

Science Management at UAS and UTE – Characteristics, Development and Career Paths

Introduction & Key Data

Third Space is staffed by academically qualified people who do not primarily work in the service mandate of the Higher Education Institutes (HEI) but support its management and actively shape it. According to Klumpp and Teichler (2008: 152), the following developments have led to Third Space:

- ❖ **New tasks** due to HEIs reforms - e.g., accreditation, evaluation, fundraising
- ❖ **Science-related tasks** that have led to a division of labor in the framework of HEIs expansion (externalization) - e.g., grants offices, management of graduate schools
- ❖ **Upgrading** of areas of responsibility, when administrative tasks are increasingly taken over by academically qualified employees

Third Space in Switzerland

- ❖ is hardly visible and difficult to grasp
- ❖ is difficult to identify, as it is not assigned to a specific personnel category
- ❖ has no formal networks and professional societies
- ❖ has no recognizable career paths and development perspectives

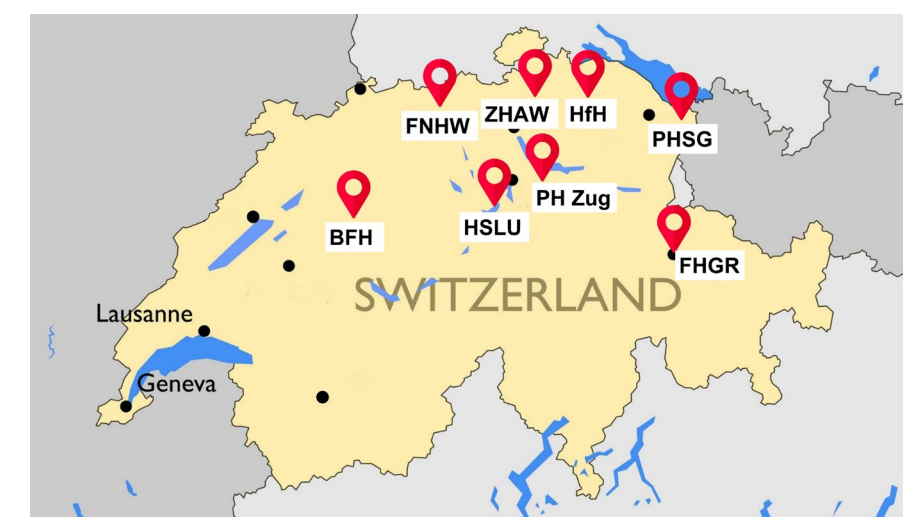
Project Importance

- ❖ A relevant number of university staff belong to Third Space - approx. 11% to 19% (Schmidlin et al. 2020).
- ❖ Third Space Professionals contribute significantly to the professionalisation of processes and procedures at HEIs (e.g. Nievergelt 2013).
- ❖ The positions are predominantly held by women - approx. 70% (Schmidlin et. al. 2020).



Content & Goals

- ❖ **Description** The project tackles Third Space Professionals' tasks and responsibilities in eight HEIs in German-speaking Switzerland – five Universities of Applied Sciences (UAS) and three Universities of Teacher Education (UTE)
- ❖ **Core Activities** Identify and survey Third Space Professionals in the partner HEIs; design and implement professional and personal development measures for this group; with specific focus on women
- ❖ **Duration** 2022-2024 (extended until April 2025)
- ❖ **Funding** [swissuniversities](https://www.swissuniversities.ch)
- ❖ **Scope** HEIs development, CHF 315,000



Survey

- ❖ Identification of Third Space Professionals within the involved HEIs through:
 - Agreement on a working definition for Third Space Professionals and on identification criteria, which involved academic education, activities, common profile features
 - Involvement of HR
- ❖ Online survey and expert interviews
- ❖ Descriptive analysis

Pilot Measures & Concept

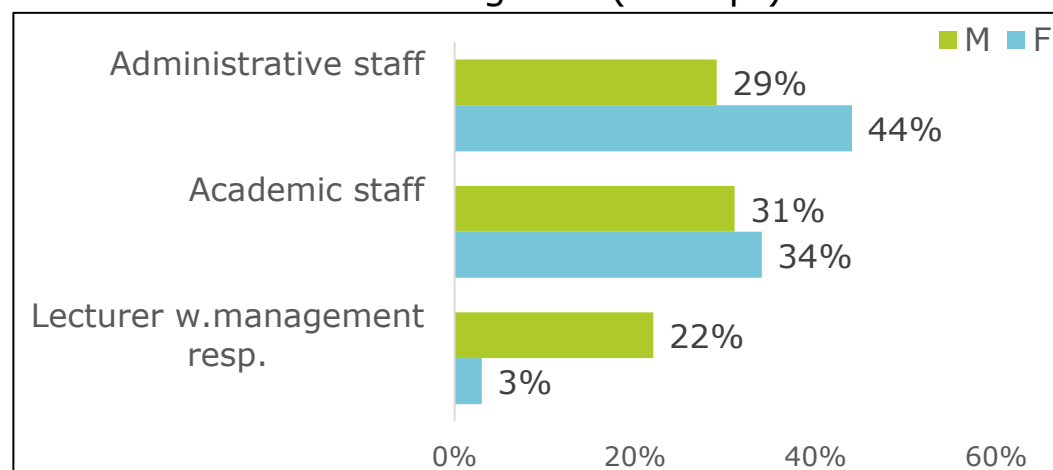
- ❖ Deduction of pilot measures from the survey outcomes regarding visibility, networking and profiling
- ❖ Implementation concept
- ❖ Pilot implementation of measures
- ❖ Evaluation

Survey Key Findings

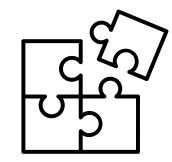
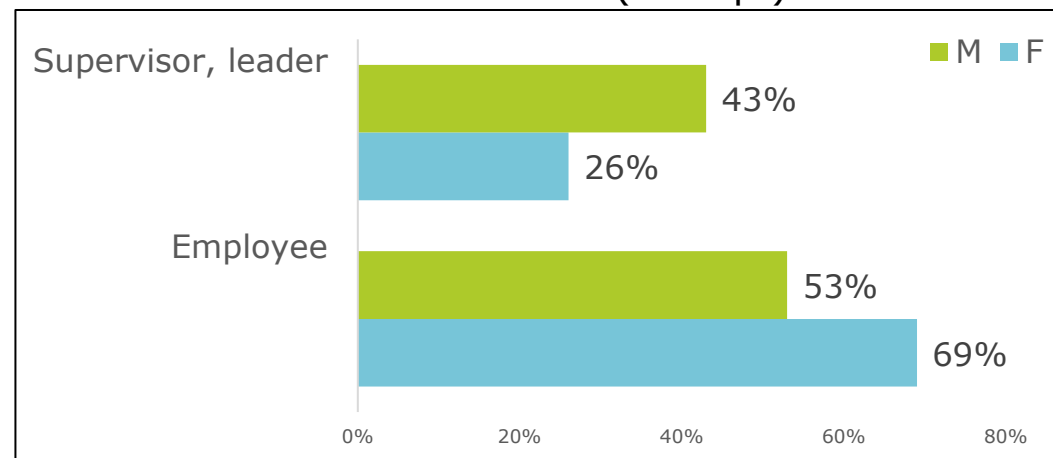
30% response rate from 526 potential respondents in the consortium.

Some gender-relevant results

Gender & Personnel categories (excerpt)



Gender & Hierarchical Function (excerpt)



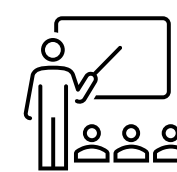
Significant gender-specific differences in terms of work-life balance and job-related independence=> women rate these aspects more applicable than men.



Women rate promotion opportunities lower than desired in their current professional activity.



Female (70%)
44 years old
More than 50% have child(ren)
Masters Degree (80%)
No predominant job title (127 different job titles)



The main reasons for further training are better career opportunities, professionalization and the acquisition of additional skills; opportunities for exchange and networking also play a relevant role.



Women rate opportunities for advancement and independence in their own work statistically significantly lower than men - children requiring care do not change this assessment

Conclusion

- **Hardly any networks**
- **Diversity of the term «Third Space» with many functions and areas of responsibilities**
- **No clear career paths, especially confirmed by women**
- **Continuing education offers do exist, but they are not widely known**

Results & Learnings

Pilot Measures & Concept

Target Group(s)

The pilot measures are aimed at third-space employees of all hierarchical functions (employees, managers with and without personnel responsibility, etc.) of the universities involved in the project and can be used by these people free of charge. Since no widely accepted definition of this group of persons has been established in the literature, reference is made to the working definition that was developed at the start of the project. The individual universities can adapt the working definition to their circumstances if this supports the acceptance and take-up of the measures.

Implementation Categories & Pilot Measures Overview

1. the preparation and provision of information,
2. the organizational and (partial) financial support of personalized personnel development offers,
3. Increasing the visibility of Third Space employees and their areas of expertise,
4. Promoting networking between third-space employees from different specialist communities.

Measures & Categories

- 1a** Raising Awareness and Providing Information Material on Mobility Promotion
- 1b** Curating Existing Continuing Education Offers
- 1c** Job Market
- 2a** Job Shadowing
- 2b** Mentoring
- 2c** Portfolio Consulting
- 3a** Portraits & Storytelling
- 3b** Sharing Good Practices
- 3c** LinkedIn Group
- 4a** Advertising for the *Netzwerk Wissenschaftsmanagement Regionalgruppe CH*
- 4b** Social Events in Presence

Evaluation

All pilot measures will be evaluated by suitable indicators and instruments by the end of the project. In the third phase of the project, which is specifically dedicated to the evaluation of the entire project, a final report on the pilot measures will be prepared, which will take into account the indicators and evaluation tools for each measure. This evaluation will be available at the end of April 2025, when all pilot measures and the project extension have been completed.



Over 100 LinkedIn Group Members!

Learnings

The measures have been received differently. Those for personal development are doing particularly well, as they are tailored to the needs of Third Space Professionals. The demand for networking is met with a specific LinkedIn Group, (to be continued). A clear-cut definition of "Third Space Professionals" is to be developed and needs further discussion and clarification, especially because different categorizations exist. Personal development opportunities have not yet been exhausted with this project.

LinkedIn Group



<https://www.linkedin.com/groups/8147760/>

Project Website



<https://www.hslu.ch/de-choh-schule-luzern/ueber-uns/portaet/diversity/projekte/wissenschaftsmanagement/>