



# The 100-Day Program

of the Executive Board of Technische Universität Berlin

## Dear People at TU Berlin,

On the following pages, we would like to introduce you to our 100-day program.

To flourish, TU Berlin needs to be a lively and inspiring place to teach, study, research, and work. This requires people to cooperate with each other and processes and systems to function well. We all know that there is a great deal to be done and we want as many people as possible at TU Berlin to be involved in prioritizing the challenges we face. There will be decisions that won't please everybody. The „nicest“ decisions are always the ones that decide for something. Deciding against something can be difficult. We want to take decisions together with you, to discuss with you, to argue the pros and cons, and then set out on a clear and considered path together.

A 100-day program cannot address every issue. The good news is that these 100 days will be followed by a further 1360 days in office. Our 100-day program addresses a number of different fields of action. Each concludes with a list of specific, measurable, and attractive goals which can be achieved within 100 days. These goals can be seen as part of our concrete working program for the next years.

At the end of the 100 days, we will provide a transparent presentation of the goals we have actually achieved. We will also account for those goals which we have not achieved. Additionally, we will provide a view of some of our medium and long-term goals so as to maintain our objective of transparency beyond these first 100 days.

In addition to our program, we would also like to present some of the guiding principles for our work with you over the coming years.

- We stand for a new feeling of togetherness. We want everyone to be part of this.
- We look forward to receiving your suggestions, ideas, and constructive criticism by email to [p@tu-berlin.de](mailto:p@tu-berlin.de). We will respond to all your emails.
- The Executive Board is transparent in its work. We will share what we are doing and what we know with you.
- We will work together and not against each other. Criticism and discussion are always welcome, particularly constructive suggestions for solutions.
- Most challenges have complex backgrounds and are connected to many other issues. We want to act on a shared understanding that there is often no single correct solution.

Our 100-day program starts now!

# 1. Internal communication

During our term in office, we as a team would like to establish a strategy for creating a common set of values, as well as transparent communication and a dialogue-centered culture of leadership. Our overarching goal is to systematically analyze and optimize the existing channels and formats of internal communication within a participative process. We will also be putting together a diverse working group to develop a set of measures with measurable short-term, medium-term, and long-term goals. And, of course, we will also be implementing these measures. This process will take place over many months. However, the first milestones will be visible after the first 100 days.

## **We aim to have achieved the following goals within the first 100 days:**

- 1.1 On the basis of a call to all staff and students, we have established a working group (Komm-AG) made up of some 20 persons to address the above goals as well as commissioned an external organization to assist and guide this working group.
- 1.2 We have devised and implemented an annual retreat for about 150 people from all areas at TU Berlin to take place in summer 2022 with the goal of achieving a cooperative further development for the University.
- 1.3 We have developed a concrete proposal for implementing a TU-wide intranet.

## 2. Research, transfer and joint projects

We aim to strengthen knowledge and technology transfer by working closely within the Berlin University Alliance (BUA) as well as with all university and non-university research institutions in the Berlin-Brandenburg metropolitan region. We also want to introduce measures to support DFG and joint research projects within the University. Research and appointments are further areas we want to strengthen.

### **We aim to have achieved the following goals after 100 days:**

- 2.1 We have issued an internal call for a fourth, interdisciplinary and transdisciplinary Cluster focusing on climate-neutral technologies for the coming round of the Excellence Strategy.
- 2.2 We have developed an outline for a BUA networking event with civil society to take place in fall 2022.
- 2.3 We have devised a concept for internally strengthening the application process for DFG research projects, especially in the engineering sciences.
- 2.4 We have begun to compile an inventory of all outstanding commitments made by the University to professors at the time of their appointment. Based on this, we will coordinate with the faculties to establish an integrated strategic planning procedure for appointments and spaces.
- 2.5 We have implemented at least one measure to advance gender equity within our appointment procedures and to increase the proportion of women in all appointment procedures.
- 2.6 We have completed planning for a specialist forum in fall 2022 for research, politics, business, and civil society focusing on using knowledge and technology transfer to make Berlin-Brandenburg a climate-neutral metropolitan region.

### 3. Studying and teaching

We aim to consolidate studying and teaching to reflect our mission statement for teaching. In addition to returning to in-presence teaching, we want to strengthen digitally supported teaching at the University without creating more work. To achieve this, we will discuss reforms and present them to the relevant committees. Our global strategy is to attract and retain students.

**We aim to have achieved the following goals after 100 days:**

- 3.1 To attract students to TU Berlin and to increase awareness of study opportunities at the University, we aim to achieve greater participation from schools and our students in information days in the future. A concept has been developed to achieve this goal.
- 3.2 We have initiated discipline-specific workshops aimed at increasing student retention (e.g., in teacher education).
- 3.3 Prospective students receive standardized support for applying/registering and enrollment.
- 3.4 Other than in justified cases (e.g. when TU lottery processes apply), new students are to be enrolled by 1 October 2022. Working together with Department I Student Services, Campus Management, and innoCampus, the necessary administrative measures have been implemented.
- 3.5 Summer semester has started in presence. Supplementary digital teaching elements have been integrated. To achieve this, we have developed a concept to provide a user-friendly technical infrastructure (lecture hall technology, video studios, continuing education offers).
- 3.6 Discussions have commenced in the central committees on how to adapt the General Study and Examination Regulations (AllgStuPO) to incorporate the amended Berlin State Higher Education Act (Berliner Hochschulgesetz - BerlHG), particularly regarding digital examinations.
- 3.7 To strengthen commitment to teaching, instruments for recognizing good teaching will be further developed. For this purpose, a draft resolution has been prepared together with the LinF advisory board for the Academic Senate.

\*<https://www.tu.berlin/en/go3134/>

## 4. Sustainability

In 2021, TU Berlin concluded a climate protection agreement with the State of Berlin\*. In doing so, we committed to reducing our direct and indirect CO2 emissions by at least 25 percent by 2030. We now need to create a climate audit for TU Berlin to establish a baseline value. At the same time, we want to start implementing concrete measures. We will continue and strengthen the University's existing sustainability and climate protection initiatives. Using interactive formats, we want to involve more people at TU Berlin in shaping these initiatives. The more TU members involved, the better.

### **We aim to have achieved the following goals after 100 days:**

- 4.1 We have developed a systematic process for drafting a climate audit for TU Berlin with the goal of completing the audit by the end of 2022. The technical expertise of the relevant academic chairs and research groups at TU Berlin will be involved in this process.
- 4.2 We have completed planning for a pilot measure for climate neutrality at TU Berlin for implementation in 2022. This will be undertaken working together with the Climate Action Task Force.
- 4.3 Together with TU Berlin members, we have staged a hackathon on making TU Berlin climate neutral. We will present the solution strategies and results publicly on our website.
- 4.4 The regular integration of teaching content and learning objectives relating to sustainability in all degree programs will be continued. An easily accessible overview of how sustainable development is implemented in individual subject areas has been created.

\*[https://www.static.tu.berlin/fileadmin/www/10000000/Klimaschutz/KSV\\_TU\\_Berlin\\_2021-2030.pdf](https://www.static.tu.berlin/fileadmin/www/10000000/Klimaschutz/KSV_TU_Berlin_2021-2030.pdf)

## 5. Digitalization

During our period of office, our team aims to create a strategy for establishing a 10-year digital strategy for research, teaching, infrastructure and technology transfer. In particular, we want to see how the various centralized and decentralized services can be better interlinked to achieve more efficient processing.

### **We aim to have achieved the following goals after 100 days:**

- 5.1 We have set up an advisory board made up of IT users, experts, and representatives from the various subject disciplines to advise us on the process of developing a strategy.
- 5.2 The duties of a new chief information officer/chief digital officer have been defined. A job posting for this position is being prepared.
- 5.3 We have developed a concept for financing, establishing and incorporating a first core facility for data science, to be made available for the entire Berlin University Alliance in the future.
- 5.4 We have obtained an overview of the functionality of the various SAP modules, and a traffic light system has been established for all SAP services.

## 6. Staff development

One of our key concerns is to provide good working conditions for employees at TU Berlin. All staff including student assistants have very different needs and situations depending on where they work. We would like to understand and systematically analyze these needs and situations so as to improve conditions for our staff.

**We aim to have achieved the following goals after 100 days:**

- 6.1 To pursue the goal of creating more permanent academic positions at non-professorial level, we will survey the current numbers of permanent positions in the faculties and central units. In discussion with the faculties and central units, we will develop target figures for increasing the number of permanent positions for specific disciplines. In particular, subject-specific target agreements are to be made to increase the number of women with permanent contracts.
- 6.2 We have created a working group to discuss and create a sample description of the scope of duties for the position of assistant at academic chairs or research groups. In the medium term, this position should provide a possible alternative to the classic secretarial position and include tasks leading to a higher pay scale.
- 6.3 A concept for reorganizing internal continuing education and developing offers has been drawn up.
- 6.4 We have initiated a short survey of all TU Berlin staff and student assistants in order to measure current job satisfaction on an ongoing basis and identify and prioritize issues and fields of action. The results of these surveys will be made transparently available. The results of previous TU-internal studies will be taken into account.
- 6.5 We will create a concept for a quarterly welcome day for all new staff members.

## 7. Process optimization

The goal of our term of office is to significantly strengthen the internal excellence of TU Berlin. To achieve this, we will systematically analyze centralized and decentralized services and processes and optimize them where necessary in consultation with users and staff in technology, service and administration.

### **We aim to have achieved the following goals after 100 days:**

- 7.1 Members of the Executive Board have visited each of the central departments for 1-3 days to gain an insight into daily working procedures.
- 7.2 A draft for a digital user satisfaction survey for central services has been created.
- 7.3 Detailed written process flows with individual procedural steps and current time intervals are available for the essential procedures of a) staff recruitment, b) appointment procedures, and c) enrollment. A list of recommendations for reducing, improving and monitoring these processes has been created.
- 7.4 A call for tenders for appointment portal software has been issued. Parallel to this, preparatory steps for its implementation within ZECM and the necessary links to SAP have been made.
- 7.5 Measures for external support have been initiated for the Building Department to ensure its ability to work in the medium and long term.
- 7.6 For the integrated processes of student administration within the framework of Student Lifecycle Management, deadlines have been coordinated and set jointly between central and decentralized areas in order to provide everyone with a binding perspective.

All important information, news as well as dates and deadlines for the 100-day program will be published on this website: <https://www.tu.berlin/en/go46861/>.

We will also update you on the progress made in implementing the goals.