



**University of
Zurich** UZH

ETH

Eidgenössische Technische Hochschule Zürich
Swiss Federal Institute of Technology Zurich

Language Center

Principles and challenges of program planning and financial planning at a LC serving two universities

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Sabina Schaffner



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1.1 University of Zurich and ETH Zurich Language Center

Joint University of Zurich and ETH Zurich Language Center

- Integrated into the **University of Zurich**
- ✓ Financial principles (salary classifications; legal framework)
- ✓ Budget process follows UZH guidelines and timeframe

- **Common Board of Trustees**
- ✓ Defines mission statement, governance, and financing (renewed in December 2010)
- ✓ Responsible for mid-term financial planning (3-year financial planning) in conjunction with UZH and ETH budgeting for SUEZ



1.2 University of Zurich and ETH Zurich LC mission

§ 1 Definition of the Language Center

- Provides language services to UZH and ETH Zurich
- Offers academic foreign language courses and services
- Acts as a point of reference regarding foreign language acquisition for both HEIs

§ 2 Target Groups from the UZH and ETH Zurich

- a. Bachelor and Master students
- b. Exchange and guest students
- c. Students in further education programs
- d. PhD students
- e. Teaching, research and administrative staff
- f. Students from other Swiss HEIs



1.2 University of Zurich and ETH Zurich LC mission

§ 3 Services offered to target groups (§ 2)

- a. General and academic language modules, Latin and Greek exam preparation courses, workplace language training modules, language consultations
- b. Running of Latin and Greek exams (UZH), German Entrance Examination (UZH), and select external language tests
- c. Provision and management of autonomous learning services (Self-Access Center); organization of tandem partnerships; language learning with portfolios
- d. Further education courses in language teaching for Language Center lecturers and the lecturers of UZH philological chairs.



1.3 Course fees and other charges

§ 11 Fees

Courses are **free** for:

- UZH and ETH Bachelor's and Master's students
- Exchange students
- Swiss federal government scholarship holders

(We charge for **exam preparation courses** and pre-sessional German intensive courses)

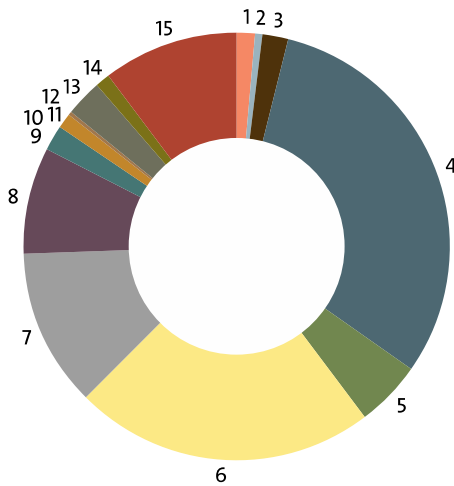
The following groups are **charged a fee**:

- ZhdK and the PHZH students (contracts)
- PhD students
- MAS (Master of Advanced Studies) students
- Academic staff (post-docs, professors)
- Academic guests
- Admin staff



2.1 Language courses 2015

Number of courses* in the modern languages in the spring and fall semesters of 2015

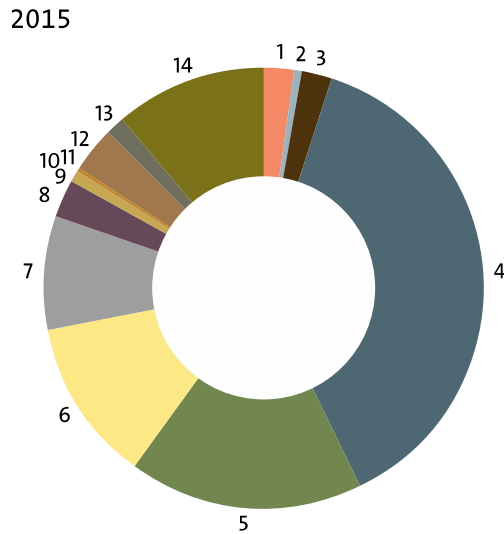


	Language	SS15	FS15	Total in 2015
1	Arabic	3	4	7
2	Brazilian Portuguese		3	3
3	Chinese	4	5	9
4	German as a foreign language (DaF)	68	71	139
5	DaF intensive	11	12	23
6	English	50	54	104
7	French	28	27	55
8	Italian	17	19	36
9	Japanese	4	5	9
10	Latin		1	1
11	Modern Greek	2	2	4
12	Polish	1	1	2
13	Russian	5	7	12
14	Swedish	3	3	6
15	Spanish	22	24	46
	Total	218	238	456

* excluding learning workshops and consultations



2.2 Participants 2015



Total number of participants (all target groups)		2014	2015	2015 in %
1	Arabic	174	200	2.30%
2	Brazilian Portuguese	–	60	0.69%
3	Chinese	219	188	2.16%
4	German as a foreign language (DaF)	2995	3278	37.70%
5	English	1418	1495	17.19%
6	French	1030	1052	12.10%
7	Italian	712	721	8.29%
8	Japanese*	206	231	2.66%
9	Latin	–	20	0.23%
10	Modern Greek*	59	66	0.76%
11	Polish*	15	21	0.24%
12	Russian*	277	282	3.24%
13	Swedish*	128	129	1.48%
14	Spanish	935	953	10.96%
	Total	8168	8696	100%

*In 2015, the number of participants in these 7 courses represented 12.84 % of the total number of participants.



2.3 Tailor-made services and language consultations, 2015

Tailor-made services: 250 participants in 40 courses

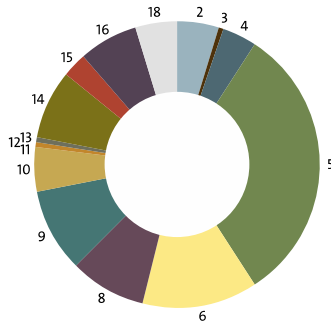
Academic writing	4 UZH institutes 3 ETH institutes
Workplace communication	1 UZH unit 3 ETH units
Coaching	IELTS, TOEFL Email writing for university staff Academic writing coaching
Language consultations	60 in German, English, French, Italian



2.4 Autonomous and cooperative language learning, 2015

Number of visits to the Self-Access Center by language

1	Ancient Greek	5
2	Arabic	267
3	Brazilian Portuguese	39
4	Chinese	210
5	German	1743
6	English	725
7	Finnish	5
8	French	481
9	Italian	520
10	Japanese	276
11	Latin	24
12	Modern Greek	12
13	Polish	28
14	Russian	420
15	Swedish	166
16	Spanish	368
17	Hungarian	6
18	no details	247
	Total for 2015	5542



Participant figures below 10 are not included in the graph..

	Number of events	Number of participants
Learning workshops	15	251
Tutorials	14	60
Book clubs	2	46
Games evenings	5	54



3.1 Governance by the Board of Trustees

§ 5 Board of Trustees

- Supervises the Language Center
- Is responsible for strategic planning (consults with the Center's Director)
- Determines its own rules of procedure

6 voting members:

- 3 UZH and 3 ETH representatives, elected for two years by their HEI's executive board (re-election is possible)
- The chair alternates between UZH and ETH Zurich

4 non-voting members:

1. Language Center Director
2. Language Center teaching staff rep
3. Member of the ETH Rector's staff
4. Head of UZH Office of the Vice President for Arts and Social Sciences

Preparation of business: By committee



3.2 Governance by the Board of Trustees

The Board of Trustees makes the final decision on (among other things) the terms of employment for teachers and non-contract teachers

The Board of Trustees determines the following items, which are then passed by the UZH and ETH executive boards:

- a. mid-term financial planning
- b. annual budget (...)
- d. frameworks for setting course fees and other charges
- e. regulations regarding compulsory fees

(Statutes for the Language Center of the University of Zurich and ETH Zurich, § 6 Board of Trustees, amended on 23 August 2010)



4. Financing: Basis of contract and procedures

Financing (principles)

Splitting of all costs (operational and staff) between UZH and ETH Zurich, based on the percentage of participants from each university in language courses

Procedures since 2011

- Full amount transferred by ETH at the beginning of the year, according to the agreed budget: Estimated costs (percentage of participants)
- Balance of accounts at the end of the year (based on actual costs)



5.1 Budgeting process

September-October: Draft budget: Collection of key data

Budgetary framework according to

- Financial mid-term plan agreed upon by the Board



Potential field of conflict

- Preliminary budget input from the UZH Department of Controlling

Calculation of the cost of services:

- **Language courses:** Budgets by heads of language units are discussed along with program planning (considering strategic and mid-term financial planning)
- **Tailor-made courses and other services:** Budget based on existing contracts and/or experience from previous years
- **Calculation of operational costs:** Based on experience



5.1 Budgeting process

October to beginning of November: Fine-tuning

- Discussion of first draft of budget in Board of Trustees Committee
- Final budget input from UZH Department of Controlling
- Fine-tuning of budget by the Language Center management
- Presentation of budget to Board of Trustees
- Discussion of budget in relation to strategic plan; approval is then recommended to the UZH and ETH Zurich executive boards

October and March of following year: Forecasting



5.2a Mid-term financial planning

Article 1: Subject of the agreement

The development and financial planning documents determine the Language Center's mid-term financial plan.

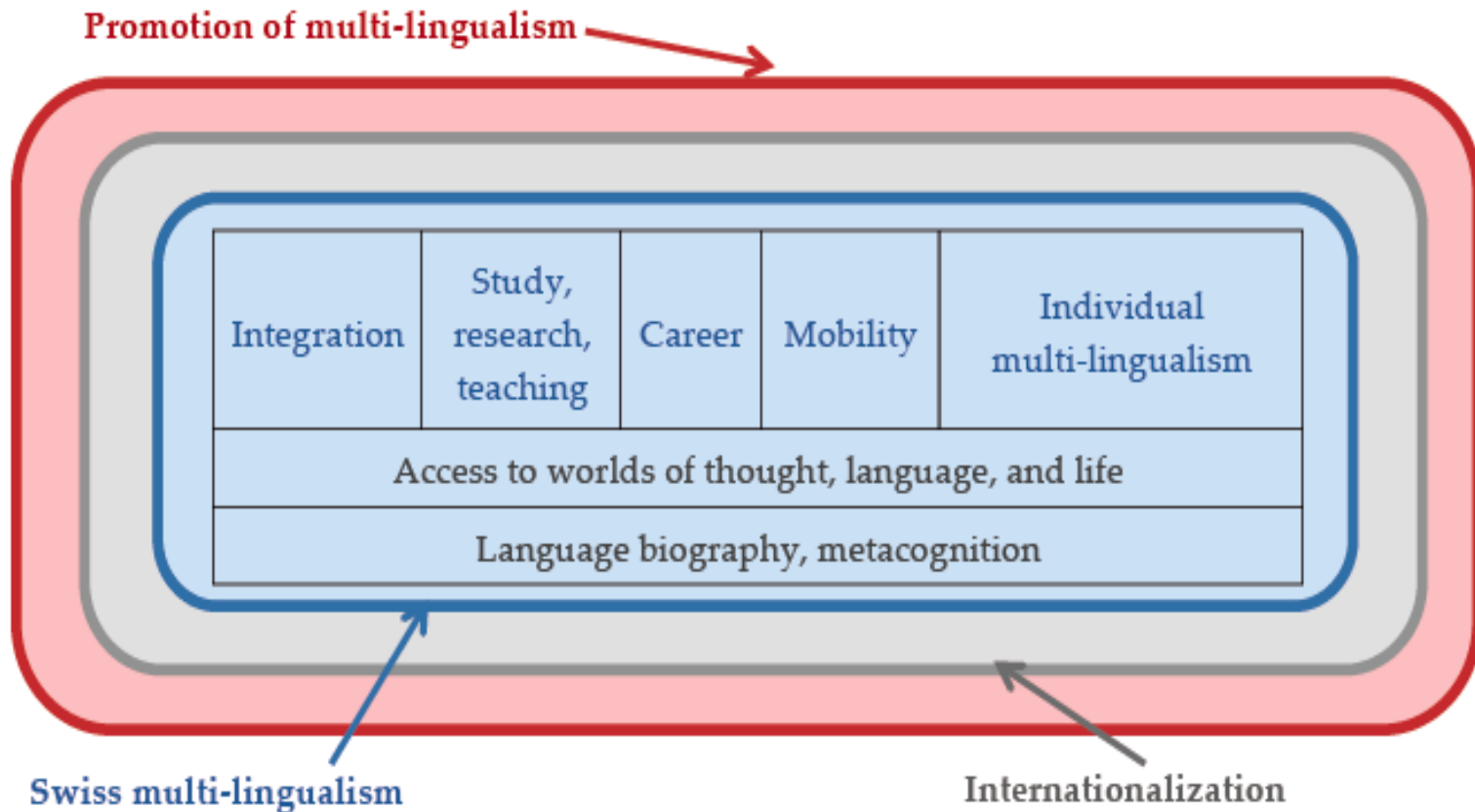
Article 2: Passing of the development and financial planning agreement

The Committee prepares the development and financial planning agreement, to be presented to the Board of Trustees in September for the coming 2- or 3-year planning period.

Article 3: Coordination of financial planning

The financial planning agreement is the basis for implementing the strategic objectives and yearly goals set by the Board.

5.3 Principles of program development in Modern Languages





Language Center

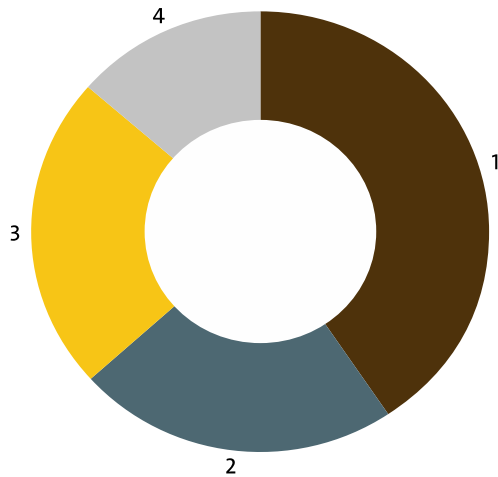
5.4 Focus areas of program development

Focus areas	Languages	Levels	Formats
Integration	German	A1	Semester courses Intensive courses
Study Research Teaching	German English French	A1-C2 B2-C2 B2-C1	Semester courses Intensive courses Coaching
Mobility	<i>especially</i> German (incomings) English French Schwedish Spanish	A1-B1 C1-C2 B2-C2 A1-A2 A1-C1	Semester courses Intensive courses Coaching Exam preparation courses
Profession	German French Italian English	B2-C2	Semester courses Coaching
Individual pluri-lingualism	French, Italian, Spanish Arabic, Brazilian Portuguese, Chinese, Japanese, Russian, Modern Greek Polish, Swedish	A1-C1/C2 A1-B1 A1-A2	Semester courses Workshops Autonomous learning Tandem



5.5 Costs of teaching by language, 2015

2015



Unit		2014 in %	2015 in %
1	German	41.05%	40.79%
2	English	19.43%	22.70%
3	Romance languages	26.03%	23.16%
4	Other languages	13.49%	13.35%
		100%	100%



5.2b Mid-term financial planning

Article 4: Financial planning 2012-2014

For 2012-2014, the following budgetary framework and distribution of costs were agreed:

Total contributions	LC contribution	UZH contribution	ETH contribution
3,905,978	862,500	1,643,478 (54%)	1,400,000 (46%)



5.2b Mid-term financial planning

Article 4: Financial planning for 2012-2014

Due to the rising number of ETH students, the balance of accounts at the end of the year meant substantial extra costs for ETH.

→The distribution key of 46% from ETH and 54% from UZH, based on 2011 figures, was correct for 2011 and 2012, but not for 2013 and 2014

Contributions	Budget 2013	Financial statement 2013	Budget 2014	Financial statement 2014	Budget 2015	Financial statement 2015
UZH	54%	52%	54%	53%	54.8%	53%
ETH	46%	48%	46%	47%	46.2%	47%



Language Center

5.3 New contribution key

Cost center Modern languages

Source of funds	Budget 2014	Financial statement 2014	Budget 2015		Financial statement 2015	
UZH contributions	1,748,088	1,679,065	1,754,400	54.8 %	1,774,583	53%
ETH contributions	1,489,112	1,488,982	1,500,000	46.2 %	1,573,687	47%
Course fees and other income	1,103,500	1,113,680	1,369,300		1,268,151	
Total	4,340,700	4,281,727	4,623,700		4,616,421	

Contributions	Financial statement 2015	Budget 2016
UZH	53%	52.2%
ETH	47%	47.8%

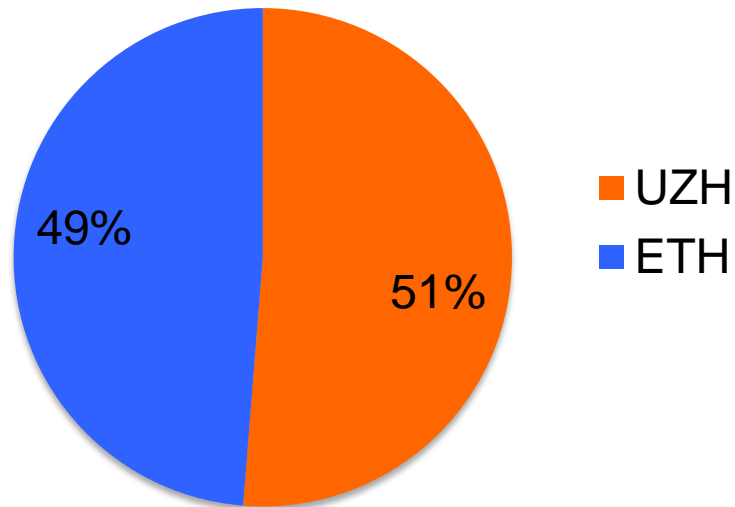
In order to foster sustainable budgeting, it was agreed in 2015 to introduce a retrospective key for 2015, based on the median percentage of the previous 3 years (2012-2014)

The same approach was used for the 2016 budget (2013-2015)
→ improved planning security for UZH, ETH, and LC Director



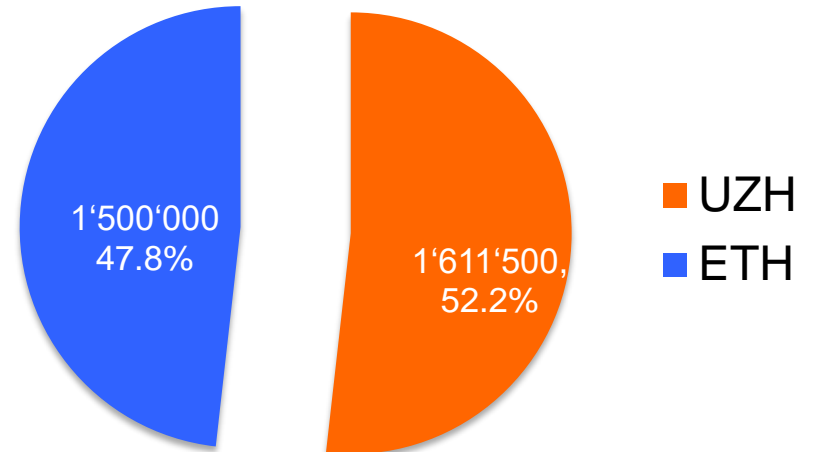
5.3 New contribution key

Percentage of participants 2015 / SS 16



Contributions 2016

Percentages based on the average percentage of students for 2013-2015



Unused UZH contribution: 109,600



5.4 Additional separate UZH contributions

UZH Executive Board decision

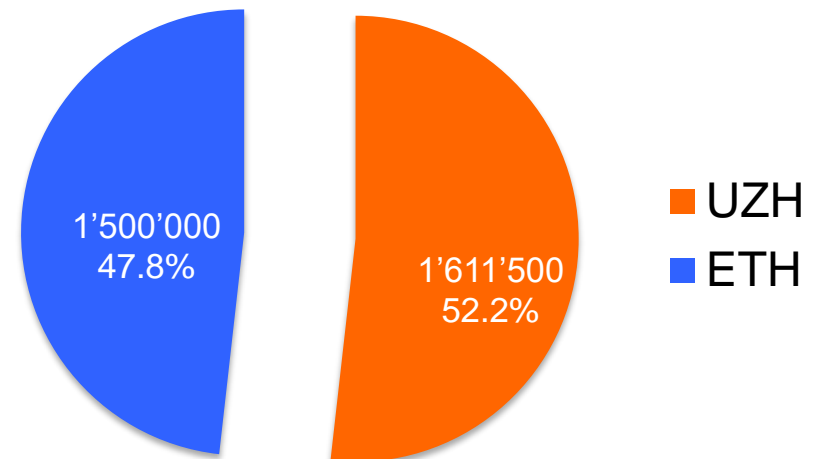
Additional contributions of CHF 63,000 for services to UZH students and staff (separate cost center)

Not part of the account with ETH (financial statement 2016)

Model also to be used in 2017

Contributions 2016

Percentages based on the average percentage of students for 2013-2015



Used for financial statement



6. Challenges and solutions

Challenges

- Influence of current state of the relationship between the two Zurich universities
- Differences in the strategy of allocation of funds between the two universities
- Lack of a common, binding language policy
- Gap between the number of students and proportional contributions of one university
- Conflict between increasing number of students and increasing demand for courses, with no legal basis for generating more funds

Solutions

- Operating with a common cost center and additional cost centers UZH and ETH
- Change of fees governance: Option to charge minimal student fees