ul style="list-style-type: none"> – Top down – Combination: Proposition bottom up, election top down – (Bottom up) 	Universities <ul style="list-style-type: none"> – Structured according to tasks – Matrix structure – Rector (President) & Chancellor plus additional members 	Academic Members for <ul style="list-style-type: none"> – Teaching – Research – Technology Transfer
Individual <-> Team <ul style="list-style-type: none"> – Individual election of rector / members – Election as a rectors team – Individual election of the rector / other members chosen by the rector 	Universities of Applied Science / Research Institutes <ul style="list-style-type: none"> – Divisional structure 	Non-academic Members for <ul style="list-style-type: none"> – CFO – Constructions – IT – Technology Transfer

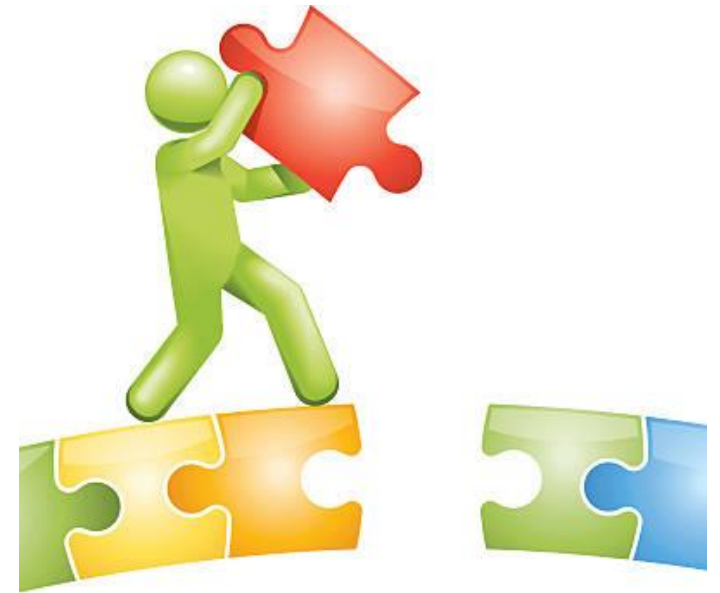
Unconscious and/or implicit biases?

- Institutions are shaped by objectives, structures and processes but also by their culture – including specific biases. Biases can be:
 - Conscious and explicit
 - Unconscious and implicit
 - Structural
- It is important to recognize prevailing biases in an institution – as well as our own biases – and to find ways to mitigate their impact on behaviour and decisions if we want to achieve sustainable change in an institution.



Lesson learnt 1: Bridging the gap between different logics

- Being aware of, accepting and bridging the gap between a scientific logic and a management logic is essential.
 - Different objectives
 - Different systemic requirements
 - Different expectations and incentives
 - Different kind of expertise
 - Different time lines
- Being aware and working within and with the particular business model of an institution is key. Knowing the prevailing biases in an institution helps.
- Networking is the most effective way to bridging gaps and developing impact.



How about your institution?



Internal structure of rectorat

Internal structure of rectorat

- Structured according to tasks
- Divisional structure
- Rector (President) & Chancellor
- Matrix structure

Degree of professionalisation

Non academic members

- CFO / Planification
- Constructions / IT
- Technology-transfer

Election procedure

Election procedure

- Top down <-> Bottom up
- Individual election of members
- Election as a rectors team



"What's the matter?
It's the same distance!"

How to develop impact in national science politics?



How to develop impact in national science politics?

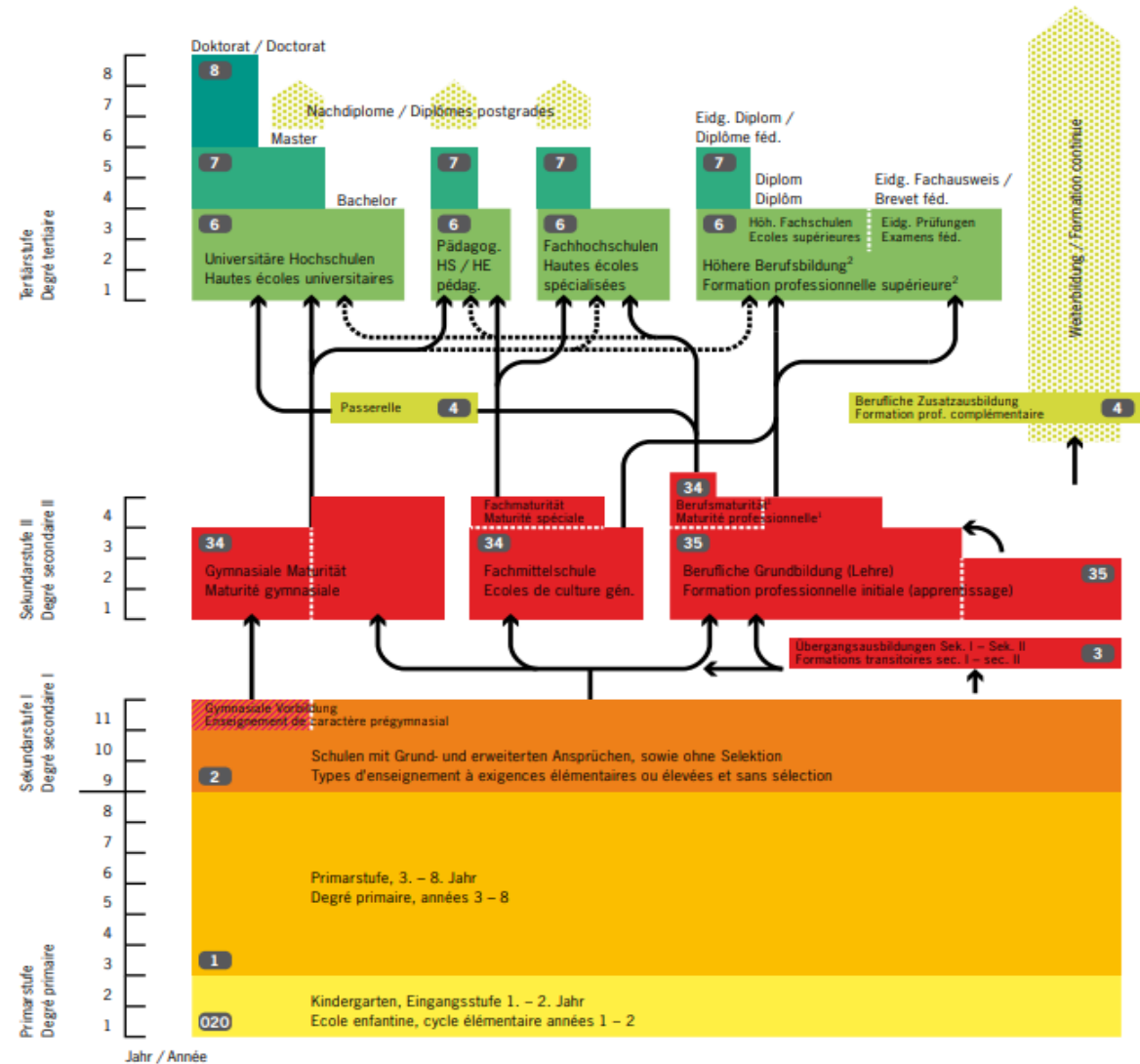


- Know the logic and the business model
- Know the organisation and its' processes...
- Know the biases ...
- Networking.....



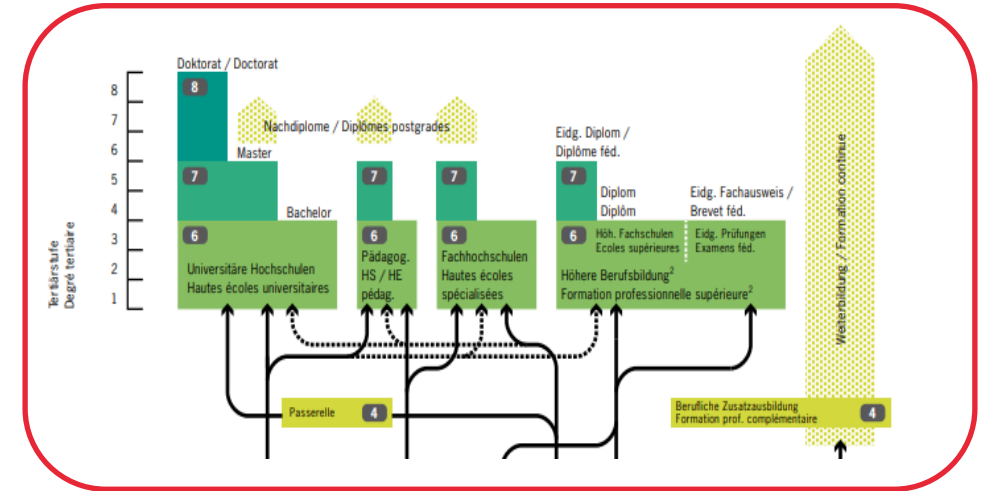
Education and Science in Switzerland – a Federalistic System

- National and cantonal
- National, cantonal and private
- Cantonal, local (and private)



National science politics – main bodies

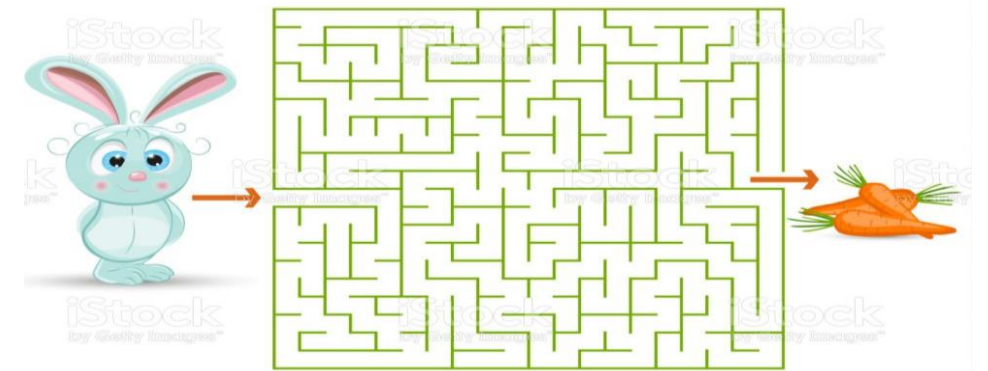
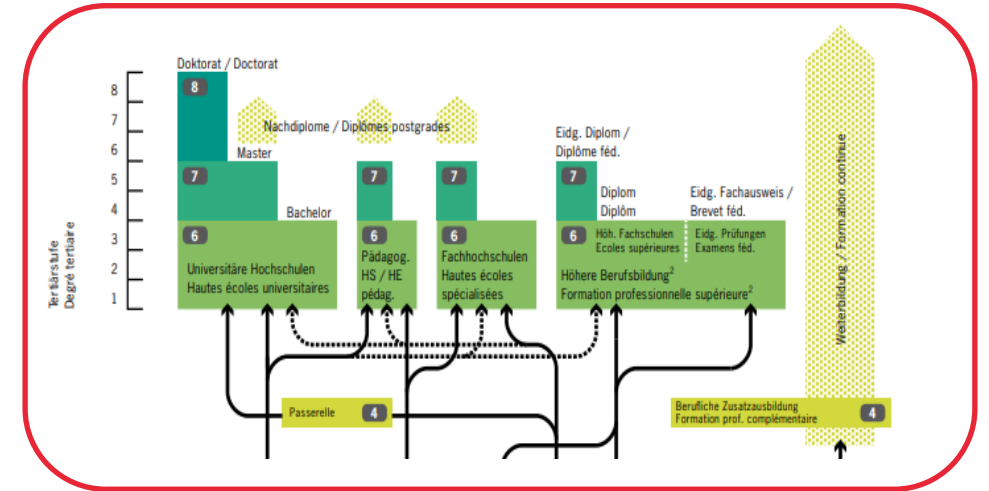
- Parliament and Federal Government
 - Federal money for ETH-Domain, cantonal universities and universities of applied science
- Swiss University Conference
 - Confederation & cantons
 - Accreditation Board and Accreditation Agency
- ETH-Domain (federal)
 - 2 schools, 4 research institutions, 1 board
- Swissuniversities
 - Chamber Universities and ETH
 - Chamber Universities of applied sciences
 - Chamber Pedagogic universities
- Swiss National Science Foundation
 - Federal money mainly for fundamental science
- Innosuisse
 - Federal money for innovation



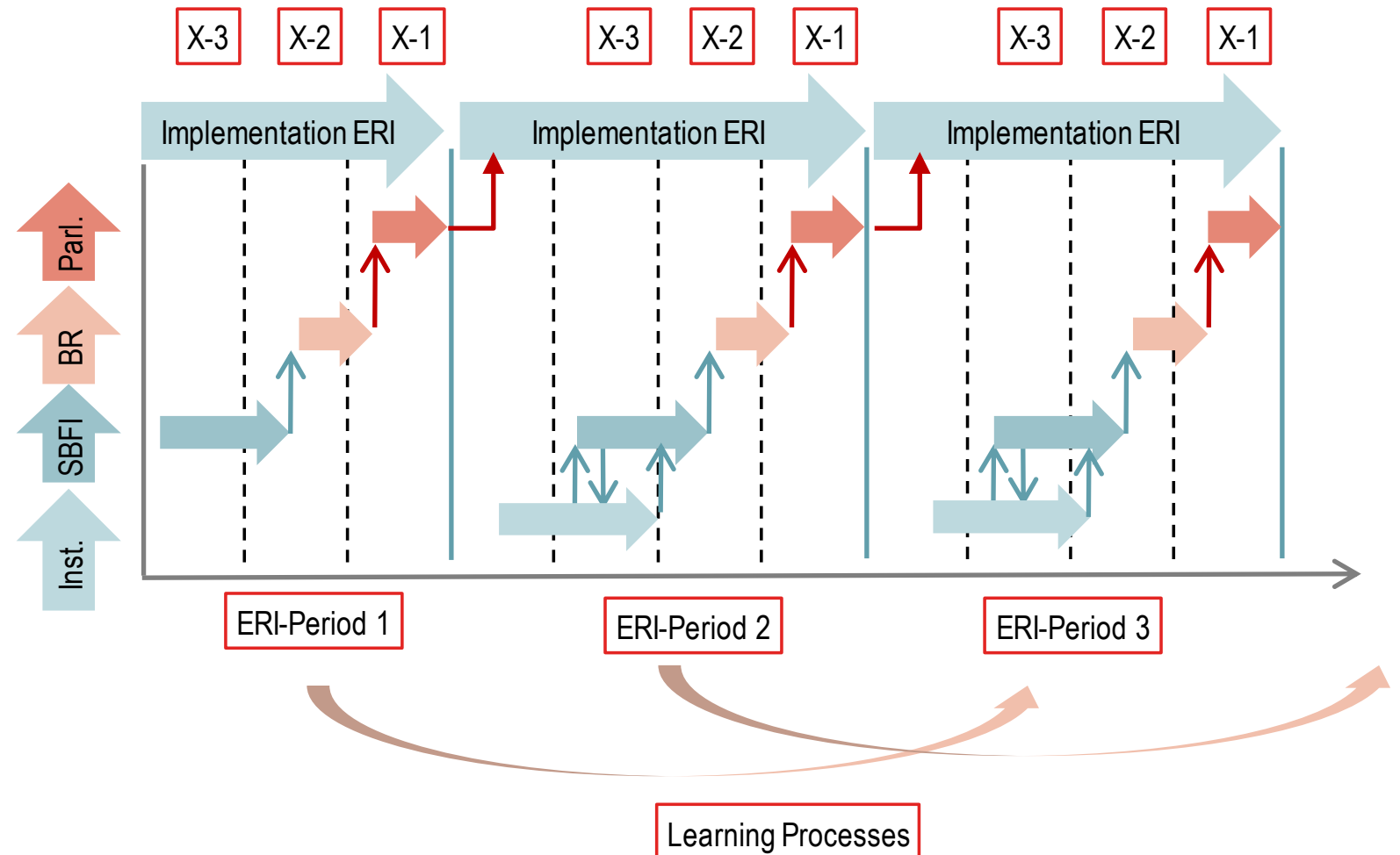
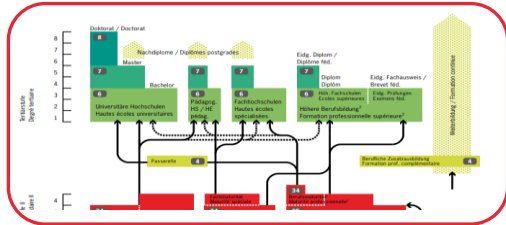
- **Artikel 61/1 BV:** Bund und Kantone sorgen gemeinsam im Rahmen ihrer Zuständigkeiten für eine hohe Qualität und Durchlässigkeit des Bildungsraums Schweiz.

National science politics – main bodies

- Parliament and Federal Government
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ERI-Dispatch: Political processes take time!



Different logic of science and politics

	Science	Politics
Bodies	<ul style="list-style-type: none">– Scientific community– Individual scientists	<ul style="list-style-type: none">– Government– Parliament
Interests	<ul style="list-style-type: none">– Scientific progress– Scientific careers– Economic interests	<ul style="list-style-type: none">– Scientific progress– Economic prosperity– Solving societal, economic or environmental challenges– Responsibility for public funds– Return on investment– Responsibility for the overall science landscape of a country– Electoral interests

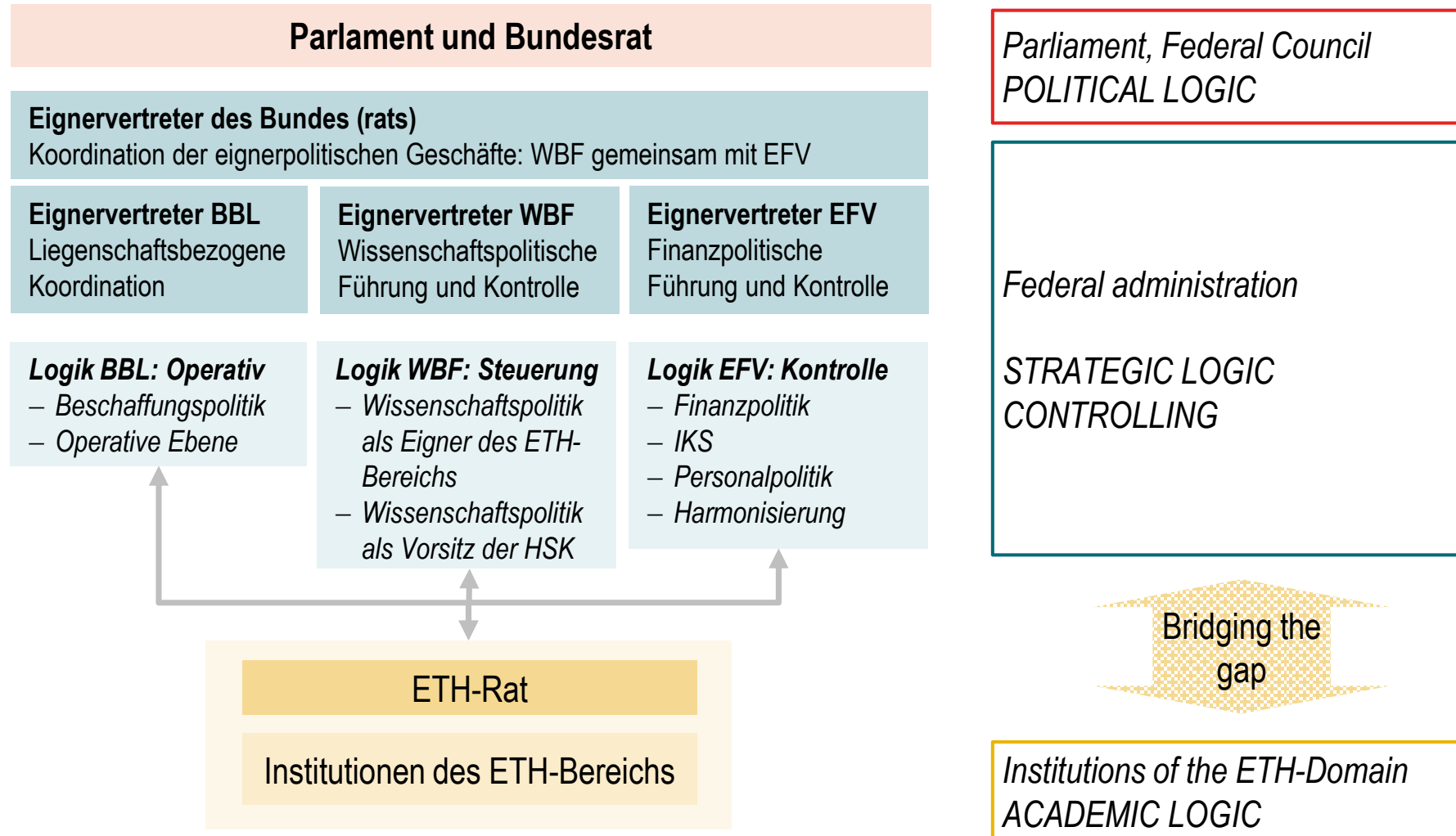


Strategic level – bridging the gap between science and politics

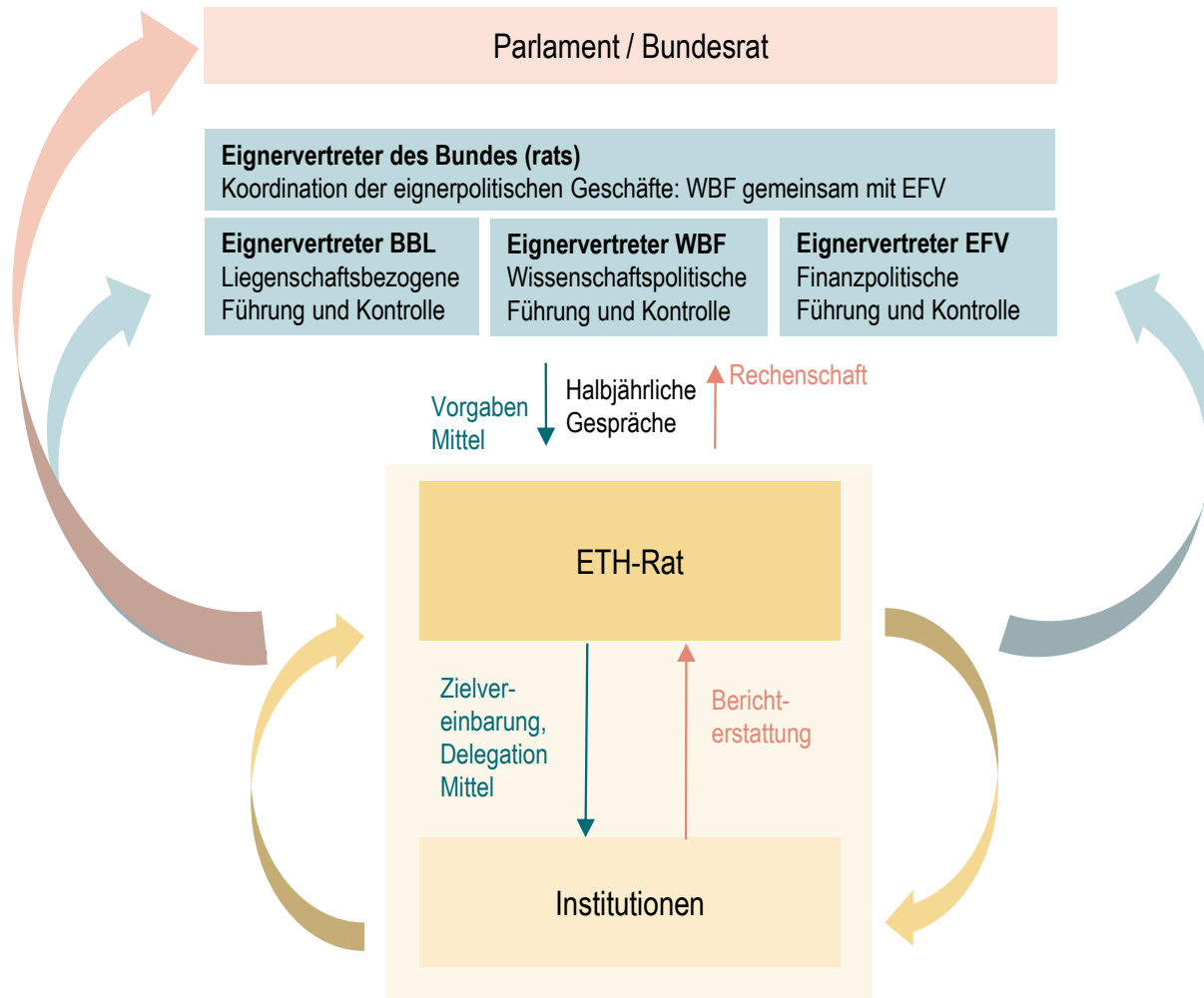
	Science	Strategy	Politics
Bodies	<ul style="list-style-type: none">– Scientific community– Individual scientists	<ul style="list-style-type: none">– Strategic boards– Funding agencies– Administrations	<ul style="list-style-type: none">– Government– Parliament
Interests	<ul style="list-style-type: none">– Scientific progress– Scientific careers– Economic interests	<ul style="list-style-type: none">– Scientific progress– Return on investment– Strategic guidance– Delegated responsibilities– Accountability with regards to politics– Advocacy for science	<ul style="list-style-type: none">– Scientific progress– Economic prosperity– Solving societal, economic or environmental challenges– Responsibility for public funds– Return on investment– Responsibility for the overall science landscape of a country– Electoral interests



Example: Governance of the ETH-Domain



Translating in various languages



- Working at interfaces means a continuous simultaneous translation in various languages and logics!

Lesson learnt 2: Bridging the gap between different systems

- Science and politics follow different interests and have different time lines.
- Science should not only be on the demanding and receiving end – but just as well on the asking and on the offering side! It's not only about politics for science – it's just as well about science for politics.
- Invest some optimism, perseverance and resilience if you want to be successful!



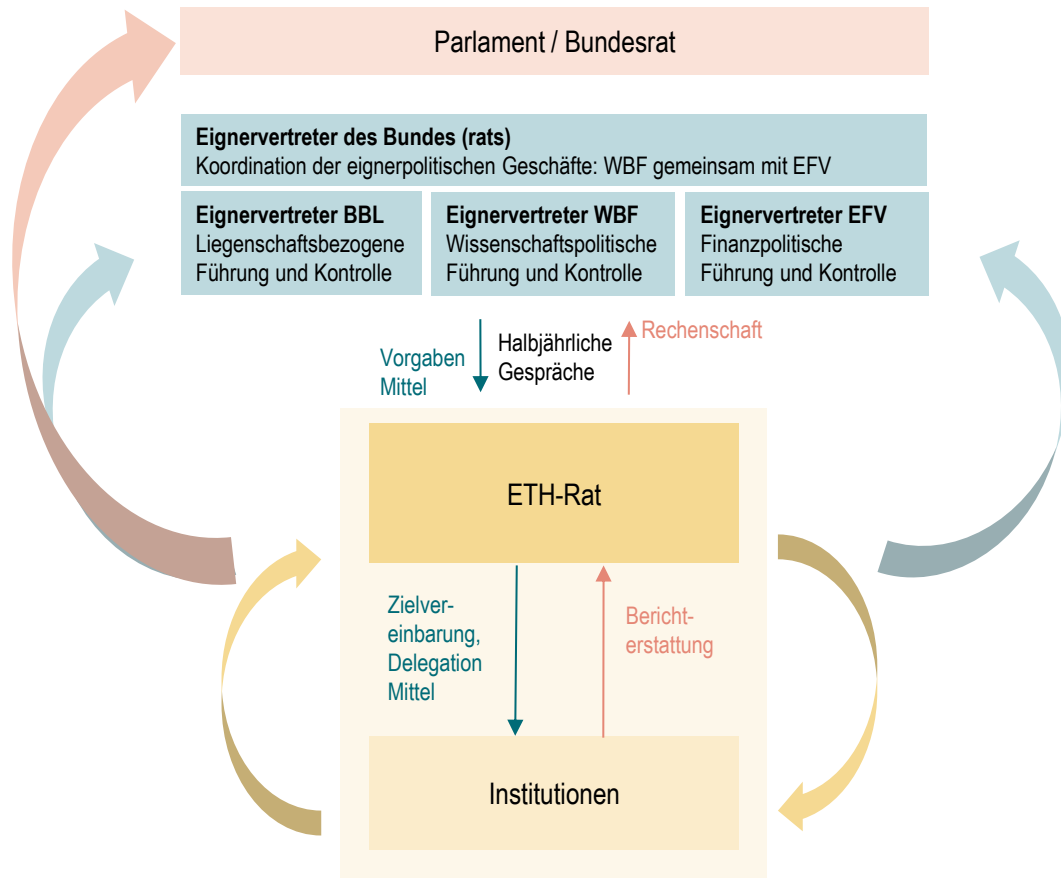
Lehrerin: Kannst du mir das ins Französische übersetzen?

Ich: So einen Satz würde ich in Frankreich nicht benutzen.

Lehrerin: Dann sag uns einen Satz den du in Frankreich benutzen würdest.

Ich: Do you speak English?

Have you visited a parliamentary debate?



And how about European science politics?

- There are various ways to be active on European level:
 - Universities are active through networks like LERU (League of European Research Universities) regarding EU science politics.
 - EU university alliances can strengthen bonds among universities.
 - Researchers can be active in various expert groups. Moreover, they can address peers.
- However, the re-integration of Switzerland in Horizon Europe will not only depend on science politics but rather on other decisive political issues.



Lesson learnt 3: Go for it!

- Several professors from the last HIT-programme took up top leadership roles in national bodies:
 - Laura Bernardi, Vice President SNSF Research Council
 - Tanja Stadler, Head Covid Task Force
- Two professors moved to management positions at university level:
 - Virginia Richter, Vice Rector Uni Bern
 - Vanessa Wood, Vice President ETHZ
- Others at faculty level:
 - Barbara Weber, Dean School of Computer Science HSG
 - Manon Jendly, Vice Dean Research Faculty of Law, Unit
 - Katrin Beyer, Associate Dean Digitalization and Open Science ENAC, EPFL
 - Eva Green, Vice Dean Faculty of Social and Political Sciences, UniL



Impressum

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