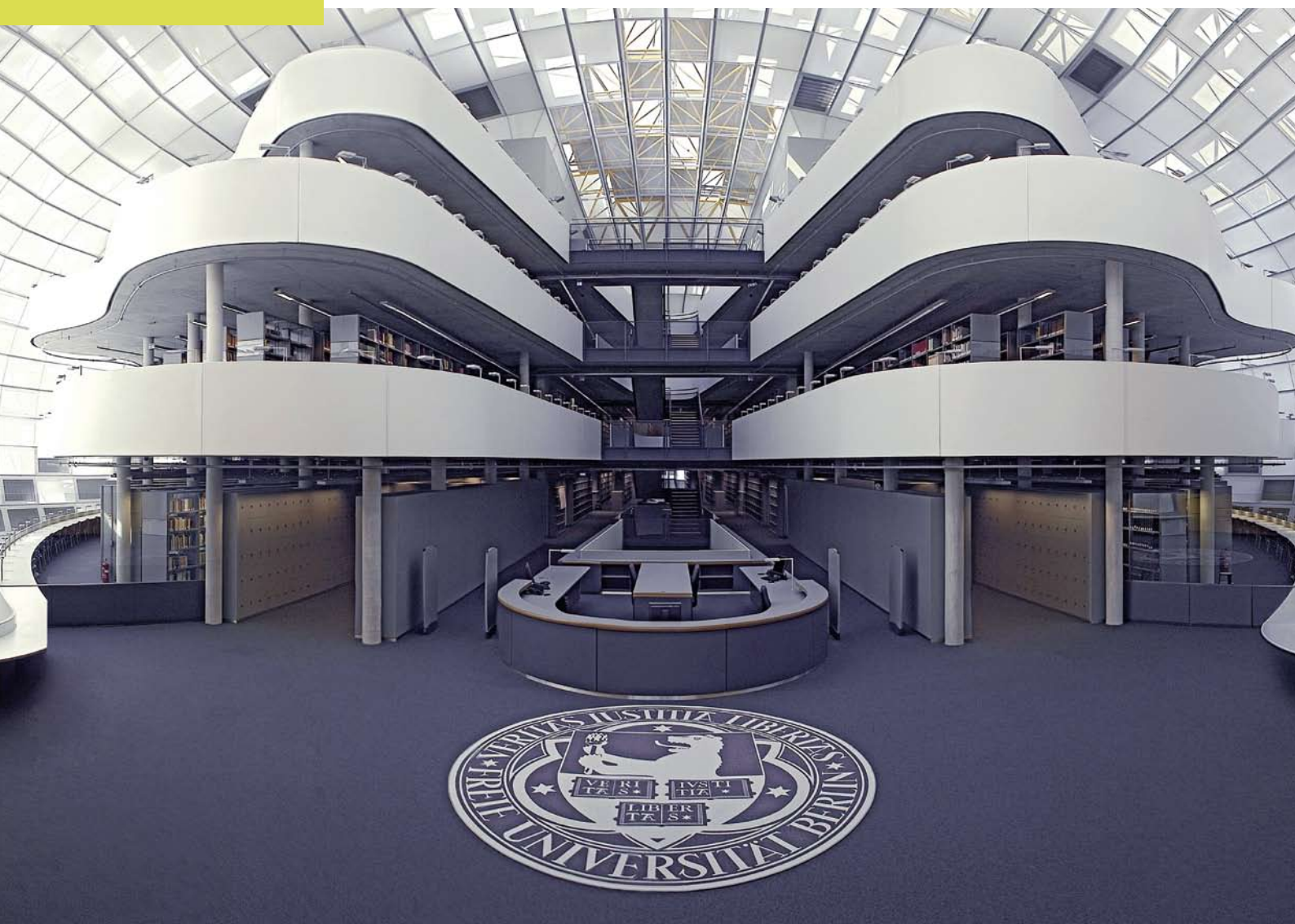




2003–2007



Freie Universität Berlin

2003–2007



Members of the Executive Board

Univ.-Prof. Dr. Dieter Lenzen

President

Univ.-Prof. Dr. Klaus W. Hempfer

First Vice President

Representative of the President,
Appointments, Humanities, Law

Univ.-Prof. Dr. Rudolf Tauber

Vice President

Medicine, Biology, Chemistry, Pharmacy

Univ.-Prof. Dr. Werner Vöth

Vice President

Academic Affairs, Social Sciences

Univ.-Prof. Dr. Helmut Keupp

Vice President

Research, Graduate Programs and Junior Researchers, Natural Sciences

Peter Lange

Chancellor (in charge of oversight)

Legal Notice

Published by the Executive Board of Freie Universität Berlin

Appeared on January 12, 2007

Design: Unicom Werbeagentur GmbH
Printing: H. Heenemann GmbH & Co.

Photos: Department for Technical Affairs at Freie Universität Berlin (194 top and center, 195 bottom, 196 & 197 top, 198 center and bottom, 200 et seq., 203 et seq.), Fritz Eschen (195), Reinhard Görner (194 bottom, 198 top), Florian Profitlich (211), Uta Rademacher (3), Thilo Rütkeis (217), Bernd Wannemacher (210, 212)

Cover photo (Philipp von Recklinghausen): The Philological Library of Freie Universität Berlin as seen from the entrance. The library was designed by Foster and Partners, and opened in 2005.

Preface

In 2006, half a generation after German reunification, Freie Universität Berlin is enjoying an all-time high level of achievement. After making its intellectual as well as financial contribution to support the rebuilding of Humboldt Universität in the 1990s, its number of students was cut in half; its financial latitude had considerably decreased since the fall of the Wall, and in the political arena even its mere right to exist was being called into question. Freie Universität Berlin took advantage of the enormous pressure placed upon it, as well as the opportunity provided by the legislature to restructure and redirect its internal processes. In 1998/1999, steps were taken to reform the university, beginning with a new partial basic organization; this meant introducing new management models, using cost-performance calculations; quality management; a new structural plan; cluster-concentrated research; and internationalization in order to implement the European degree system and to make itself available to international college regions. The reforms showed rapid effects, and the beginning of the new millennium recorded strong positive development rates with an increasing upward trend. Quantified rankings as well as qualitative performance reports reflect the development of a university whose members have taken the future into their own hands – a university that has achieved singular performance growth in the offerings on a consolidated, if lower-volume, level.

The Executive Board that was in office from 2003 to 2007 focused its attention on a series of further important reforms: shaping the restructuring plan that became necessary after massive budget shortfalls in 2003; quickly reorganizing the Bachelor's and Master's degree structure, which was completed in 2007; identifying and supporting research clusters within each college as well as interdisciplinary centers, which formed the basis for gathering significant external funding; submitting a broad range of applications for the three lines of funding in the federal and state excellence initiative; continuing to reform internal management with the goals of central and local responsibilities and increased efficiency; modernizing teaching technology, research equipment, and infrastructure; internationalization of the university; continuing to develop its leading position in gender equality; bringing the



university together on a central campus; and finally, creating a broad range of measures to improve public image of the history, the present, the achievements, and the future of Freie Universität Berlin.

The following report documents the Executive Board's successful efforts in consolidating Freie Universität Berlin, as well as increasing its achievements and making them more visible. The report shows that the University and its members can look back on their work with confidence and look with optimism toward the future; as the highest-performing university in Berlin during the reporting period, Freie Universität Berlin secured its position among Germany's top 10 universities and can claim growing international recognition. I would like to thank the members of the Executive Board and the central university administration staff for compiling the documentation that made an overview of the past few years possible. This report is presented along with my heartfelt thanks to all of the members of Freie Universität Berlin for the contributions they have made to the university's unique development, and with the expectation that readers outside the university will find their positive opinions of Freie Universität Berlin strengthened by this overview of its achievements.

Berlin, January 2007



Univ.-Prof. Dr. Dieter Lenzen
President

Contents

	Preface	3
0.	Freie Universität Berlin at a glance	11
0.1	Cross-section analyses: rankings	11
0.2	Longitudinal analyses: performance growth	16
0.3	Overview: the Executive Board's measures and results	19
	0.3.1 Framework conditions	19
	0.3.2 Individual measures and results	20
1.	Management reform and internal organization	29
1.1	Successful negotiation of higher education contracts as the basis of Freie Universität Berlin	29
1.2	Budget	32
1.3	Performance-based allocation of funds as the basis for performance growth	33
	1.3.1 Performance-based allocation of funds among universities	34
	1.3.2 Performance model within Freie Universität	34
1.4	Objective-based allocation of funds as the basis for building a com- petitive profile (discretionary management by objectives)	37
	1.4.1 General objectives	37
	1.4.2 Objectives for 2003/2004	39
	1.4.3 Objectives for 2005/2006	50
1.5	Quality management	66
2.	Structural development and appointments	71
2.1	Structural planning	71
2.2	Interdisciplinary cluster concept	74
2.3	Federal and state excellence initiative	77

	2.3.1	Competition participation	77
	2.3.2	Freie Universität Berlin's strategy for the future: an International Network University	81
2.4		Center for Area Studies	83
2.5		Berlin University for Professional Studies	85
2.6		Strategic partnerships	87
	2.6.1	Exchange processes between academia and business	87
	2.6.2	Strategic partnerships in science: the cooperation between LMU Munich and Freie Universität Berlin	89
	2.6.3	Standing Conference of the Berlin universities	90
	2.6.4	Partnership with Berlin Police Department	91
2.7		Human Medicine	91
2.8		Appointments	94
3.		Academics and teaching	99
3.1		Reforming the academic structure	99
	3.1.1	Introducing Bachelor's programs	100
	3.1.2	Introducing Master's programs	104
	3.1.3	Reforming teacher training	105
	3.1.4	Accreditation	106
	3.1.5	Teaching evaluations, student surveys	108
3.2		Applications, admissions, and academic achievement	110
	3.2.1	Academic advising and hotline	110
	3.2.2	Applications, admissions, and selection	111
	3.2.3	Trends in student numbers	116
	3.2.4	Graduation statistics and academic achievement	117
	3.2.5	Follow-up surveys of graduates.	117

3.3	CareerService and continuing education	118
3.3.1	CareerService	118
3.3.2	Growth of the continuing-education center	119
3.3.3	Continuing Master's programs	120
3.4	Offerings for schoolchildren	121
3.5	Campus management	123
3.6	Use of new media in teaching	124
4.	Research	129
4.1	Internal research support	129
4.2	External funding	130
4.2.1	Advisory aid from the Deutsche Forschungsgemeinschaft (DFG)	132
4.2.2	External fundraising by scholars	133
4.3	Research prizes	133
4.4	Main areas of research	134
4.4.1	Collaborative research centers, researcher groups, focus programs, and research centers of the DFG.	134
4.4.2	Research in European networks	136
4.4.3	Interdisciplinary centers	137
4.4.4	Institute for school quality in Berlin and Brandenburg	139
4.5	Transfer of knowledge and technology	139
4.5.1	Patent and license service (Patent- und Lizenzservice, PULS)	139
4.5.2	Startups and entrepreneurship	141

5.	Support for doctoral candidates and junior researchers	145
5.1	Dahlem Research School	145
5.2	Doctoral and postgraduate programs	146
5.3	Junior researchers groups	148
5.4	Support for European doctoral candidates and junior researchers	149
6.	Internationalism	151
6.1	Development	151
6.2	Partnerships and collaborations	152
6.3	Exchanges	152
6.4	Academic offerings for international students	153
6.5	Center for International Exchange	154
6.6	International advocacy for academic freedom	157
7.	Equality	159
7.1	Measures and tools	159
7.2	Successes in equality – adjusting the percentage of women within individual qualification phases	163
	7.2.1 Appointments	163
	7.2.2 Qualification positions	164
	7.2.3 Support for young women scholars	164
8.	Personnel	165
8.1	Personnel growth	166
8.2	Labor agreements	168
	8.2.1 Concluding a labor agreement for employees of Freie Universität Berlin	168
	8.2.2 Wage scale for student assistants	170
8.3	Workplace health system	170

9.	Administration and service	173
9.1	Facility management	175
9.2	Environmental and energy management	177
	9.2.1 Environmental management	177
	9.2.2 Energy management	178
	9.2.3 Waste management	179
9.3	The role of information technology in modernizing administration and service	179
	9.3.1 IT organization	180
9.4	Controlling and reporting system	181
10.	Land-use management and campus development	183
10.1	Use of management tools for land-use and campus development	184
10.2	A selection of completed construction projects	186
10.3	Ongoing construction projects	189
10.4	Planned construction projects	191
10.5	Site development for Freie Universität Berlin	196
11.	Public relations	199
11.1	Growth	199
11.2	Journalist services – providing expert analysis	200
11.3	Products	201
11.4	Exhibition: <i>Future from the Very Beginning</i>	203
11.5	Landmarks in the Land of Ideas	203
11.6	Internet	204
11.7	Corporate Design	205
11.8	Botanical Garden and Botanical Museum	206
11.9	<i>Lange Nacht der Wissenschaften</i>	207
11.10	University marketing	210

0. Freie Universität Berlin at a glance

A report on the activities of the Executive Board of Freie Universität Berlin is intrinsically linked with a description of its members' achievements. Describing Freie Universität Berlin "at a glance," therefore, means doing two things; looking at the university's position in comparison to other institutes of higher education, and at the same time evaluating the measures and activities that led to the university's achievements. These achievements are most clearly reflected by rankings and benchmarks, activities that provide a qualitative description of the political, administrative and substantial measures that the Board implemented during its tenure.

0.1 Cross-section analyses: rankings

During the last few years, national and international comparisons and rankings, despite all the limitations and methodological problems for which they may be criticized, have become increasingly important. They influence the perceptions and evaluations of a university that are held by the public, the government, applicants, scientists, external funding sources and others, and it is for precisely this reason that they must be taken seriously. The Executive Board therefore paid close attention to the rankings of Freie Universität, compared the results with its own strategic and operational objectives, and, where necessary, introduced appropriate measures to improve the university's overall position as well as that of the individual departments, and to maintain its good positioning.

An analysis of the latest rankings shows that Freie Universität Berlin is among Germany's top universities. A ranking was given for each of the criteria named in the table, and then the numbers were compiled to show how often a university reached one of the top ten spots. The results can be found in the table on page 12.

The following overview of the highest-performing research universities took the following materials into consideration:

The increasing importance of international comparisons and rankings

- DFE, German Research Federation: 2006 Förder-Ranking (funding rankings). Institutions – regions – networks. Bonn 2006
- The Times Higher Education Supplement: World University Rankings. 2006
- Berghoff, Sonja et al.: Das CHE-Forschungs-Ranking deutscher Universitäten (CHE research rankings for German universities) 2006. Working paper No. 79. Gütersloh 2006
- 2005 FOCUS rankings

Freie Universität is among the top 10 German universities

Freie Universität Berlin's strength in research is clearly demonstrated by the rankings. In particular, these include rankings from CHE, the Center for Higher Education Development (number 9 in the overall ranking) and from FOCUS magazine (number 7). All of these rankings show Freie Universität Berlin among Germany's top 10 universities. This positive picture is confirmed by Freie Universität Berlin's excellent placement in the funding rankings of the Alexander von Humboldt Foundation, the DAAD (Deutscher Akademischer Austauschdienst, German Academic Exchange Service), and other donor organizations such as the Fulbright Foundation.

Placement of German universities according to various criteria

Institution	Placement according to:														Number of top-10 placements	Ranking according to top-10 placements
	DFG grants (2002-2004)	Direct R&D project funding from the state (2002-2004)	R&D funding in the 6 th EU RFP (2002-2004)	External funding according to national statistics	DFG Leibniz prize winners (1986-2005)	DFG departmental seminars (2004-2007 legislative period)	DFG consultants (2002-2004)	A. v. H. visiting scholars (2000-2004)	DAAD scholars (2002-2004)	Participation in cooperative research projects of the DFG (2002-2004)	Partner organizations (2002-2004)	CHE research rankings (2006)	Times Higher Education Supplement (2006)	FOCUS (2006)		
Berlin FU	10	10	16	10	2	6	8	2	2	2	2	9	5	7	13	1
Munich U	1	5	2	3	1	11	1	1	3	4	5	6	3	2	13	1
Heidelberg U	3	6	5	6	2	18	2	5	5	5	9	2	1	1	13	1
Munich TU	9	1	2	1	8	11	5	2	28	3	3	1	2	1	12	4
Berlin HU	5	14	17	5	22	1	10	4	1	1	1	9	4	7	11	5
Tübingen U	8	22	6	13	6	4	2	8	8	7	6	12	8	7	11	5
Aachen TH	2	2	4	2	13	4	14	17	7	13	25	13	9	7	8	7
Göttingen U	12	16	9	12	8	8	9	7	4	14	15	7	6	16	8	7
Stuttgart U	14	3	1	4	21	27	22	13	18	9	8	5		5	7	9
Freiburg U	11	17	10	11	4	3	6	12	13	23	30	4		4	6	10

These results indicate Freie Universität Berlin's attractiveness compared with the rest of the nation, and its outstanding international reputation. Nonetheless, Freie Universität Berlin can still improve its position in the field of international top universities. The Times Higher Education Supplement does list Freie Universität Berlin as the fifth-best German university, but its overall placement as number 148 in the world rankings is not yet satisfactory. One could argue that this ranking gives systematic preference to universities in the English-speaking world as well as to more technical/natural science-oriented institutions, but the goal is to attain a significantly higher ranking in the future – at least in the top 50. Freie Universität Berlin's move from number 172 to number 148 within the space of a year does indicate its upward development. As the fifth-highest-ranked German university, it was granted the following individual rankings; with the exception of Life Sciences and Medicine, this was the first time it had been ranked in the top 100 in any of these categories:

Rising in the world rankings

- Natural Sciences: number 90
(9th among German universities),
- Life Sciences/Medicine: number 88
(6th among German universities),
- Social Sciences: number 76
(3rd among German universities),
- Humanities: number 33
(1st among German universities).

In addition to the university's current performance, this distinction was also a result of its rapid, significantly above-average growth in performance during the last few years. This performance can be compared with the other Berlin universities in the most recent report from the Senator of Science and Research, submitted to the Parliament in 2005. According to this report, Freie Universität has a "disproportionately high increase in external funding" of 12 percent annually. Particularly emphasized are Freie Universität's internal research funding, with initiatives funding amounting to 2.5 million euros; the "bundling of research concentrations according to overarching themes"; the increased number of doctoral degrees conferred; and the comparatively high proportion of women who completed their doctorate, 50 percent (other Berlin universities: 30 percent).

*High number of women
who earned doctorates*

Some of these departments are strong both in terms of research and in supporting junior researchers, some have strengths tending more toward research, and some do their best work in support of junior researchers. The following classifications are primarily derived from a special evaluation of data

Freie Universität Berlin has numerous above-average strengths in a national comparison

from the Federal Statistical Office. Using federal statistics, the special evaluation took the following indicators into consideration: external funding per professor, doctoral students per professor, and graduates per professor in each department for all German universities.

In research and in supporting doctoral candidates, Freie Universität Berlin shows distinct, above-average strengths in the following areas:

Social Sciences

Political science is in first place for overall FOCUS rankings, fifth place for external funding, and second place for doctorates.

In *Education*, significant increases were made in external funding; according to the CHE research rankings, this department had the highest level of external funding in Germany. The department also holds third place for doctorates.

In *Economics*, according to the CHE ranking, business administration is at number 10 and economics is at number 16 for publications.

Cultural Anthropology is another outstanding social science, with special achievements in research and the support of doctoral candidates.

Humanities

According to the Federal Statistical Office's comparative data for external funding per professor and doctoral students per professor, Freie Universität has figures above the national average for both categories in the following departments: *Non-European Languages/Literature and Cultural Studies*, *Classical Studies*, *Philosophy*, *Fine Arts*, and *Theater Arts*. There are no definitive rankings for these departments. The *History* department has above-average results for doctorates, but not for external funding. Because of its above-average publication results (4th place in the CHE rankings), this department can be counted among the top performers; this is confirmed by its 7th-place position overall in the FOCUS rankings. The analysis of this time frame shows high growth rates for most of these departments, particularly in terms of external funding.

Natural Sciences

For the department of *Chemistry*, according to the Science Citation Index (SCI), the international citations are approximately equivalent to Columbia University's; nationally, this department has the third-highest levels of external funding.

In *Pharmacy*, external funding levels have increased by 150 percent since 2000, and the department holds first place in the CHE rankings for publications.

In the department of *Geography/Earth Sciences*, according to SCI, the international citation rate is increasing at approximately the same rate as ETH Zurich and the University of Amsterdam; external funding and doctoral figures are above the national average, with increasing performance figures.

In the FOCUS ranking, *Human Medicine* holds 8th place for doctorates as well as 11th place for publications and external funding.

Departments with strong external funding, by national comparison

Departments that are particularly strong in terms of external funding are *Biology* (number 12 for publications, according to the FOCUS ranking), *Physics* (number 11 for publications, according to the CHE ranking) and *Romance Languages* (no rankings for this department). *Mathematics*, according to federal statistical data, is just below average in external funding, but its publications have a high impact factor, which confirms the department's research strengths (the international citation rate, according to SCI, is just above that of ETH Zurich).

Training of doctoral candidates

The departments most successful in training doctoral candidates are *German* (2nd place for doctorates, according to the FOCUS ranking), *Psychology* (3rd place for doctorates in the CHE ranking), *Sociology* (2nd place for doctorates and 11th place for publications in the CHE ranking) as well as *Literary Studies/Comparative Literature*.

The tendency observed in recent years – toward less positive results in teaching-related rankings than in research – held true for the current reporting period as well. Studies of the most important indicators, academic success and students' success on the job market, reveal that graduates of Freie Universität Berlin generally do well on the job market. Nonetheless, its students, as well as professors at other universities, report a medium to low level of satisfaction with the academic offerings at Freie Universität Berlin. It is worth noting that the opinions of professors and of other institutions (such as the media) are closely linked with the opinions of students, or are based upon them. Thus student opinions are particularly important. In order to look more closely at how students form their opinions, the evaluation results for the individual departments, as shown by the CHE academic barometer, were subjected to a detailed analysis. This revealed that students' overall satisfaction is largely dependent on the practical relevance of their studies, the student-professor ratio, the transparency of the course of study and their control over it, and receiving ongoing feedback about their academic status. The

The majority of students in the Bachelor's program are satisfied with academic conditions

corresponding indicators for the CHE academic barometer show a high correlation with students' overall satisfaction.

In switching over to the Bachelor's and Master's programs, Freie Universität Berlin took a targeted and systematic approach to these critical points wherever possible. Correspondingly, a survey of satisfaction levels in the Bachelor's programs shows that about 65 percent of students are "satisfied" with the academic conditions, although some details could use improvement. At the same time, the restructuring is expected to have significant effects in other problematic areas, such as the high drop-out rates and long durations of study, where Freie Universität Berlin does poorly in comparison with the national average.

0.2 Longitudinal analyses: performance growth

Freie Universität Berlin has not only significantly improved its research performance in the past five years, both in absolute and in relative terms, but it has also claimed a secure spot among the country's leading universities. This growth in performance and the establishing of its position in the leading group can be seen in every academic area, in particular in Humanities and Social Sciences:

- External funding, 2001 to 2005: plus 16 percent,
- External funding per professor, 2001 to 2005: plus 26 percent,
- Doctorates, 2001 to 2005: plus 6 percent,
- Doctorates awarded per professor, 2001 to 2005: plus 15 percent.

Increase in external funding per professor, according to DFG funding ranking

	DFG funding ranking 2003	DFG funding ranking 2006	Growth
DFG grants per professor	126,200 euros	182,500 euros	+ 45 %
External funding per professor (federal statistics)	206,800 euros	437,100 euros	+ 111 %

Foreign scholars at Freie Universität Berlin

	DFG funding ranking 2003	DFG funding ranking 2006	Growth
A.v.H. scholars per 100 professors	18.3	32.5	+ 78 %
DAAD scholars per 100 professors	21.6	33.6	+ 56 %

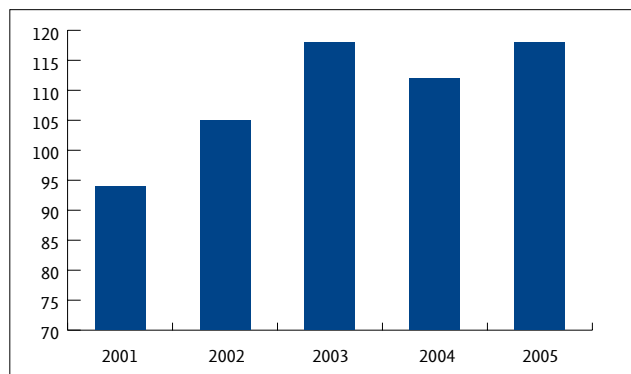
The performance growth documented by Freie Universität's internal data is also confirmed by the DFG ranking, which covers a longer period of time, and by the ranking of the Times Higher Education Supplement. The relative performance figures show an extremely positive development (see table, top of page 16).

Performance growth confirmed by rankings

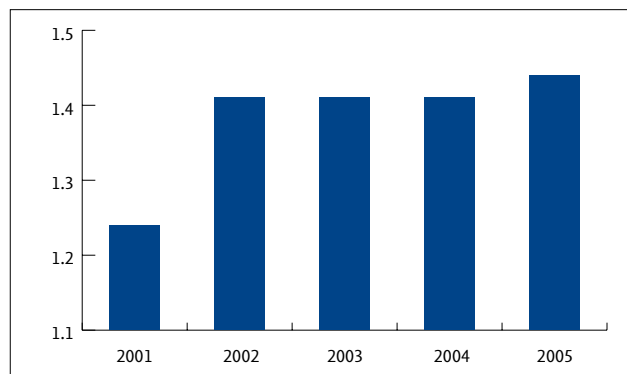
International interest in Freie Universität has also increased significantly during the last five years, according to the DFG ranking (see table, bottom of page 16).

If we look at this growth within the parameters of the higher education contract, performance figures are shown to increase here as well.

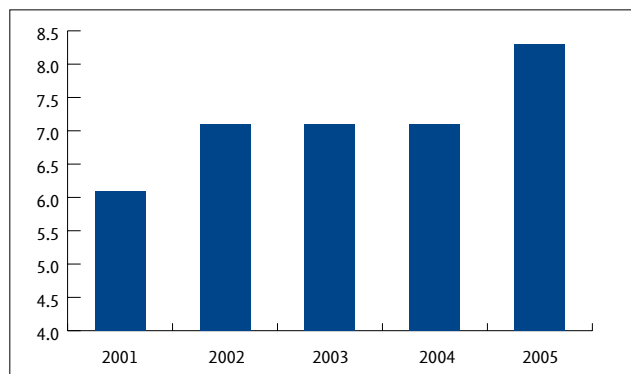
External funding per professor (in thousands of euros)



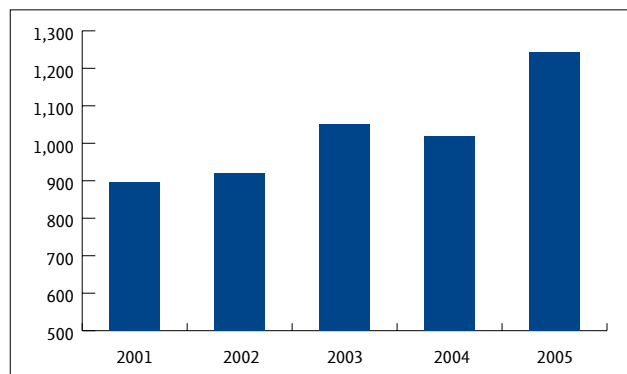
Doctorates awarded per professor



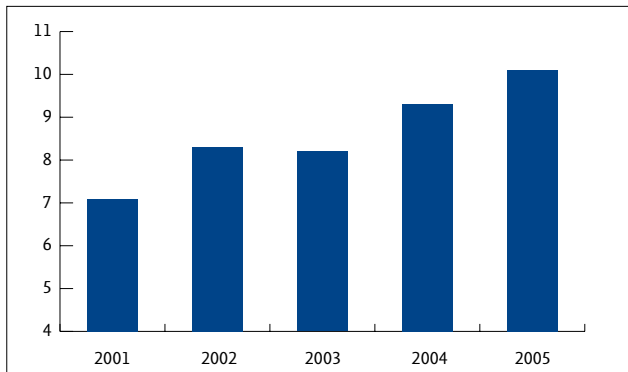
Graduates per professor



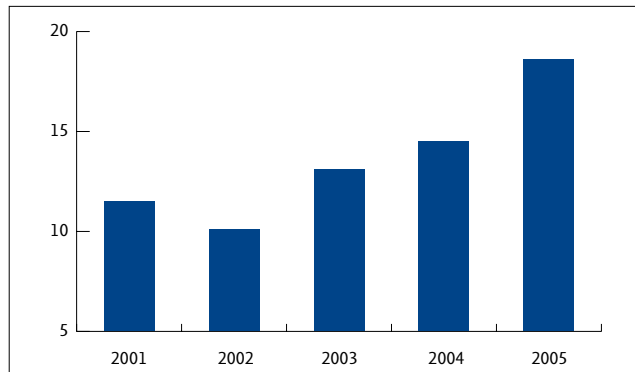
Incoming exchange students (DAAD, Erasmus et al)



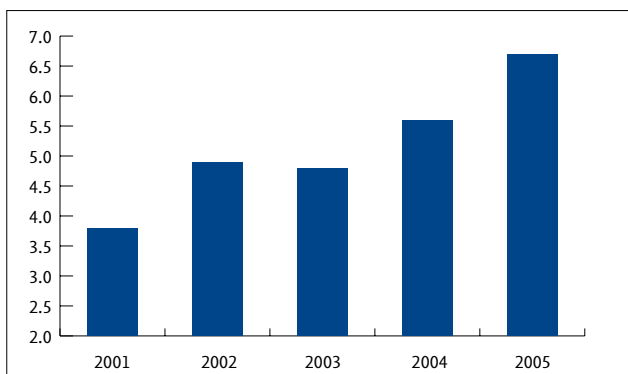
Proportion of foreign graduates (in percent)



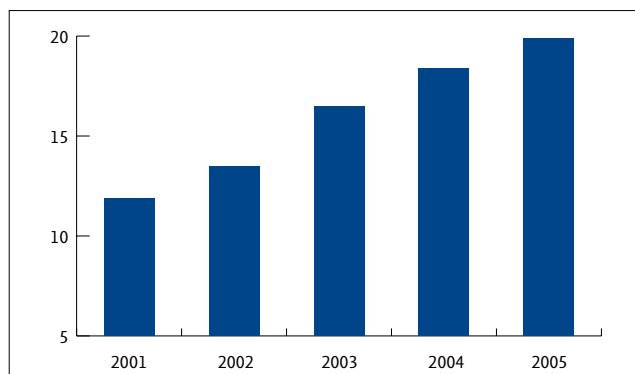
Proportion of foreign students awarded doctorates (i.p.)



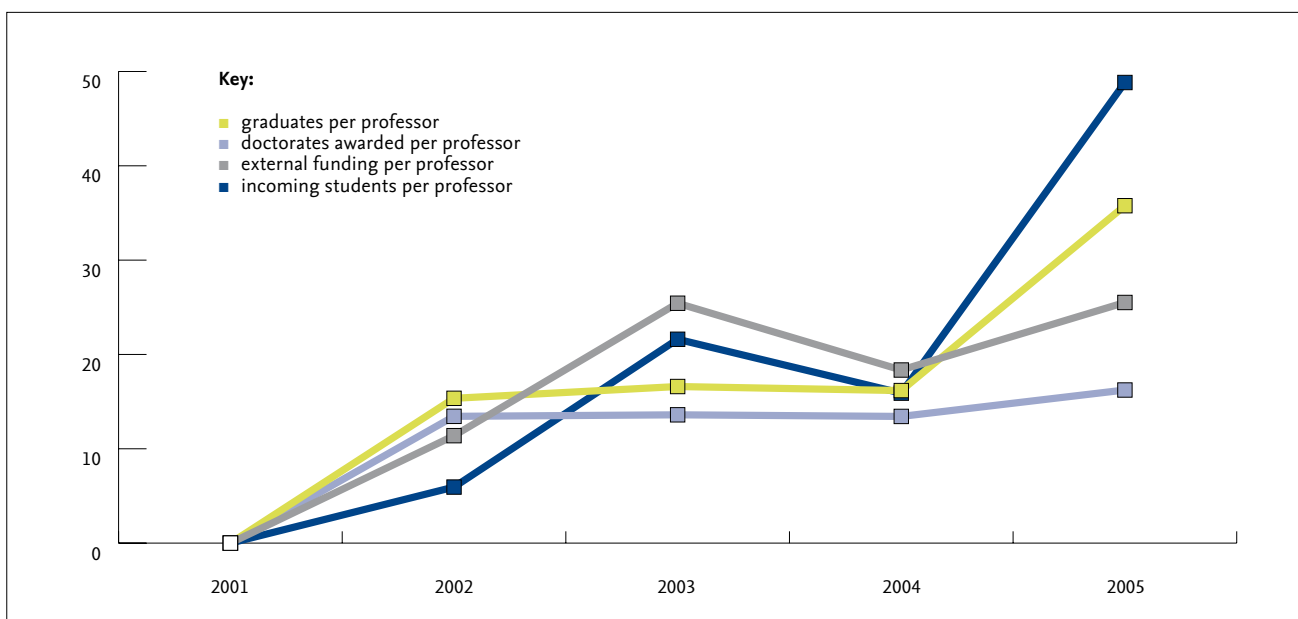
Proportion of foreign students among graduates (i.p.)



Proportion of women professors (in percent)



Growth trends since 2001 (in percent)



0.3 Overview: the Executive Board's measures and results

0.3.1 Framework conditions

During the reporting period, the Executive Board introduced reforms and restructuring processes at Freie Universität Berlin, sometimes under uncertain conditions and shaped to a significant extent by the budgetary situation and financial conditions of the State of Berlin. In order to ensure the university's ability to perform, the financial senator's intended cutbacks – which would have meant 200 to 300 million euros less for the academic field – needed to be rejected. In occasionally difficult negotiations and under somewhat tumultuous political and public conditions, a cutback of no more than 75 million euros was finally agreed upon for all institutes of higher education, plus a one-time deduction from the higher education contract applicable at the time. The successful negotiations resulted in a higher education contract that established the state's payment obligations and the university's performance requirements through 2009. It provides planning security, room for maneuvering and a long-range perspective beyond 2009. The contract has a higher density of regulations, and it allocates 30 percent of the funds to specific activities.

Within this context, it was important to improve the university's short-to long-term revenue situation, to compensate for underperforming investments and to aim for a balanced budget. These objectives, which represent the foundation of all academic work at Freie Universität, have all been achieved without exception – with the result that between 2002 and 2005, Freie Universität has consistently been in first place for the distribution of funds within Berlin. This performance, which showed significant improvements in almost all of the relevant parameters, is due to the consistent use of Freie Universität's new management model; the new model initiated the multi-level reforms that were implemented at the beginning of 1999. Among these, in addition to a reform of the decision-making process, was the strengthening of local units and the seamless application of Freie Universität's internal performance model, which projects and "breaks down" the state performance agreement onto the university level. This model also contains additional performance parameters for the contract, such as an evaluation of publication activity, an aspect the Executive Board considers essential in conscientiously evaluating a university's academic performance.

The consistent application of these objectives in a two-year cycle increased performance levels in the departments and the central units. During the reporting period, the objectives were agreed upon twice, and additionally as needed – with new institutions, such as the interdisciplinary centers, and with newly appointed professors after the introduction of the W pay scale.

Successes in performance-related distribution of funds in the State of Berlin and at Freie Universität

Performance growth through approved objectives

Developing the quality-control system

Upon evaluation, the results of the objectives largely fulfill the agreed-upon goals; this can be ascribed to the high instrumental level of the management measures and the agreement upon conventional penalties in the event that the objectives were not reached.

Support is beginning to be provided by the development of a quality-control system, which helps introduce quality-assurance and improvement measures based on benchmarks set by the Executive Board, and on a corresponding decision made by the Board of Trustees. One of the biggest tasks of the next administration will be to introduce the quality-assurance tool, after its pilot phase, in a gradual and comprehensive way – including in the non-academic divisions – as agreed upon in the higher education contracts.

0.3.2 Individual measures and results*Building a profile through structural planning*

In addition to taking the measures agreed upon with the local units in the objective-setting process, the Executive Board also standardized and implemented concepts, structures and tools in numerous strategically significant sectors of the university management system; these were then evaluated and carefully revised on the basis of the evaluation results.

The foundation for the university's new profile was laid along with the structural plan at the beginning of the administrative term in 2003. The Executive Board, given the city's financial distress and the pressure of significant cutbacks, took this opportunity to make a new start. The Board developed a benchmark paper that set forth the principles of the structural plan; it established, among other things, the relationship between Humanities and Natural Sciences (two to one) and emphasized the particular importance of Medicine for Freie Universität. In consultation with the other Berlin universities, the paper made it possible to eliminate duplicate offerings without endangering Freie Universität's character as a traditional university with a broad spectrum of departments. Overall, consultation among the Berlin universities ensured that nearly every major is now offered by Berlin's system of higher education. For this reason, the Executive Board of Freie Universität Berlin had to take special care to ensure that these structural negotiations were not watered down – for example, in the event that the partners to the 2003 agreement no longer felt bound to the negotiations.

Freie Universität Berlin's cluster concept

Freie Universität's cluster concept, presented at the time the president took office, was implemented as a way of focusing its profile. It soon proved its worth as a model for processes beyond Freie Universität. The concept was used both in the federal and state governments' excellence initiative and as a basis for analyzing the potential of the Berlin academic arena, in the Enquete Commission of the Berlin House of Representatives and in the discussions of the short term Berlin academic commission. In the analyses of the Berlin

academic commission, Freie Universität was granted special recognition for its “forum for trans-regional studies” concept and in the area of “communication, media and culture,” since these departmental groups comprise an especially large segment of the offerings at Freie Universität.

Because of Freie Universität's internal cluster process, it was comparatively easy to take part in the federal and state governments' excellence initiative using the proposals already being drafted. A starting point was indicated by the success of the line of funding in the graduate schools (*Graduate School of North American Studies* and *Berlin Mathematical School*). Nonetheless, the lack of success in the other lines showed that a realistic self-assessment, concentrated efforts, and the highest possible level of cooperation with other regional institutions would be necessary to succeed in this competition. Particular attention was paid to these features when further applications were submitted in the second round, in part by holding an internal competition with external evaluations as a quality-control instrument. The concept for the third funding line was well received and was given an excellent evaluation by the review panel, but it failed after the positive evaluation was reevaluated by the joint commission, and because the cluster had not been approved.

The structural calibration and implementation measures also included the founding of the Center for Area Studies, which aims to combine all of Freie Universität's resources and skills in the field of Area Studies in close conjunction with the other departments. The *Center for Area Studies* provides a good foundation for the trans-regional studies forum recommended by the Berlin academic commission; the focus of this forum was to be determined by the Executive Board of Freie Universität.

The Executive Board's decision to found the *Deutsche Universität für Weiterbildung* (German University for Continuing Education) – the concept was developed and presented in close consultation with the governing mayor – also serves to focus Freie Universität's profile on the area of lifelong learning. With the founding of a partnership between the university and the Klett Group, the university is forging a new path in the field of public private partnership. Its commitment helps it fulfill its contractual and legal obligations in offering continuing scholarly education, and also gives it a position of societal responsibility in light of demographic change.

Among the most important strategic decisions was the President's initiative to open Freie Universität for exchanges with business, a step that had long been overdue. The initiative drew the attention of important trade associations and companies, and was accepted without hesitation. As a result, the university currently has a good network of associations and companies that is constantly being expanded, and has had good success in being granted in-

Bundling Area Studies in the Center for Area Studies

Deutsche Universität für Weiterbildung as a public private partnership

Strengthening exchanges with Business

*Human Medicine and
BioCampus Dahlem*

dustry funds, as in the case of the Telekom grant (an endowed chair in economics for “added-value-oriented knowledge management”).

Particular care was taken in developing Human Medicine. After successfully securing the Benjamin Franklin clinic, the Executive Board’s goal was to preserve its close link with Human Medicine – despite the founding of a joint corporation with Humboldt Universität – because BioCampus Dahlem provides unique opportunities for collaboration between Natural Sciences and Medicine, particularly in terms of research. These research connections have been strengthened and expanded, as seen by the fact that medical scientists at Freie Universität now take part in successful collaborative research centers at both Charité and Freie Universität. In the political arena, the Executive Board’s efforts to guarantee Freie Universität’s influence on medical developments were largely unsuccessful; the legislature prevented these connections by removing the President from the Board of Directors, against the advice of the expert commission. However, it became clear even while both university presidents were members of the board of directors that a majority blockade mentality in the Board of Directors, under the political leadership of the then-senator for science, prevented them from exerting any significant influence. Even well-founded warnings from the President of Freie Universität regarding increasing deficits and blatant personnel mismanagement (such as the hiring of unofficial informers who had worked with the GDR Ministry for State Security) went unheeded.

*W pay scale and
appointment successes*

Appointments are the key to increasing and ensuring quality at every university. The new pay-scale law (W pay scale) at first seemed to open up better opportunities for attracting and keeping excellent scholars. However, initial experiences with this tool show that these expectations were unjustified. The appointment success that Freie Universität had with the C pay scale is now dwindling because the W pay scale’s narrow “contract-awards margin” does not permit adequate compensation for top scholars, particularly those from other countries. Moreover, the expectation of agreeing upon objectives for new appointees often still takes some adaptating. If the contract-awards margin is not improved by the legislative and executive branches, Freie Universität’s (and others’) competitiveness will be significantly impaired.

*Switching to Bachelor’s and Master’s
degree programs*

One of the major reforms of the reporting period was switching the German programs of study to the Bachelor’s and Master’s format as per the Bologna reform. Once the European scope of action had become apparent, the Executive Board decided to implement the reforms as quickly as possible. The rapid switch was intended to give Freie Universität a competitive advantage in the internationalization process, and to avoid taking up academic personnel’s time with lengthy reorganization processes. The speed and consistency of the reform process created a series of detail-related prob-

lems in implementing the project, which was a first for Freie Universität in terms of its scope. Therefore, the President appointed a representative to manage the reforms. To the extent seen in the reporting period, the re-organization process can be considered a success. All of the departmental accreditations were successful, and according to a survey of Bachelor's students, the degree of student satisfaction (65 percent) is completely satisfactory when viewed in the context of the broad changes. Of course, improvements can still be made to the concept and to everyday academic life. In order to measure improvement potential, the Executive Board took advantage of the opportunity to make a thorough evaluation. The extremely detailed university-wide student feedback was discussed centrally as well as locally, and a detailed analysis was performed. The study reform has been accompanied by a thorough expansion of 24-hour advising opportunities via telephone, online and at Info-Counters.

After ensuring the consistency of this type of academic evaluation, it will also be important to evaluate actual successes in academic offerings: gains in knowledge, graduate numbers, and allocation successes on the job market. The last two points, according to current information, are extremely positive. In the reporting period, Freie Universität shows the highest academic achievement rate in Berlin. 97 percent of Freie Universität graduates are employed in the job market after their exams, and 23 percent are self-employed.

University admission will be one of the next big reform projects. Freie Universität, like all of the other German universities, suffered from lower admission numbers in the 2006/2007 winter semester. The selection process for 30,000 applications is extraordinarily complicated. Because it is so time-consuming, it is not 100% successful; some spots remained unfilled at Freie Universität and at other universities and colleges. Admissions tools that take quality criteria into account could not yet be applied, because no valid tools have been developed on a national level; conversely, the use of "homemade" tools would not be sufficiently valid and would involve significant legal uncertainties.

The quality of teaching was also improved during the reporting period because the use of new media was strongly encouraged. The number of courses supported by learning platforms increased from 40 to 900. *E-Learning*, *Blended Learning*, and *the Distributed Campus* are a few of the diverse tools that are rapidly modernizing academic teaching at Freie Universität. Their success is due in particular to the work of CeDiS, an organization improving Freie Universität's international recognition in such important fields as the processing and preparation of the *Visual History Archive* of the *Shoah Foundation Institute*. The fact that Freie Universität is always in one of the top positions in the DFG funding ranking, as well as in other research-based performance

Successful graduates on the job market

Selection process and university admission

Modernizing teaching

Successes in the field of research

comparisons, is primarily the result of increased motivation among academic personnel.

This has led to a noteworthy increase in external funding; to renowned research prizes; to the approval of new collaborative research centers; and to EU networks and interdisciplinary centers. These successes can be credited to strategic decisions, such as the introduction of interdisciplinary centers as incubators for producing research projects and larger research connections. The creation of a research database made it possible, particularly with Freie Universität's cluster approach, to fund new research relationships and partnerships within the university because the database highlighted related research projects and skills. The Executive Board paid particular attention to supporting company resources. This can be seen in diverse networks, in the founding of multiple companies during the reporting period, and in the successful work done in obtaining and evaluating patents.

Structured doctoral training at Dahlem Research School

The training provided to doctoral students is especially significant in the context of the aging population and the projected shortage of specialists, along with the need to become internationally competitive. Certainly the natural sciences, but also the empirical social sciences, academic research, and the completion of a dissertation can hardly be considered the work of an "isolated" researcher these days. Doctoral students require a stimulating research atmosphere, opportunities for teamwork, and the chance to discuss results at a high level. *Dahlem Research School*, founded during the reporting period, provides these opportunities. In founding the school, the Executive Board created a framework within which the Ph.D. programs of various departments – particularly in interdisciplinary majors – could be offered at a high level, with significant advisory capacity and reliability as well as a clearly defined time frame. This concept became a fundamental component of Freie Universität's application for the third line of funding.

Consistent internationalization policies

In the third line of funding, the concept of an *International Network University* received a positive response from the expert panel of the excellence initiative; this was also the result of consistent internationalization policies that were applied during the reporting period. As a result, the number of partnerships increased noticeably: Freie Universität was in first place for Fulbright Scholars, and was first on the ranking lists of both the DAAD and the Alexander von Humboldt Foundation. The notable success of Freie Universität's *Summer School* led to the offering of corresponding winter courses. The work of the independent alumni organization in New York, *Friends of Freie Universität Berlin*, was extremely successful. This can be seen in its raising of significant funds to renovate the Henry Ford Building as well as in building networks with profitable results for the Freie Universität concept, such as the Shoah Foundation. The network concept, created

in the context of the third line of funding for the excellence initiative, also includes establishing Freie Universität branches at sites around the world. With this concept, the Executive Board is also strategically underlining the university's responsibility to uphold internationalism and open-mindedness; in addition, the concept supports a nuanced exchange between Freie Universität and its partner countries.

In terms of equality, Freie Universität Berlin is among the most successful universities in Germany. In every category, even within the performance measurements of the State of Berlin, it garners top positions. These successes are the result of a broad spectrum of tools that were developed and implemented in collaboration with the central gender equality officer. These included the equality-specific distribution of funds within the university, the offering of gender-specific courses and majors as well as the anchoring of corresponding themes in the context of research projects. The implementation of this catalog, containing more than ten strategic measures, is one reason that approximately 30 percent of new appointees were women, and that the proportion of women at various qualification levels, including among the students, is unusually high, sometimes significantly over the 50-percent mark.

Successes in equality

The success of an organization depends on the success of the people within the organization. It was difficult to maintain personnel motivation and productivity in the face of massive job cuts. Therefore, the reduction was capped at 82 professorships (including funding). However, it was simultaneously ensured that the quantitative relationship of the academic employees would improve in comparison with the overall group of university instructors, with the result that there are now better personnel resources for professorships than before the structural reform undertaken during the reporting period. On this basis, the procurement of external funding increased significantly, with the result that the number of third-party employees has increased. A personnel reduction with regard to the "personnel management list," however, failed because of numerous framework conditions; therefore the university must still raise significant funds for personnel whose areas of work are not indispensable. It was the Executive Board's goal to allay serious uncertainties – caused by job reductions, but also by necessary modernization measures – as much as possible. The very low sick-leave rate (2.7 percent) is an indication of the success of these efforts; in comparison with similar occupational groups, such as schools, this is extraordinary. The newly introduced health management concept will provide further support for job satisfaction.

*Personnel management
and performance motivation*

Freie Universität's opportunity to conduct its own collective bargaining for the first time during the reporting period was well suited to allow the university leaders and unions to work more closely together. However, this tool

had to be abandoned in order to permit reduced contributions to the VBL (Versorgungsanstalt des Bundes und der Länder, a public-sector occupational pension provider), the result of rejoining the communal employers' association. These irreproducible conditions suggest that, unfortunately, collective bargaining and similar processes can be expected to become increasingly anonymous in the future. Collective bargaining in 2006 was consensus-based and satisfactory.

New Public Management

Structural reductions in scholarship are accompanied by analogous structural reductions in administration. However, since short-term goals can hardly be made for these employees – unlike the academic employees – the increase in administrative effectiveness and efficiency was particularly important. Methods of *New Public Management* led to excellent results in many administrative areas, for example in the technical department. One of the challenges was creating a modern *Facility Management* system, which made it possible to run the department with a high level of professionalism and numerous high-quality development projects. Another administrative revision was re-establishing a department for teaching and student affairs, which had become necessary in light of the serious push for reform during the Bologna process.

Professional facility management

Administrative management saw particular successes in energy-saving and waste-reduction measures. Expenses were reduced by about one-third per year. Improved facility management, the sales of villas, and numerous other measures gave the university a certain amount of latitude; as a result, many buildings in need of renovation were made more usable and were renovated in compliance with urban development goals. This included the Habelschwerdter Allee 45 building complex, the Henry Ford Building, the main tropical greenhouse of the Botanical Garden, and the planning concepts for the *Kleine Fächer* and the so-called “Fünferinstitut” of the Department of Veterinary Medicine. The Executive Board's goal was to focus the campus on an international model, to create direct links and good communication between scholars in different fields and the students; and this will remain the goal in the future. Another goal is to create an infrastructure that is attractive for conferences and that will keep the campus bustling in the evenings and on weekends. Thus particular attention was paid to the construction of a conference hotel, paid for by an external investor. Unfortunately, it has not yet been completed because of numerous legal and other types of hindrances, regulations, and objections.

One of the largest problems facing Freie Universität at the start of the Executive Board's term was its poor image, which was in stark contrast to the university's actual achievements. To observers outside academia, the world-renowned, modern university, with numerous top-level researchers, still had

a reputation as a politicized institution that made ineffectual and uneconomical decisions. Some outsiders even considered the buildings in need of renovation as evidence that some university members were resistant to modernization.

After the reunification of the western and eastern portions of Berlin, this negative image made it all too easy to make economic policy decisions that universally had a negative impact on Freie Universität. Therefore one of the President's first important tasks was to correct this completely erroneous image of Freie Universität. Using aggressive publicity campaigns both in higher education policy and in academia, by expanding the expert services, founding numerous new media formats, and creating an open communication policy, the university's image was successfully turned around. This can be seen, for instance, in the fact that Freie Universität was awarded two important media prizes in quick succession, validating its publicity activities and information policies. Since preconceptions, particularly negative ones, influence third parties just as much as their attitudes toward and interactions with Freie Universität, it can be assumed that Freie Universität's chances for a more open-minded assessment have improved. Still, it must be considered that – even among prominent representatives of German scholarly organizations – misinformed and misinforming, disparaging and negative judgments can occasionally influence decision-making processes in important evaluations that affect an entire institution.

In looking at the reform status of Freie Universität after three-and-a-half years of the Executive Board's term, it becomes clear that a large number of reform projects, some with broad implications, were accomplished in a very short time span under occasionally very precarious conditions in almost every area of the university – in academic as well as nonacademic areas. These successes can be seen clearly and strongly in the corresponding performance evaluations. At least one more term will be necessary in order to complete these reforms, since new external challenges are expected to necessitate further broad reforms. This could include the measures of the higher education pact, a higher number of students, disputes over cost sharing for the use of facilities in Berlin, approval processes for establishing admissions criteria, or the configuration of Master's and PhD programs. Future challenges for research include the continued use of the cluster process, preparation for further competitions – i.e. in the humanities – and in procuring additional external funding.

Similarly, the internationalization process must be moved forward by establishing separate branches and by increasing international offerings – making use, for example, of retired or emeritus academic employees. There will be a particular focus on the Deutsche Universität für Weiterbildung, Dahlem

Open communication policy

Image change and image benefits

Introduction of successful reform projects

Continuing on the path to success

Research School, the revised version of the Dahlem Conferences, and on continuing the administrative reform with further deregulation and decentralization. All of these measures will pose challenges for the university and its personnel, and may cause difficulties. However, these reforms represent decisive steps on the part of Freie Universität to become an International Network university that – because of its international competitiveness – will have excellent prospects for the future.

1. Management reform and internal organization

1.1 Successful negotiation of higher education contracts as the basis of Freie Universität Berlin

Since their introduction in the mid-1990s, higher education contracts have become not only a central tool, but also an extremely successful one. They are used to manage the relationship between the universities and the State of Berlin. This contract mechanism, by making determinations about subsidies years in advance, guarantees the universities a high level of planning security and thereby a significant basis for autonomously promoting and shaping their own development in light of the agreed-upon objectives and obligations. In addition to determining subsidies, the contracts also contain many obligations that the universities must fulfill in return for the funds received. Thus the contracts are also a basis for agreeing upon and securing the basic design of the educational-policy landscape. The negotiations provide the university with an opportunity to participate in designing these key points. Since the contracts are always negotiated at the same time for all colleges and universities, extensive and sometimes complicated discussions must be held with various partners, which makes the negotiations complex and requires all participants to be open to compromise. The result is a largely agreed-upon and accepted framework concept for developing Berlin's overall higher education landscape in consensus; it is borne by all of the participants and thus decisively benefits the development of the academic center and the entire Berlin region.

Over the years, determining the subsidies on a contractual basis has proven to be an effective guard against unpredictable, short-term funding cuts arising from day-to-day financial emergencies. The resulting security in financial latitude opens up planning and design options that are well suited to a university's reform and structuring processes, which often require longer periods of time to implement. The extremely successful performance of Freie Universität is an impressive confirmation of this fact.

For these reasons, Freie Universität expressly supports continuing the contract model, knowing full well that its signature has also always meant agree-

Securing planning by determining subsidies

Designing reform possibilities

Continuing the contract model

ing to serious funding cuts. The long-term planning security ensured by the contracts gives Freie Universität latitude in implementing savings, which is necessary for consolidating productivity and building the academic profile. Two contracts were negotiated during the reporting period:

- the modified and supplemental contract to the 2003-2005 contract and
- the higher education contract for 2006-2009.

Financial framework for the overall higher education system

The contract concluded in the summer of 2003 was a supplement to the 2001 higher education contract. This supplement became necessary because the state was making savings decisions in its short-, medium-, and long-range financial planning that significantly affected higher education. The colleges and universities had to make a decision: to accept these changes to an ongoing contract to their own detriment, or to call the entire contract system into question by refusing to sign a contract beginning in 2006. Through protracted and difficult negotiations – ultimately with the acting mayor – they were able to reduce the cutbacks from a planned 200-300 million euros to 75 million euros. Since the modified contract also allowed them to establish the financial framework for the entire Berlin higher education system through the end of 2009, providing long-term financing approval, this secured the existence of Freie Universität for the long term. The results of the coalition contract made by the Berlin Senate elected in the fall of 2006 confirm that this was the right strategy: the budget has now been guaranteed through 2009.

The supplemental contract included one-time, ceiling-lowering consolidation contributions for 2003 through 2005, and determined the subsidy amount for all Berlin colleges and universities for 2006 through 2009. For Freie Universität, the ceiling was lowered to 2.6 million euros annually; the one-time consolidation contribution for 2004 was lowered to just above 8 million euros, and for 2005 it was just above 12 million euros. The subsidies established for 2006-2009 meant a continued reduction in consumable funds for the universities (not including medical studies) in the amount of 75 million euros, to be implemented by the end of 2009. The reductions were not divided among the individual universities; instead, this was to take place on the basis of a structural plan to be agreed upon later. Furthermore, cutback figures were contractually established for 2006-2009; these cuts were so significant that they led to a complete restructuring of the Human Medicine programs/departments in Berlin, and to their merging as a joint institution operated by Freie Universität and Humboldt Universität (see Chapter 2.7).

This supplemental contract established the financial framework through 2009. At the same time, the universities were obligated to present an agreed-upon structural plan by the end of June 2004 (and thereby in time for the negotiation of new contracts) that integrated the cutbacks.

In March 2005, negotiations for the higher education contracts for 2006-2009 were concluded; approval was given by the Senate and the House of Representatives in the summer of 2005. Within the financial framework established by the 2003 supplemental contract, subsidies for Freie Universität were firmly established on the basis of the structural plan it had presented. This also marked the acceptance of the structural plan agreed upon by the Berlin universities.

In addition, the higher education contract contains many regulations and obligations. These include:

- maintaining the structural fund to strengthen technical colleges, for which Freie Universität is to contribute 1.7 million euros annually;
- increasing performance-based funding to a subsidy rate of 30 percent in 2008;
- regulating the process for adjusting the number of university spots;
- founding a center for teacher training as well as establishing a minimum number of graduates from the teacher training program;
- performing a comprehensive reorganization of the course offerings to create tiered programs, as well as introducing a performance point system;
- requiring accreditation for the new academic programs and performing internal evaluations and measures for quality assurance;
- reducing the length of study;
- carrying out a cost-performance analysis and taking part in a comparison of resources, costs, and performance performed by the Higher-Education Information System (Hochschul-Informationssystem, HIS);
- internal performance- and liability-related distribution of funds to the departments in conjunction with local budgeting;
- improving the efficiency of the administrative and central services.

The negotiations successfully prevented politicians' attempts to use the contracts as a politically motivated tool for detailed management. Similarly, the founding of costly and inefficient higher education-wide centers and institutions was also prevented.

The higher education contract guarantees the budgets through 2009, along with extensive autonomy in following the agreed-upon performance objectives. Thus, despite the cutbacks, it provides a stable and resilient foundation. The contract system is currently the best way to promote

Agreed-upon structural plan

Regulations of the higher education contract

Extensive autonomy in pursuing performance objectives

the successful development of Freie Universität in particular and the Berlin higher education system in general, and to continue strengthening its position as a leading international site for research, teaching, and doctoral studies.

At the same time, it should be noted that the contract's number of regulations has increased in comparison with earlier contracts. This must be seen as an indication that the autonomy of Berlin's colleges and universities is in no sense secure. With this contract, the Berlin regulations, once exemplary, are generally lagging behind the standards achieved in other federal states such as North Rhine-Westphalia and Hesse. Freie Universität must now attempt to expand its autonomy with an amendment to the Berlin higher education law in order to remain nationally competitive, for instance in the areas of the right of appeal, real estate, and higher education management.

1.2 Budget

Higher education contracts as the basis of the budget

The higher education contracts concluded with the State of Berlin represent the basis of Freie Universität Berlin's budget; they regulate the consumable and investment-related subsidies given to Freie Universität. Freie Universität's consumable subsidy was to increase nominally for 2003-2005 through the higher education contract with the State of Berlin, but this development was hindered and in some cases even reversed by the modified and supplemental contract, as shown in Chapter 1.1. In comparison with the original higher education contract, 2.6 million fewer euros were available in 2003, 10.1 million euros in 2004, and 14 million euros in 2005. Taking these cutbacks into consideration, the reporting period is represented in the table below. Still, the stagnating and declining trend in the consumable subsidy is only a part of the picture. This trend does not take into account the effects of the missing inflation adjustment or the payments to the technical college structure fund; these contributed to further actual cutbacks, considering that the subsidy must also cover increasing retirement benefits, the restructuring of the federal and state retirement fund (VBL) and financing for the personnel surplus.

Concluding each financial year with a balanced result

Only by applying restrictive financial management – which had its main effects in the withdrawal from the employers' association and the conclusion of an in-house rate agreement, as well as a successful increase in its own income – was Freie Universität able to conclude each financial year with a balanced result. This trend will continue with the currently applicable higher education contract for 2006-2009, which projects further cutbacks of approximately 6.4 million euros per year.

From 2003 to 2005, the investment subsidy was increased by 6.1 million euros each year, designated for funding the professorships to be appointed during this period. Because of this, appointments continued to be successful despite the cutbacks made by the modified and supplemental contract. However, other academic areas were not able to benefit from this program in terms of their technical equipment.

1.3 Performance-based allocation of funds as the basis for performance growth

The system of performance-based allocation of funds (indicator-based management) also took place on two levels: among the Berlin universities (the Berlin technical colleges have their own distribution system) and within Freie Universität itself. It is an integral component of the system of higher education management in Berlin. This includes higher education contracts between the State (House of Representatives) and the colleges and universities, where subsidies were established several years in advance along with qualitative and quantitative performance requirements. Analogously, the formula-bound distribution of funds and the established objectives are key management tools used by the Executive Board and the Dean's Office within Freie Universität; a third management tool for internal organization is the appointment policy.

Higher education management system

While higher education contracts and objective-setting agreements (such as appointment agreements) make ex-ante management a possibility, the annual formula-bound distribution of funds responds ex post to the output of previous years, as measured by various indicators. This combination of ex-post and ex-ante mechanisms establishes effective incentives for output-oriented performance growth, as well as mechanisms for quality assurance and for future-oriented strategic and structural planning and organization, that have proven highly effective and successful.

Ex-ante and ex-post tools

Subsidies, 2002-2006 (excluding Human Medicine, in millions of euros)

Jahr	Consumable subsidy	Investment subsidy	PEP	Total Subsidies
2002	264.7	11.2	0.0	275.9
2003 ¹	272.4	11.2	6.1	289.7
2004 ¹	270.7	11.2	6.1	288.0
2005 ¹	273.1	11.2	6.1	290.4
2006 ²	278.1	11.2	0.0	289.3

¹ According to the higher education contract with the State of Berlin, taking into consideration the modified and supplemental contract for 2003-2005

² According to the higher education contract for 2006-2009 with the State of Berlin

1.3.1 Performance-based allocation of funds among universities

The performance-based allocation of funds among the universities has been used every year since 2002. Since then, the proportion of funds to be distributed has increased to 20 percent of the adjusted consumable subsidy; the higher education contract has established an increase to 30 percent by 2008.

Highest-performing Berlin university in recent years

The illustration at top right shows how much money the three Berlin universities have received using this model since 2002. The trends in profits and losses over the years can be seen in the illustration at bottom right. From 2002 to 2005, Freie Universität has been the highest-performing university every year in the competition for performance-based funding.

The fundamental structure of this allocation model has remained consistent since 2002. An evaluation of the model performed by the HIS substantiates this basic structure. However, a few modifications were suggested, as per the higher education contract. Compared with the overall distribution amount, the profits and losses are relatively small; this is not due to a weakness in the model, but rather a result of the fact that the three universities are at comparable performance levels. The competitive pressure exerted by this model created an ongoing incentive to optimize the institutions' performances. An increase in the distribution amount to 30 percent of the adjusted consumable subsidy – in other words, a total amount of approximately 150 million euros – will significantly increase this competition.

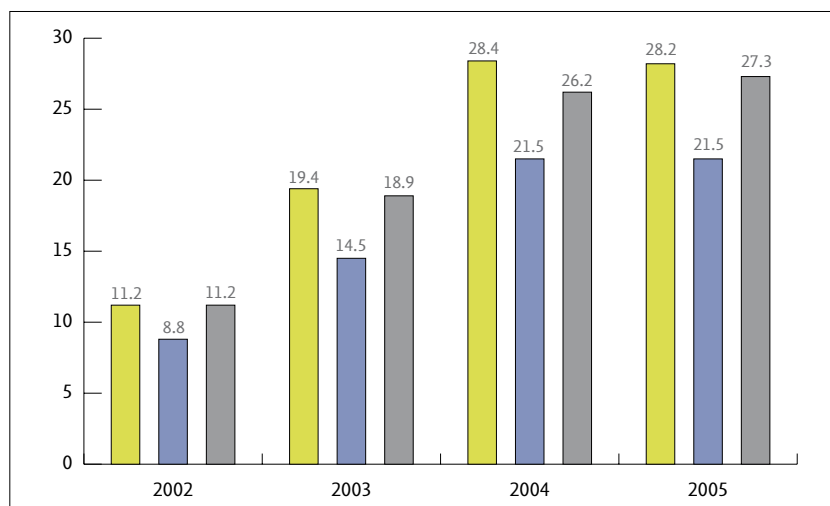
1.3.2 Performance model within Freie Universität

Formula model

Since 1992, Freie Universität has applied a formula model to the performance-based allocation of material resources. During the reporting period, this model was further developed to a significant extent. Based on the Kienbaum recommendations for introducing a cost-performance calculation process at Freie Universität, 2006 saw the start of budgeting not only for material resources, but also for a relevant portion of personnel resources, and saw the distribution of these funds according to performance indicators. At the same time, the allocation process grew more dependent on the distribution model for all three universities because of an increase in the distribution amount. In order to respond to the increasing significance of the State model and in order to apply the objectives – according to which Freie Universität receives its funding allocations – to the departmental management system, Freie Universität's internal performance model was coordinated with the State model starting in 2006. Since the internal model is now also used to distribute personnel resources, the effects on the departments are more noticeable, which means increased incentive for departments to orient their work toward the

Departmental incentives

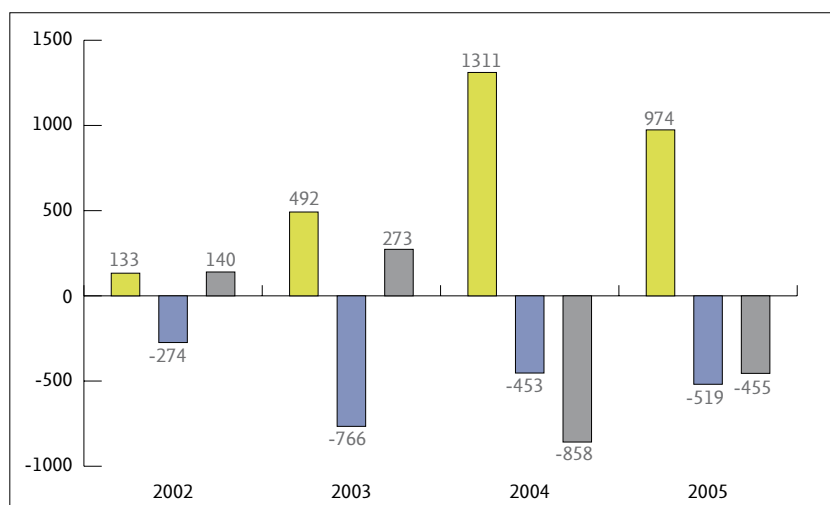
performance indicators. In contrast to the State model, publications are now taken into consideration at Freie Universität. Other differences can be found in the equality indicators. The table at right shows an overview of the indicators used in the new model. In 2006, 10 percent of the projected 2009 budget for all mid-level faculty, including junior professors, was distributed according to this model. This proportion will increase to 30 percent in the coming years. Of the material resources, 30 percent of the departmental budgets are already distributed according to the formula. The following principles define the budgeting of personnel resources:



Key

- Freie Universität Berlin
- Humboldt-Universität zu Berlin
- Technische Universität Berlin

Performance-based funding for Berlin universities in millions of euros



Key

- Freie Universität Berlin
- Humboldt-Universität zu Berlin
- Technische Universität Berlin

Performance-based funding allocation according to the higher education contract; profits and losses, 2002-2005, in thousands of euros

- 100 percent of any savings achieved through measures related to personnel management (such as delayed appointments) shall remain with the department (previously only 50 percent).
- Appointment acceptances for mid-level faculty positions are to be covered by the budgets.
- Departmental budgets are global budgets; this means that personnel resources can be used for material spending or investments as long as sufficient teaching workloads are provided for.
- Fundamentally, all resources carried over into the next budgetary year remain with the department.

Personnel budgeting

In introducing the personnel budgeting system, a series of simultaneous activities was required to allow the departments to plan and oversee their personnel budgets. In addition to providing the proper IT-supported tools and appropriate qualification measures, budget discussions were particularly important. In order to lessen the impact of special problems, such as an above-average personnel surplus, it was essential to conclude special time-sensitive regulations and financing agreements with the departments; this would avoid endangering the freedom of individual departments to act and to perform upgrades during the adjustment and transition phase.

Local management

By starting to budget personnel resources for large portions of the academic personnel, Freie Universität significantly strengthened the local competencies and management opportunities in its management structure. However, this goes hand in hand with a new responsibility on the part of the local management to direct the allocation of internal department resources more strongly than before; to solve resource-related conflicts independently; and to ensure the appropriate and efficient use of resources for materials and performance.

	Weight	Performance indicators			
Academics and teaching	50 %	Filling of university spots	Graduation rate	Proportion of graduates after normal length of study	Proportion of foreign graduates
		10 %	50 %	30 %	10 %
Research and promotion of young scholars	45 %	External funding	Publications	Doctorates	A.v.H. fellows and prize winners
		60 %	10 %	20 %	10 %
Equality	5 %	Proportion of newly appointed women professors	Proportion of women professors	Proportion of women junior professors	Proportion of women who completed doctorates
		65 %	11 %	17 %	7 %

Indikatoren der leistungsbezogenen Mittelvergabe an der Freien Universität

1.4 Objective-based allocation of funds as the basis for building a competitive profile (discretionary management by objectives)

1.4.1 General objectives

Against the backdrop of the trial regulations (Sec. 7 of the BerlHG, Berlin Higher Education Law), which supported a broad reorganization of Freie Universität in both the academic and administrative fields, the first objective agreements were concluded in the fall of 1999 between the Executive Board and the departments and central institutes of Freie Universität Berlin, for the following year. Since 2004, objectives have also been determined every two years with the central institutes of Freie Universität Berlin: the Botanic Garden and Botanical Museum, the Computing Services Center (ZEDAT), the Center for the Promotion of Women's and Gender Studies, the Language Laboratory Center and the Center for Academic Advising and Counseling Service. In order to counteract existing objections and resistances and to modify the process if necessary, this first trial was seen as a test run, beginning with the objective-based performance awards, since these are decisive in building the profiles of the departments and central institutes.

In the introductory phase (1999-2002), objectives were discussed annually with the departments and central institutes. The two-year cycle currently in use was established in the fall of 2002 for 2003-2004 in order to account for the complexity of the projects and the time required to implement them.

Two-year cycle

The objective negotiations were originally based on the profile reports of the departments and central institutes, which were created by the "Hochschulinterne Steuerungsmodelle" (internal higher education management models) project, and then concretized and revised by the departments. The profile reports were based on experiences from the self-evaluations of academic institutions. These reports made it possible to analyze strengths and weaknesses in order to discuss development objectives. Since the fall of 2001, "negotiation guidelines" have been created for each department and central institute. These are organizational aids, and at the same time they summarize the previous year's discussions in a brief and clearly arranged way.

Negotiation guidelines

In the fall of 2000, the Executive Board decided upon key points that included the strengths and weaknesses of the departments and central institutes, as well as establishing expectations for objectives in light of department-specific objective statements. In preparation for the discussions, however, sources like the CHE higher education rankings (Centrum für Hochschulentwicklung, Center for Higher Education Development), various teaching evaluations and the recommendations of the German Council for Science and Humanities were also taken into account.

Objective agreements have been concluded for the following areas in particular: teaching, research, promotion of young scholars, internationalization, gender equality, continuing education, internal organization, services and publicity. In addition, other discussions were involved in determining the objectives, such as the issue of opening up professorships and their descriptions, as well as opening up positions for academic employees based on departmental priority lists.

Positive spectrum of objectives reached

In most cases, the agreed-upon objectives were met or were well on their way to being met. In cases where the time frame was too short, the objectives carried over into the next time frame. The introduction of the two-year cycle meant more room for the timely realization of objectives, and in some cases intermediary steps were defined. In the event that objectives were not fulfilled, specific consequences were introduced in the fall of 2001, to be implemented in 2002. If individual projects fail, the departments may be required to return the resources. If the objectives for an entire department are not fulfilled (such as shortening the length of study, group appointments or issues of internal organization), the allocation of material funds summarized in the title collaboration may be reduced by up to 15 percent. The cutback amount is dependent in part upon the significance of the objective and the degree of its completion.

Consequences for non-fulfillment of objectives

Increasing performance

The objective determinations for 2005/2006 elaborated the consequences for non-fulfillment of agreed-upon objectives. In addition, a paragraph was incorporated regarding the teaching and research to be performed, particularly with regard to the increase in graduate numbers, external funding, and doctoral figures. It contains an agreement between the Dean's Office of the department or institutional board and the Executive Board, stating that below-average performances must be increased. If this should not succeed, the decreased subsidies from the state of Berlin will have consequences for the budget of the departments or central institutes in the next objective-setting process. The increase rates for the above mentioned aspects are explicitly listed for individual departments and central institutes in the objectives statement.

Freie Universität's objectives have proven themselves as tools for strategic planning, and have already reached a high instrumental level. In the relationship between the Executive Board and the departments and central institutes, they have developed into a widely accepted planning and coordination tool.

The introduction process – during which the departments and central institutes as well as the Executive Board held ongoing discussions while searching for solutions – and the generally open and trusting atmosphere that developed helped promote the tool's acceptance. Besides this fairly

permissive aspect, the Executive Board made the connection between the objectives and the distribution of resources as clear as possible from the beginning, with increasing emphasis. The objectives were developed at Freie Universität as a response to the flaws in the formula-bound funding allocation process.

An accepted tool

In order to bundle research initiatives and develop new research focuses, the academic senate decided in February 2000 to establish interdisciplinary centers. Consequently, the interdisciplinary centers, in pursuing common research objectives, help create Freie Universität Berlin's concept-oriented profile. Financing for the interdisciplinary centers comes from external funding sources, as well as from funds that have been earmarked and distributed by the Executive Board at a declining rate since the end of 2001, as part of the objective agreements. The objective agreements between the Executive Board and interdisciplinary centers established the projected external funding amounts as well as the university allocations. Corresponding agreements now exist with the following interdisciplinary centers: "Building Blocks for a Social History of the Near East," "Teach-Learn-Research," "Ecosystem Dynamics in Central Asia," "Art History and Aesthetics," "Middle Ages – Renaissance – Early Modern Period," "Old World," "Efficient Mathematical Modeling," and "European Languages: Structures – Development – Comparison." According to the statistics on external funding received, not all interdisciplinary centers have proven their value as incubators for external funding associations. Unfortunately, in some cases "wind-fall gains" may have been expected to produce results, and the objectives of the interdisciplinary center were not pursued with the necessary amount of emphasis.

Establishing interdisciplinary centers

Incubators for external funding associations

1.4.2 Objectives for 2003/2004

In contrast to previous years, the first objectives were not set for a period of one year, but for two years – 2003 and 2004. After the end of the introductory phase, a period of two years is a reasonable time frame given the work rate and the time required to realize the development goals.

For special innovation projects, a total of 34.16 profile positions (mainly positions for academic employees) were granted with varying terms. The total volume of material resources granted was 1.6 million euros. The following goals were agreed upon:

Profile positions for innovation projects

Teaching

It was agreed that the departments and central institutes connected with the teacher training program would receive material resources in the amount

of 25,000 euros for reforming the teacher training program (Bachelor's and Master's), or else a half-time position for an academic employee (BAT II a) for one year in order to reinforce an existing employment relationship.

For most departments, it was agreed that enrollment in the corresponding major would become a requirement for receiving course credit certificates (if this is not already the case).

In addition to these general agreements, there are many department-specific agreements, for instance in the following areas:

Biology, Chemistry, and Pharmacy

Department of Biology, Chemistry, and Pharmacy: Support for the “Didactics of Chemistry” field of activity; optimization of course offerings in inorganic chemistry; continued development of the “NatLab” and improvements in the cooperation with the MINT Center; modularization of the biochemistry major; securing internships in radiochemistry; regular study exchanges with a college in Skidmore (New York, USA); continuation of the Master's program in “Polymer Science”; support for development of the “Master of Pharmaceutical Sciences” Master's program

Education and Psychology

Department of Education and Psychology: Presentation of a list of modules for the education (basic studies) and elementary-school pedagogy majors; presentation of a report and subsequent evaluation of the Master's program in “Intercultural Education”; guaranteeing capacity in early childhood education courses; support for the course offerings in the area of mainstreaming pedagogy; development of a mentor program adapted to the shortened length of study

Earth Sciences

Department of Earth Sciences: Modularized majors in geology and geography for the 2003/2004 winter semester; support for the “Sulfide Summer School” Advanced Short Course within the framework of the Summer School; introduction of a “Tourism Management” Master's program in the 2003/2004 winter semester; offering a prize for outstanding teaching performance; support for the “Cartography” course module; improvement of the academic situation in “Applied Geography”; introducing advising discussions for prospective students; securing course offerings in “Petrology”

History and Cultural Studies

Department of History and Cultural Studies: Modularizing the Master's program emphasis in Egyptology, Ancient Near Eastern Studies,

Arabic Studies, Classical Archeology, Near Eastern Archaeology, Indian Languages/Literature, Iranian Studies, Jewish Studies, Indian Art History, East Asian Art History, Religious Studies, Semitic Studies, Turkology, and Indo-Germanic Studies; support for the joint “International Technology Transfer” major planned with Technische Fachhochschule Berlin; support for the “Dahlem Indo-Germanic Block Seminar” project; support for courses in the Art History department

John F. Kennedy Institute: Adopting the Bachelor’s program in North American Studies in the 2002/2003 winter semester – to begin in the 2003/2004 winter semester; adopting the Master’s program in North American Studies; developing online materials to support the basic education program

North American Studies

Institute for Latin American Studies: Modularizing the Master’s program emphasis in Ancient American Studies; guest professorship in Latin American Studies; developing a DFG application for a graduate seminar entitled “Fragmented Modernism and Cultural Dynamics in Latin America”

Latin American Studies

Department of Mathematics and Computer Science: Balancing teaching and testing loads for teachers; balancing course offerings throughout the week; automating the course-planning process (“electronic course catalog”); support for the Bioinformatics study office; informing students about the European Credit Transfer System (ECTS); support for the continuation of the Bioinformatics major; awarding teaching assignments in instructional methodology

Mathematics and Computer Science

Institute for Eastern European Studies: Introducing an electronic pre-registration system for courses; new admissions to the Eastern European Studies Master’s program should take place at the latest by the 2003/2004 winter semester; introducing the online Eastern European Studies Master’s program; developing modules on Eastern European history and culture that can be used in the field of History

Eastern European Studies

Department of Philosophy and Humanities: Modularizing the Master’s program emphases in Byzantine Studies, Modern Greek Studies, Film Studies, Musicology, Comparative Musicology, and Dutch Language and Literature; co-financing a lectureship for Catalan Language

Philosophy and Humanities

and Literature; support for the “Dance Theater” Master’s program; developing and implementing further course offerings in the field of “Philosophical Implications of Genetic Engineering”; implementing a study-abroad period as a desired provision in the study regulations; support for the Applied Literary Studies Master’s program; support for the “Fragmenta Tragicorum Romanorum” project; introducing Bachelor’s programs for Dutch Language and Literature, Italian Studies, Theater Studies and Musicology, as well as a Master’s program for Edition Philology in the 2004 summer semester; introducing the Bachelor’s programs for General and Comparative Literature as well as Film Studies in the 2004/2005 winter semester

Physics

Department of Physics: Clarifying internal requirements for the introduction of a Master’s program in “Optical Science – Optical Engineering”; opening the development and experimentation laboratory for schoolchildren in the 2002/2003 winter semester; offering a reward for outstanding teaching performance; ensuring that new appointees take an active part in basic and required seminars

Political and Social Sciences

Department of Political and Social Sciences: Establishing and developing course requirements for academic employees; modularizing the Master’s program emphases in Ethnology, Journalism and Communication Studies, Political Science; initial financing for the Master’s program in “Public and Corporate Environmental Management”; reducing the number of teaching assignments; establishing a concept for joint methodology development; using tutorials and other e-learning elements

Law

Department of Law: Modifying study regulations in accordance with the modification of law studies by the federal legislature (Deutsches Richtergesetz, German judges’ law) and the adjustments made by Berlin State law (Juristenausbildungsgesetz / Juristenausbildungsordnung, legal-studies law/legal-studies ordinance); participating in the new Master’s program, “Public and Corporate Environmental Management”; introducing the “Diplom-Jurist” higher education degree; tuition requirement for the Magistra-/Magister-Legum program (Master’s program for legal students who graduated abroad, LL.M.); purchasing laptops for use in courses; equipping a lecture hall with multi-media transferring technology; permanent staffing of the study office

Department of Veterinary Medicine: Presenting a preliminary concept for the “Vet2005” model major – introduction of the model major in the 2004/2005 winter semester

Veterinary Medicine

Department of Business and Economics: Inserting obligatory study-abroad periods into the new study regulations; starting the Master’s program in Tourism Management in the 2003/2004 winter semester; developing the “Self-designed Learning” program into a key profile point; support for the following projects: PRESTO – Efficient Studies Organization, the Integration of Interactive Learning Elements project, the “Supplying of Key Qualifications and Continuation” of the “Dialogical Learning” project

Business and Economics

Research

The draft of a detailed data report on the external funding acquired during the reporting period was presented to and agreed upon by almost all of the departments and central institutes; this report will be available at all future objective-setting discussions. Among other things, it contains specific agreements regarding the following:

Department of Biology, Chemistry, and Pharmacy: Application for a DFG research group for “Molecular Chemistry”; support for Collaborative Research Center 429; support for various symposiums and professional conferences and their public presentations; submitting a DFG application to institute a research group on the topic of “Molecular Signal Integration in Adaptation and Development Programs”; applying with DFG to continue work in Collaborative Research Center 515; establishing an interdisciplinary center for “Pharmaceutical Research”

Biology, Chemistry, and Pharmacy

Department of Education and Psychology: Carrying out a research-related symposium

Education and Psychology

Department of Earth Sciences: Applying with DFG to establish a collaborative research center entitled “Ecosystem Dynamics in Central Asia”

Earth Sciences

Department of History and Cultural Studies: Support for the international public lecture series, “ha’Atelier – Workshop for Philosophy and

History and Cultural Studies

	Art”; developing a graduate seminar entitled “On the Construction and Perception of Minorities”; support for developing the emphasis in Archaeology in the Department of Egyptology; support for the “Center for Comparative European History”
<i>North American Studies</i>	John F. Kennedy Institute: Developing an application for a graduate seminar entitled “Berlin – New York” together with Technische Universität, Humboldt Universität, New York University and Columbia University
<i>Latin American Studies</i>	Institute for Latin American Studies: Submitting an application to the DFG for support for a research group entitled “Mexico: Border – Power – Breaking Traditions”
<i>Mathematics and Computer Science</i>	Department of Mathematics and Computer Science: Support for the international conference entitled “15 th International Conference on Domain Decomposition Methods”
<i>Eastern European Studies</i>	Institute for Eastern European Studies: Preparing an inter-university German-Russian graduate seminar; optimizing participation in EU support programs
<i>Philosophy and Humanities</i>	Department of Philosophy and Humanities: Developing a research center, “German Film Music Project”; preparing an interdisciplinary center for linguistics; preparing a DFG application; C4 professorship for “Philosophy, with an emphasis on Aesthetics and Hermeneutics”
<i>Physics</i>	Department of Physics: Preliminary application with DFG for a new collaborative research center; ensuring the infrastructural foundations of the collaborative research centers; preparing one of the applications approved by the research commission for a DFG research group in the area of “Medical Physics”; obtaining large devices for Collaborative Research Center 498
<i>Political and Social Sciences</i>	Department of Political and Social Sciences: Research-free semester now only for areas with external funding activity; support for a workshop in the context of the “Private Actors and Governance” research initiative; support for the project entitled “Dear Bertie! – Letters to Bertolt Brecht in Exile, 1933 to 1948”; establishing research aims in the field of Near Eastern politics

Department of Law: Bundling research activities in the field of “Constitutional Procedural Law”; support for the university in issues of patent and licensing law (“Contract Management at Freie Universität Berlin”); support for an empirical, internationally comparative analysis of the topic of the “Legal Advice Law”

Law

Department of Veterinary Medicine: Strengthening research capacity, in particular in the small-animal clinic; restructuring measures in conjunction with the “Performance and Health” research project

Veterinary Medicine

Department of Business and Economics: Developing a research area for micro-structural analysis of the financial market

Business and Economics

Support for doctoral students and junior researchers

Specific agreements regarding support for doctoral students and junior researchers address the following topics:

Department of Biology, Chemistry, and Pharmacy: Support for the “Functional Insect Science” research training group; support for the research lectureship in Neuroinformatics approved by the Stifterverband für die deutsche Wissenschaft

Biology, Chemistry, and Pharmacy

Department of History and Cultural Studies: Developing and implementing the “Rituals and Religion” symposium; support for the international research training group entitled “History and Culture of Metropolises in the 20th Century”

History and Cultural Studies

John F. Kennedy Institute: Applying for an additional research training group after appointment of the professorships for Sociology and Literature

North American Studies

Institute for Eastern European Studies: Support for the research lectureship funded by the Stifterverband; support for the “South-Eastern Europe” research colloquium

Eastern European Studies

Department of Philosophy and Humanities: Developing a doctoral seminar in Linguistics

Philosophy and Humanities

Veterinary Medicine

Department of Veterinary Medicine: Creating a “Graduate School for Veterinary Public Health”

Business and Economics

Department of Business and Economics: Applying with DFG to establish a research training group entitled “Paths of Organizational Processes”

Women’s equality

Almost all of the departments and central institutes have declared their willingness to increase the proportion of women when reappointing professorships, and to aim for a proportion of women in new mid-level appointments that corresponds to the number of female graduates. In addition, it was agreed that the plans for the advancement of women would be updated in accordance with the gender equality guidelines, that all tax-related statistics would be differentiated by gender, that imbalanced gender distribution in the majors would be counteracted, and that the gender aspect would be taken into appropriate consideration in course offerings. Specific agreements include:

Earth Sciences

Department of Earth Sciences: Support for the “(Gender-)Critical Analysis of the Understanding of Science and Nature in the Earth Sciences” project

History and Cultural Studies

Department of History and Cultural Studies: Support for the introductory phase of the postgraduate program in “Gender Competency”

Latin American Studies

Institute for Latin American Studies: Developing a module entitled “Women in the Political Culture of Latin America” as an online virtual-learning project; support for a lecture series entitled “Latin American Studies – Area Sciences in Conversation with Gender Studies”

Mathematics and Computer Science

Department of Mathematics and Computer Science: Carrying out a lecture series, developed in cooperation with the Chief Gender Equality Officer, entitled “Female Scholars in Mathematics and Computer Science”; developing a concept in cooperation with the MINT Center to work with schools, with a particular focus on encouraging female primary and secondary-school students

Institute for Eastern European Studies: Carrying out a conference entitled “Gender Arrangements in Eastern European Countries” (working title)

Eastern European Studies

Department of Philosophy and Humanities: Funding a Käthe Hamburg Foundation professorship in the field of General and Comparative Literature; increasing the proportion of female students at the Institute for Philosophy by providing more information to female primary and secondary-school students

Philosophy and Humanities

Department of Law: Appointing the junior professorship requested by the department for the position of “Public Law, Equality Law”

Law

Department of Veterinary Medicine: Creating a concept to optimize admission procedures for Veterinary Medicine studies; making more information accessible to interested schoolchildren and providing a realistic image of Veterinary Medicine studies and veterinary careers; developing an internet presence for the department and a self-test for potential students that can be accessed from the department’s homepage

Veterinary Medicine

Department of Business and Economics: Support for the lecture series entitled “Gender-specific Topics in Business Administration” and the externally financed research project entitled “Female Economists and Academic Careers”

Business and Economics

Internationalization

Almost all of the departments and central institutes agreed to develop material and immaterial incentives to increase the number of Humboldt fellows. Specific agreements with individual departments include the following:

Department of History and Cultural Studies: Presenting the results of a research project on Jewish culture in Italy during the Renaissance period

History and Cultural Studies

John F. Kennedy Institute: Completing various activities undertaken together with the Deutsches Historisches Institut on the topic of the

North American Studies

	“Life, Politics and Legacy of John F. Kennedy”; support for the Ernst Fraenkel Lectures
<i>Latin American Studies</i>	Institute for Latin American Studies: Presenting an internationalization concept (for instance, the development and creation of partnerships with Latin America)
<i>Eastern European Studies</i>	Institute for Eastern European Studies: Support for the initiation and realization of a joint program of study with the Moscow State Institute for International Relations (MGIMO University) in the field of International Relations
<i>Philosophy and Humanities</i>	Department of Philosophy and Humanities: Improving relations in Linguistics with the University of Yangon, Burma
<i>Political and Social Sciences</i>	Department of Political and Social Sciences: Reporting on the state of / outlook for international relations, in particular for the department’s exchange programs
<i>Law</i>	Department of Law: Support for various activities in the field of internationalization and in modernizing course offerings
<i>Veterinary Medicine</i>	Department of Veterinary Medicine: Holding the international Virology conference in Berlin
<i>Business and Economics</i>	Department of Business and Economics: Support for the “European Economic Policy” project associated with the Jean Monnet Chair

Continuing Education

There are several specific agreements, including the following:

<i>Philosophy and Humanities</i>	Department of Philosophy and Humanities: Developing the continuing education for teachers project entitled “Starting French Lessons Early”
<i>Law</i>	Department of Law: Evaluating whether it would be possible to develop a continuing education and professional training program

Publicity

Specific agreements include the following:

Department of Earth Sciences: New edition of the brochure entitled “The Animated Planet”; support for publicity measures

Earth Sciences

Institute for Latin American Studies: Internationalizing the web site

Latin American Studies

Department for Mathematics and Computer Science: Participating in “RoboCup”

Mathematics and Computer Science

Department of Philosophy and Humanities: Improving internal publicity measures – updating the departmental calendar of events

Philosophy and Humanities

Department of Law: Presenting a concept to improve computer-supported online presence for students and the public; redesigning the course catalog, in collaboration with a publisher

Law

Department of Veterinary Medicine: Support for “Mad Cow Disease: a Teaching Tool” traveling exhibition

Veterinary Medicine

Internal organization

Almost all of the departments and central institutes agreed to the following: providing a report on the internal performance-based allocation of funds and the further development of this process, in conjunction with the newly designed performance model of Freie Universität; setting aside a reserve for planning; and concluding written objective agreements with the Dean’s Office and the academic institution. Each department will appoint a representative for the introduction of the HIS-POS system (Hochschul-Informationssystem, the higher education information system / Prüfungs-Organisations-System, the testing organization system). Department-specific agreements include the following:

Department of Biology, Chemistry, and Pharmacy: Departmental managers’ participation in the planned management seminar entitled “Employment Protection in Research and Teaching”

Biology, Chemistry, and Pharmacy

Education and Psychology

Department of Education and Psychology: Further developing the documentation system for services in the work areas

Political and Social Sciences

Department of Political and Social Sciences: Local consolidation of the examinations office; taking over superintendent duties for Rheinbabenallee 49 and Otto-von-Simson-Straße 3

Veterinary Medicine

Department of Veterinary Medicine: Streamlining the internal structure of the department, in part by combining academic facilities

Services

The following agreements were made, among others:

Earth Sciences

Department of Earth Sciences: Developing a concept to make the “Regional Weather” feature a telephone-accessible service

North American Studies

John F. Kennedy Institute: Updating the “Directory of European Historians”

Mathematics and Computer Science

Department of Mathematics and Computer Science: Support for the development of the multimedia lecture hall and the multimedia lab

Veterinary Medicine

Department of Veterinary Medicine: Submitting a business plan for the department’s diagnostic activities

1.4.3 Objectives for 2005/2006

For special innovative projects, a total of 41.57 profile positions (mainly positions for academic employees) were granted, with varying terms. The total volume of material resources distributed was 2.2 million euros. The following objectives were agreed upon:

Teaching

All of the departments agreed to introduce differentiated selection procedures for student applicants in the 2006/2007 winter semester that would take full advantage of the available legal opportunities (currently at 60 per cent) and that will be carried out on the basis of centrally developed, valid

and time-efficient methods. The implementation, results, and consequences of the course evaluations are to be reported using Unizensus and Blackboard.

A large majority of the departments and central institutes agreed to develop and decide on a plan for introducing and establishing e-learning courses by March 2006, to develop or expand mentoring programs for all students in discontinued majors in order to increase the number of graduates, and to organize graduation parties.

Furthermore, most of the departments agreed to begin an advanced (consecutive) Master's program within three years of the introduction of a Bachelor's program. The Natural Sciences further agreed to jointly develop a plan for continuing their activities with MINT.

In addition to these objectives, which apply generally to most of the departments and central institutes, some department- and central-institute-specific agreements were made, including the following:

Department of Biology, Chemistry, and Pharmacy: Strengthening advising opportunities and providing a sufficient number of internships to prevent delays in the completion of study; presenting a concept for a joint study office that will be responsible for department-wide coordination of the Bachelor's and Master's programs; presenting a concept for the future mentoring of foreign students; support for an interdepartmental user concept as well as co-financing the expansion of the PC rooms; support for the "Molecular Genetics Internship," support for developing an internship in the field of "Plant Physiology and Microbiology"; switching the diploma degree programs to Bachelor's and Master's programs by the 2007/2008 winter semester; participating in the Master's program in Bioinformatics; integrating the Botanic Garden central institute into departmental courses; combining the departmental examination offices

Biology, Chemistry, and Pharmacy

Department of Education and Psychology: Support for the introduction of Bachelor's and Master's programs in Education and Psychology; establishing a joint study office for Education and Psychology together with the internship office; support for comprehensive mentoring of Education students, and restructuring the course offerings

Education and Psychology

Department of Earth Sciences: Developing a mentoring program for the Bachelor's and Master's programs that serves to semi-formally process information and provide study skills training; intensifying the

Earth Sciences

measures to reduce average length of study, as well as a targeted major advising session for second-semester graduates in the Bachelor's programs; defining 30-LP-module course offering packages as affinitive areas for other Bachelor's programs in conjunction with the examining board for the Bachelor's programs; offering a Meteorology Bachelor's program and the corresponding Master's program within the appropriate time period; concept for one or more interdisciplinary Master's programs to be instituted by the 2006/2007 winter semester (in light of the readjustment process undertaken for the "Earth System" cluster); developing the e-learning portal as support for basic courses, based on the centrally available e-learning technologies; support for additional student PC workstations

History and Cultural Studies

Department of History and Cultural Studies: Support for capacity-neutral introduction of Bachelor's and Master's programs in all departments by establishing interdisciplinary majors on the Bachelor's level and department-specific specializations on the Master's level; support for maintaining and evaluating the mentoring program in the Art History institute; preparing an agreement for a teaching assignment program together with the general directors of the Preußischer Kulturbesitz museums and the independent museums, as well as any interested foreign parties, that would enable every department dealing with monumental traditions to have a paid teaching position in the museum; presenting a concept for financing the "Asahi Shimbun, Dahlem Edition" project beyond 2006; developing an e-learning portal to accompany the basic courses; support for including the collection of castings in Archaeology and Art History courses

North American Studies

John F. Kennedy Institute: Developing e-learning activities based on the concept of "Blended Learning at the John F. Kennedy Institute" into a special "E-Learning" advancement training program; developing a 30- and 60-point modular course offering in the context of other Bachelor's programs and with a careful calculation of teaching capacity; offering a prize for outstanding performance in teaching

Latin American Studies

Institute for Latin American Studies: Support for implementing the new Master's program in "Interdisciplinary Latin American Studies"; support for securing foreign-language course offerings in the new programs; support for two guest professorships in the field of Social and

Economic Sciences; offering a prize for outstanding performance in teaching

Department of Mathematics and Computer Science: Implementing an email registration system to ensure that enrollment in the corresponding major becomes a prerequisite for receiving course-completion certificates; establishing “Didactics for Mathematics”

Mathematics and Computer Science

Department of Philosophy and Humanities: Support for coordination tasks in introducing Bachelor’s and Master’s programs; submitting an agreed-upon plan for majors in “Applied Literary Studies,” “Edition Philology” and “Arts and Media Administration”; support for organizing language courses in Latin and Greek for students in all departments for a transition period of two years; switching French Studies over to the new academic structure; support for the lectureship for Catalan Language and Literature

Philosophy and Humanities

Department of Physics: Integrating the professorship for “Didactics of Physics” (from Technische Universität Berlin to Freie Universität Berlin); offering the Bachelor’s program in Physics in the 2005/2006 winter semester, and the corresponding Master’s program in Physics within the appropriate time period; presenting a concept to increase the number of students in the major (diploma/ Master’s); recruiting students from other domestic and international universities

Physics

Department of Political and Social Sciences: Reducing the number of teaching assignments; developing and implementing a new Master’s program for teacher training; support for the continuation of course offerings in the “Public and Corporate Environmental Management” Master’s program and the “Environmental Management” elective; presenting a course-of-study plan for the Sociology degree program; presenting a suggestion for a new Master’s program in Sociology

Political and Social Sciences

Department of Law: Developing a university review in the required subjects of Civil Law, Criminal Law, and Public Law; establishing a department for “Simulation of Negotiation and Decision-making Processes”; presenting a concept to combine the course offerings in the area of Mediation and ensure their long-term success and to modularize the programs of study by the 2006/2007 winter semester, and a concept for

Law

Veterinary Medicine

an international Master's program, the "Master of Environmental Legal Studies" in cooperation with the University of Auckland/New Zealand

Department of Veterinary Medicine: Expanding the online test for prospective students as a tool for applicants' selection interviews, digitizing existing media, and introducing an e-learning documentation system; offering a prize for outstanding performance in teaching

Business and Economics

Department of Business and Economics: Creating an e-learning platform to accompany the "Accounting II" course; support for continuing the project entitled "Integration of Interactive Learning Elements"; developing the project entitled "Business Studies in the Workplace (BWL-Studium im Beruf, BiB)" including e-learning components; establishing an online Master's program in "Net Economy"; support for continuing the project entitled "Interactive Macroeconomics," which developed out of the "Dialogical Learning" project; switching to the Bachelor's programs by the 2006/2007 winter semester

Research

There are several agreements regarding research that affect all departments and central institutes. These include a percentage-based increase in external funding, and increasing research activities through corresponding measures, along with an annual reporting requirement (advised by the Dean of Research; courses on the topic of external funding).

An additional agreement was made with the Natural Science departments that they would use their laboratory facilities in a performance-oriented manner and take part in developing, conceptually expanding and maintaining a joint database in which the existing large devices used for research are inventoried and classified for analysis purposes. In addition to these goals, other objectives specific to departments and central institutes were agreed upon, including the following:

Department of History and Cultural Studies: Applying for support for the DFG research group entitled "Global History from a Transcultural Perspective"; presenting an integrated concept for researching Jewish history that takes the cluster process into account; support for an application to establish an externally funded center for interdisciplinary manuscript research with a special focus on illuminations and codicol-

ogy; applying to establish a research group supported by the DFG, and a DFG-supported postgraduate program from the “Old World” interdisciplinary center in cooperation with the Deutsches Archäologisches Institut; guest lecturer/ visiting professorship in the “Semitic Studies” seminar

History and Cultural Studies

Department of Law: Increasing activities relating to “Insurance Law”; bundling research activities and applying for support for a DFG research group; presenting a concept for implementing the Environmental Management project in the “System Earth” cluster; presenting a concept for implementing the Master’s program in Environmental Law

Law

Department of Philosophy and Humanities: Support for the “German Film Music Project” research center; support for the project entitled “Fragmenta Tragicorum Romanorum”; support for establishing the “Heiner Müller Guest Professorship”

Philosophy and Humanities

Department of Education and Psychology: Focusing the research profile in the area of “Extracurricular Youth Education and Continuing Education”; initiating the project entitled “Violence Prevention and Sex Offenses” in cooperation with the Berlin Police Department; support for the postgraduate program in “Psychosocial Prevention and Health Promotion”; support for the BLK (federal education commission)’s expert committee for education in its model project, “Learning and Embodying Democracy”

Education and Psychology

Department of business and Economics: Preliminary application for support for a DFG research group entitled “Path-dependent Processes in Companies, Networks and Markets”; presenting a plan for research activities and for increasing external funding by making use of cooperative opportunities

Buisness and Economics

Department of Political and Social Sciences: Support for the publishing project entitled “Erwin Piscator: The Letters”

Political and Social Sciences

Institute for Latin American Studies: Support to ensure the EU’s emphasis funding program (OREAL – Global Governance); further development and academic expansion of the Brazil emphasis; support

Latin American Studies

to ensure the cooperation with the Ibero-American Institute in preparing a project proposal entitled “Hypertext Information System for Latin America”; support for lasting preservation of knowledge – digital recording and cataloging of pre-Columbian artwork

Biology, Chemistry, and Pharmacy

Department of Biology, Chemistry, and Pharmacy: Establishing a DFG research group entitled “Molecular Signal Processing in Two-Component Microbial and Plant Systems”; developing an application for a collaborative research center entitled “Arthropods as Model Systems for Developmental Biological and Physiological Processes”; developing an interdepartmental research center for pharmaceutical research; presenting a concept for establishing Core Facilities, with the thought that these areas and their devices would be made available to multiple users and working groups in the future; establishing the Core Facilities in “Nucleic Acid Microarray Analytics” (together with the departments of Veterinary Medicine and Human Medicine); developing a feasible long-term structural concept for the “Protein Structure Plant”

Veterinary Medicine

Department of Veterinary Medicine: Creating a mid- to long-term plan for research associations in order to ensure ongoing research groups and the institution of additional research and special research areas; developing a long-term plan for moving the “Probiotics in Swine” research group to a collaborative research center; support for acquiring a storage system for digital data (X-rays, computer tomography, sonography); establishing Core Facilities in “Nucleic Acid Microarray Analytics” (together with the departments of Biology, Chemistry, and Pharmacy and Human Medicine)

Mathematics and Computer Science

Department of Mathematics and Computer Science: Presenting a concept for participation in the international “Grand Challenge” competition

Earth Sciences

Department of Earth Sciences: Safeguarding the “Planetology” working area

Doctoral student support

Most of the departments and central institutes agreed that they would develop postgraduate programs within Dahlem Research School. Some specific agreements were made in this regard:

Department of Biology, Chemistry, and Pharmacy: Applying for a research training group as a follow-up project to the research training group in “Evolutionary Transformations and Mass Extinctions”; support for an application for a DFG-funded research training group in “Medical Chemistry”; bringing in Emmy Noether scholarship winners in “Organic Chemistry”

Biology, Chemistry, and Pharmacy

Department of Education and Psychology: Expanding the “In Shape for Teaching” program that had been developed in the work area of “Evaluation, Quality Assurance, and Quality Management”

Education and Psychology

Department of Earth Sciences: Participating in an international doctoral program within the framework of Dahlem Research School.

Earth Sciences

Department of History and Cultural Studies: Participating in a research training group entitled “Gender & Diversity as Research Categories for Cultural Studies”; new application for a DFG-funded postgraduate seminar through the interdisciplinary center entitled “Building Blocks of a Social History of the Near East”

History and Cultural Studies

Institute for Latin American Studies: Support for a workshop entitled “Transregional Significance of Cuba’s Cultural Production” for junior researchers

Latin American Studies

Department of Mathematics and Computer Science: Participating in international doctoral programs through Dahlem Research School; bringing in Emmy Noether scholarship winners to establish a junior research group at the Institute for Mathematics II; support for the “Computational Biology” and “Scientific Computing” programs of study

Mathematics and Computer Science

Department of Philosophy and Humanities: Establishing a research training group through the planned “European Languages” interdisciplinary center

Philosophy and Humanities

Department of Political and Social Sciences: Participating in international doctoral programs through Dahlem Research School; support for Collaborative Research Center 450

Political and Social Sciences

Gender equality

All of the departments and central institutes have declared their willingness to continue to increase the proportion of women when refilling professorial positions; and in filling mid-level positions, to achieve a proportion of women that corresponds to the proportion of female graduates. All management-related statistics are to be differentiated according to gender, and the aspect of gender is to be appropriately considered in the course offerings. The majority of departments and central institutes will continue to support the gender equality plans in accordance with the gender equality guidelines, and to support Freie Universität's participation in the "Initiative D21" higher education competition, "Women as a Success Factor for Institutes of Higher Education," as well as taking part in the informational open house and Girls' Day. The specific agreements include the following:

Biology, Chemistry, and Pharmacy

Department of Biology, Chemistry, and Pharmacy: Support for the area of gender research in Clinical Pharmacy

Education and Psychology

Department of Education and Psychology: Having an evaluation of the "Profile" program performed by the "Empirical Educational Studies" work area

History and Cultural Studies

Department of History and Cultural Studies: Support for various measures to strengthen gender-related topics; applying for support for an online-based program of study in collaboration with the "FernUniversität in Hagen"; applying for authorization of a project entitled "Living History – Afghan Women Tell Their Stories" at the Goethe Institute

North American Studies

John F. Kennedy Institute: Developing gender-oriented modules for the Master's program in "North American Studies"; ensuring a link between the Institute's emphasis in Gender Studies and the "Managing Diversity: Personal History, Generations, Gender" cluster; support for a lecture series entitled "The Outlook for Gender Studies in Germany"

Latin American Studies

Institute for Latin American Studies: Support for the lecture series entitled "Gender and Transnationality"

Mathematics and Computer Science

Department of Mathematics and Computer Science: Seminar on the topic of "Female Scientific Scholars in Mathematics and Computer Science"; support for activities mentoring school-age girls (Sommeruniversität, Girls' Day)

Department of Philosophy and Humanities: Support for establishing a DFG research group entitled “Female Humanities Scholars in the 20th Century”; creating a homepage by the gender equality officer through the department’s web site

Philosophy and Humanities

Department of Physics: Continuing activities that support school-age girls (such as Girls’ Day, informational open houses for school-age girls, physics vacation courses and experiment courses for girls); with support from MINT and the cooperation of schools, developing “taster courses” for girls and young women in order to motivate them to study physics

Physics

Department of Political and Social Sciences: Evaluating the C1/C2 program supporting female doctoral students at Freie Universität Berlin

Political and Social Sciences

Department of Law: Developing the area of “Antidiscrimination Law” beyond the area of “Equality for Men and Women” to include an additional research focus on “European and International Antidiscrimination Law”; updating the “Women and Law” bibliography; support for projects to change career images of men and women; improving career prospects for female students, opening an academic forum for women-related research

Law

Department of Veterinary Medicine: Measures to counteract imbalanced gender distribution in the courses of study; support for the pilot project entitled “Program for the Support of Pregnant Women and Mothers in Veterinary Studies”

Veterinary Medicine

Business and Economics:

Department of Business and Economics: Implementation of a career workshop for the department’s academic employees

Business and Economics

Internationalization

All of the departments and central institutes will increase their efforts to attract junior researchers from abroad; they will support potential Alexander von Humboldt scholarship winners in the application process, and promote them through international networks. Specific agreements include the following:

Biology, Chemistry, and Pharmacy

Department of Biology, Chemistry, and Pharmacy: Presenting a concept to develop additional internationally competitive research focuses, or to further develop existing focuses

Education and Psychology

Department of Education and Psychology: Presenting a concept to revitalize the ABLÉ agreement (Amsterdam-Berlin-London cooperative agreement for educational studies)

History and Cultural Studies

Department of History and Cultural Studies: Accepting a semester abroad as a planned requirement, in accordance with the guidelines of Freie Universität, into the study regulations for Bachelor's and Master's programs

North American Studies

John F. Kennedy Institute: Presenting a concept for continuing, securing, and expanding international partnerships; support for the Ernst Fraenkel Lectures; support for financing a guest professorship to increase interdisciplinary teaching and research in the initial phase of a new Master's program, "North American Studies"; continuing the Canadian guest professorship financed with matching funds, which allows the central institute to distinguish itself further as a Canadian Studies Center

Latin American Studies

Institute for Latin American Studies: Further development of the "Knowledge Production of Latin American Intellectuals" internet portal in cooperation with the Goethe Institute in Chile; translating a Master's program description

Physics

Department of Physics: Developing an international exchange program with the Indian Institute of Technology (IIT); organizing the 23rd "European Conference on Surface Science"

Political and Social Sciences

Department of Political and Social Sciences: Support for mentoring the Master's program in "International Relations," running the affairs of the Erasmus/Socrates program, and internationalizing course offerings, including dual-degree programs

Law

Department of Law: Support for a guest professorship for Anglo-American Law

Department of Veterinary Medicine: Expanding the activities of the Graduate School for Veterinary Health to Estonia and other European countries

Veterinary Medicine

Continuing Education

Among others, the following agreements were made with the departments and central institutes regarding this topic:

Department of Biology, Chemistry, and Pharmacy: Support for the training laboratory for alternative approaches

Biology, Chemistry, and Pharmacy

Department of Education and Psychology: Presenting a concept for establishing a fee-based continuing education, one-year, interdisciplinary Master's program (60 LP) in "Psychosocial Intervention" to take place simultaneously with full-time work; developing a fee-based, certified continuing education or postgraduate course entitled "Entrepreneurship"; developing a fee-based, certified qualification program entitled "Media Pedagogy"

Education and Psychology

Department of Earth Sciences: Establishing a summer school program entitled "Models of Mass and Energy Transport in Porous Media"; adapting the continuing education program (Fernerkundung/GIS) to the new teaching and research emphases, or establishing a new continuing education program

Earth Sciences

Department of History and Cultural Studies: Presenting a concept for implementing the "Mature Student" program of study; support for implementing the Indo-European Summer School (IESS)

History and Cultural Studies

Department of Latin American Studies: Preparing a study that provides information about the use of knowledge from the Master's programs and participants' career placement

Latin American Studies

Department of Political and Social Sciences: Presenting a concept for a fee-based continuing education program entitled "Contemporary History: Dictatorship and Democracy in Germany after 1945"

Political and Social Sciences

Department of Veterinary Medicine: Presenting a concept for a contin-

Veterinary Medicine

uing education and vocational training center for postgraduate qualification of veterinary doctors; support for the “Performance and Health” research project

Business and Economics

Department of Business and Economics: Support for the project entitled “Entrepreneurship in a Knowledge-based Society”

Publicity

All of the departments and central institutes agreed to ensure that public-oriented events would provide sufficient recognition of Freie Universität as the supporting organization or participating institution. The following specific agreements were made, among others:

Education and Psychology

Department of Education and Psychology: Establishing an alumni association in cooperation with Psychology graduates and in conjunction with the Ernst Reuter Association

Earth Sciences

Department of Earth Sciences: Support for the new edition of “The Animated Planet”; carrying out a symposium on the topic of “Global Change”

North American Studies

John F. Kennedy Institute: Support for maintaining and updating a web site that serves to distribute a conference brochure as well as publishing other research results and working papers from the Political Science department; obtaining the American ambassador’s support as patron of the “North American Studies” Master’s program

Latin American Studies

Institute for Latin American Studies: Support for a conference of the German Latin American Research working group (Deutsche Lateinamerikaforschung, ADLAF) on the topic of Brazil

Mathematics and Computer Science

Department of Mathematics and Computer Science: Participating in the RoboCup 2005 and 2006 robot competitions; support for the presentation of proposed research projects and research results from the Institute of Computer Science for industry partners; carrying out the “Industrie-Infotage Informatik” (Computer Science Industry Informational Open House)

Department of Physics: High-profile realization of the Einstein Collo-

quium during the Einstein Year, and long-lasting continuation of the Einstein Lectures; revising the departmental homepage

Physics

Department of Veterinary Medicine: Support for the traveling exhibition entitled “Mad Cow Disease: a Teaching Tool”; presenting a concept for a model project on the “Professional Representation of the Department on the Internet”

Veterinary Medicine

Internal departmental organization

A majority of the departments and central institutes agreed that they would conclude written objective agreements with their work areas in the future. Specific agreements include the following:

Department of Biology, Chemistry, and Pharmacy: Participating in building and property planning, with the goal of concentrating and allocating spaces

Biology, Chemistry, and Pharmacy

Department of Earth Sciences: Adapting the performance-based allocation of funding to Freie Universität’s new performance model; presenting a financing concept for the Earth Sciences area library

Earth Sciences

Department of History and Cultural Studies: Presenting a concept on the organizational structure of East Asian Studies; creating a stronger connection between the allocation of personnel resources and performance criteria

History and Cultural Studies

Department of Mathematics and Computer Science: Creating a planning reserve of approximately 10 percent of the title association’s resources

Mathematics and Computer Science

Department of Philosophy and Humanities: Further developing the method of internal performance-based allocation of funds, in conjunction with Freie Universität’s redesigned performance model; increasing resource allocations by 5 percent in both 2005 and 2006

Philosophy and Humanities

Department of Veterinary Medicine: Concentrating “Animal Nutrition” at Domäne Dahlem, and relocating Virology to the Aberhaldenhaus in

Veterinary Medicine

Berlin Mitte; combining geographically separated departments on the Dahlem or D uppel campus; presenting a concept to introduce a software and accounting system for surveying and collecting processing fees

Central Services

The following agreements, among others, were made with the departments and central institutes:

Earth Sciences

Department of Earth Sciences: Presenting a revised concept for the “Regional Weather” service; presenting a concept for the project entitled “Information about Wind-Merlin – Development and Entry into Adult Education”

History and Cultural Studies

Department of History and Cultural Studies: Support for clarifying image rights and for preparing the teaching program that came out of the “School of Seeing,” “The History of Art and Its Changing Function”

Mathematics and Computer Science

Department of Mathematics and Computer Science: Developing the “Computer Operation” central service, and carrying out a pilot project entitled “FUNkLAN (wireless LAN) 2 with DFN Roaming Compatibility,” support for training sessions and coordinating an organizational process for first- and second-level support in computer operations.

Physics

Department of Physics: Presenting a concept for planned structuring of other employees in the technical area

Veterinary Medicine

Department of Veterinary Medicine: Creating a business plan

Modernization and infrastructure measures

All of the departments and central institutes agreed to present a report on informational technology (IT) including the following information: current status of IT usage in research, teaching, and administration; use of the mandatory standard in IT organization, IT security, and IT projects as per the guidelines of Freie Universitat; mid-term IT financing and resource plan-

ning and measures for IT controlling. Among others, the following specific agreements were made:

Department of Biology, Chemistry, and Pharmacy: Presenting a concept for integrated laboratory realization and the agreed-upon usage of lab rooms

Biology, Chemistry, and Pharmacy

Department of Education and Psychology: Support for investments in computer-supported test diagnostics; adapting the technical infrastructure for future use of the Computing Services (ZEDAT) offerings

Education and Psychology

Department of Earth Sciences: Support for setting up an efficient WLAN network on the Lankwitz campus and in the Institute for Meteorology; implementing the pilot project entitled “Secure Centralized – Local Office Communications”

Earth Sciences

Department of History and Cultural Studies: support for creating a CD with images of Berlin for the “Sonderauftrag Linz” (Linz special assignment); presenting an e-learning concept; presenting an overall concept for digitizing the department’s image archives

History and Cultural Studies

Institute for Latin American Studies: Support for updating electronic visual aids

Latin American Studies

Department of Physics: Physically integrating the professorship for Didactics

Physics

Department of Political and Social Sciences: Combining the libraries at the Ihnstraße/Garystraße site; testing the extension of opening hours to include Saturday; expanding the digital locking and organization systems for classrooms and copier rooms

Political and Social Sciences

Department of Law: Support for modernizing the PC pool

Law

Department of Veterinary Medicine: Support for modernizing the lecture hall in the horse clinic and the classroom in the small animal clinic; support for installing a multi-user system in the small animal clinic; presenting an energy-saving concept for PC management; presenting a concept to improve hygiene standards in the horse clinic

Veterinary Medicine

Business and Economics

Department of Business and Economics: Installing a book-security system in the Business and Economics library

Other

The departmental and central institute-specific agreements concern the following:

Biology, Chemistry, and Pharmacy

Department of Biology, Chemistry, and Pharmacy: Support for improving the computing service and for developing the e-learning program

Mathematics and Computer Science

Department of Mathematics and Computer Science: Presenting a concept to integrate the Bioinformatics study office into the general departmental study office

Philosophy and Humanities

Department of Philosophy and Humanities: Presenting a room-allocation plan for relocating the Institute for General and Comparative Literature

Physics

Department of Physics: Combining all activities for school-age children (PhysLab, NatLab, MINT)

1.5 Quality management

Comprehensive quality management concept

On the basis of the August 2004 policy paper “Quality Management at Freie Universität Berlin (FUQM)” presented to the Board of Trustees, the Executive Board has begun implementing a comprehensive concept for quality management. In doing so, it is fulfilling the obligation laid out in the last two higher education contracts to create a quality management system. The concept’s implementation is based on the “Benchmarks of Quality Management at Freie Universität Berlin.”

Benchmarks of Quality Management at Freie Universität Berlin (FUQM)

The status quo of quality management at Freie Universität Berlin

The following elements of quality management at Freie Universität Berlin have been successfully implemented or are in the process of being implemented.

New partial basic order (completed)

Target objectives (completed)

Indicator-based budgeting (completed)

Cost-performance calculation (trial run)

Switching the programs of study to Bachelor's/Master's (in process)

Structured doctoral training in graduate schools (in process)

Knowledge alliances and excellence clusters (in process)

Campus concentration (in process)

Communications concept (in process)

Teaching evaluations (in process, partially completed)

Appointment concept (completed)

Quality management objectives of Freie Universität Berlin

Developing Freie Universität's leading position in teaching and research: in Berlin, nationally, and internationally

Legitimizing the use of public resources in the reporting system

Increasing user satisfaction (students, customers, and others)

Expanding individual employees' acceptance of personal responsibility

Improving internal communications and identification

Safeguarding knowledge and qualification assets and the use of these assets

Implementing an empirically established performance evaluation of the areas

Creating a reliable informational basis for external communications regarding Freie Universität (such as public relations and publicity campaigns)

Quality management tools

Freie Universität has chosen the “Total Quality Management” process as the most comprehensive strategy for quality assurance.

Freie Universität shall make independent decisions regarding the use of the FUQM tools (in terms of both time and personnel) in order to fulfill the obligations taken on through the higher education contracts.

FUQM evaluations will be performed by independent consultants.

External evaluations will take place regularly at five-year intervals.

The State of Berlin, in its role as overseer, will check the quality assurance tools in consultation with the Conference of Berlin Universities (Konferenz der Berliner Universitäten, KBU). Therefore it is not necessary to establish a separate State quality-control agency.

Quality standards

Freie Universität is focusing on quality standards for the following areas:

Teaching

- proportion of students from underprivileged backgrounds
- proportion of students who drop out or change majors
- scope of integration and advising opportunities for students
- graduation rates
- length of study
- quality of skills and knowledge gained
- allocation successes on the job market

Research

- proportion of scholars active in research
- advising ratio between doctoral students and professors
- external funding acquired (differentiated)
- number of employment opportunities created through external funding, particularly for junior researchers
- publications
- citation index (where common for the department)
- patents
- academic prizes

Equality**University management**

- efficiency of administrative and decision-making processes
- effectiveness of measures taken and decisions made
- diversity of financial sources
- quality of strategic controlling
- turnover in academic personnel
- interdisciplinarity of the organization in knowledge alliances, clusters, and other areas
- ability to adapt quickly to external changes
- quality of evaluation processes

Internationality

- proportion of Alexander von Humboldt scholars and award winners
- active university partnerships
- proportion of international scholars
- international programs and memberships

In 2005, an administrative department was established under the President (PQM). On the basis of the “Zurich Model,” the administrative department began to implement the concept and started two pilot projects, in the Department of Physics and in the Language Center.

The data collection phase was completed for the Department of Physics, though not yet for the Language Center. As expected, the results show that the introduction of quality management measures in a university, particularly in administrative areas, meets with significant reservations; therefore, the process must be performed cautiously, as with the introduction of the objective agreements.

Cautious implementation

Because of the unexpected announcement of the excellence competition, the quality-management project was temporarily put on hold, since employees were needed for the excellence initiative. Given the Physics department's strong involvement in the excellence competition, work on the pilot project will not resume in that area until after the end of the competition.

2. Structural development and appointments

2.1 Structural planning

As a result of the decreased contributions required by the supplements to the higher education contract for 2003-2005, an amount of 75 million euros, Freie Universität was forced to create a new structural plan to coordinate with the new structural plans of Humboldt Universität and Technische Universität. This obligation was fulfilled on time in June of 2004, when the structural plan was presented along with the common paper from Freie Universität, Humboldt Universität, and Technische Universität in order to coordinate the structural plans.

Structural plan and collective paper of the Berlin universities

The total reduction, in addition to the 75 million euros, also included expenses for the technical college structural fund, the increase in pensions and the pay scale increase. The total amount to be reduced thus added up to 37 million euros, to be provided by 2009. 20 million euros will be generated by eliminating 82 professorships, and the remaining 17 million euros will come primarily from cutbacks in administration, the central service areas, the libraries, the Botanic Garden and Botanical Museum, and the Department of Veterinary Medicine.

Freie Universität not only implemented the requirements by creating a cutback plan; with the structural plan, it also took on a comprehensive restructuring of the academic areas, oriented toward the creation of research clusters. In the overall process, Freie Universität is using the structural plan to take a comprehensive look at students' educational needs and student demands. The overarching criteria have been supplemented by planning points specifically tailored to the concerns of Freie Universität. The details of the plan suggested by the Executive Board of Freie Universität are based on the following criteria, premises, and facts:

Comprehensive restructuring

- The departments, research activities, academic offerings, and doctoral programs are charged by the State with ensuring the State's sustainability through their scholarly contributions. To this end, scholars and disciplines enter into knowledge alliances within the university as well as outside it,

with organizations, companies, and academic as well as nonacademic institutions within and outside of Berlin.

Sustainability issues in clusters

- Sustainability issues are bundled into emphasis areas (clusters) and become the focus for managing processes, structures, and resources. Freie Universität began this process four years ago, with the founding of the interdisciplinary centers, and will continue to strengthen and initiate external funding activities, for example, in connection with these emphases.
- Freie Universität, together with Humboldt Universität, assumes that the Humanities and Social Sciences as well as teacher training will continue to be a priority at these two universities, and that the non-technical Natural Sciences at both universities will attract special attention through their high-level use of the established facilities.
- At Freie Universität, the BioCampus Dahlem, with its integral component the Benjamin Franklin Charité campus, is attracting particular attention as a sustainable academic potential.

Eliminating redundant offerings

- Redundant offerings from Freie Universität and Humboldt Universität are being eliminated either by not offering additional departments at both universities or by profiling them in such a way that pure overlaps are eliminated. Technische Universität is included in this coordination process as necessary. The offerings of the State of Brandenburg are then considered in terms of their applicability as supplemental offerings, and/or in terms of their potential for cooperation.
- If possible, any departments offered solely by Freie Universität will not be eliminated.
- The quantitative relationship between the humanities and social sciences and the natural sciences will remain the same as it has been since the 1997 structural plan.
- In creating the structural plan, departments with excellent performance will continue to be particularly supported. A corresponding analysis of strengths and weaknesses, based on index numbers and regional, national and international rankings, will provide the basis for the restructuring decisions.

*Maintaining the relationship between the
Humanities and Social Sciences and the
Natural Sciences*

- In order to ensure the excellence and attractiveness of the remaining departments and areas, the applicable levels of resources and equipment will be maintained. This also includes the possibility of preferential appointments if this can help stabilize a department. Along with providing a new appointment strategy with centralized and local responsibility, this option will ensure that outstanding international scholars can still be attracted to Freie Universität in the future. In order to permit any necessary early appointments and avoid possible risks, a structural and innovation reserve of eight professorships will be created.

- The research and teaching of Area Studies will remain a central component of Freie Universität, in its role as a university in the capital city. Together with Humboldt Universität, these areas include North America (John F. Kennedy Institute), Latin America (Institute for Latin American Studies), Eastern Europe (Institute for Eastern European Studies), the Near East as well as individual European countries such as Italy (Center for Italian Studies), the Netherlands and, together with Technische Universität, France.
- For each department, according to its future structure, a decision must be made as to whether all levels of consecutive education will be offered (BA/MA/doctorate), or only individual levels. This decision will be made in consultation with the other universities in order to ensure as complete an offering as possible for each department in the region.

Area Studies as a central component

The draft of the plan is in keeping with the basic decision to maintain the relationship between the Humanities and Social Sciences and the Natural Sciences (in a two-to-one ratio), and to ensure the applicable resource ratios for professorships with qualification positions in order to remain competitive.

Adjusting the structural plan to the future budgetary situation meant that, in addition to giving up five disciplines – Indology, Indo-Germanic Studies, Byzantine Studies or Modern Greek Studies, Music Studies, and Protestant Theology – the following majors also had to be given up:

Giving up disciplines and majors

- Diploma program in Sociology,
- Music Studies,
- Comparative Music Studies,
- Indian Languages and Literature,
- Indian Art History,
- Indo-Germanic Studies,
- Byzantine/Modern Greek Studies,
- Medieval Latin Language and Literature,
- Protestant Theology,
- Geography for Teachers

In the end, the Department of Modern Greek Studies was saved by the acquisition of an endowed professorship from the republic of Greece.

After presenting the structural plan, the Executive Board of Freie Universität obtained a detailed overview of the professorships expected to open up through 2009 on the basis of natural fluctuation, and determined the necessity of refilling these positions in the context of implementing the structural plan. The appointment plan that was developed formed the basis for the objective agreements for 2005/2006, which were discussed with the Dean's

Appointment plan

Office beginning in the fall of 2004 and were concluded in February 2005. Guided by the currently applicable appointment procedure and the future appointment procedure as per the plan described above, the structural plan will now be implemented gradually. The plan is expected to be largely implemented by 2009.

2.2 Interdisciplinary cluster concept

Cooperation between academia and business

Against the backdrop of the economic, social, and demographic developments in Germany, and in order to overcome the complex challenges of the near future, academia must orient itself more strongly than ever toward global trends in determining the focus of research, training, and development for academic involvement in the future. Identifying and describing these emphases requires a joint effort from academia and commerce. Therefore Freie Universität is carrying out projects with various business partners (VDI/VDE-IT, Gesamtmetall, Bundesverband der Deutschen Industrie, and Stiftung Industrieforschung) in order to accompany and support the process of emphasis development (cluster formation) as a top international university, and to evaluate its transferability to the higher education system.

In light of quickly moving globalization processes, significant development trends are emerging for economically powerful countries and will require a large number of strategic decisions involving a significant need for knowledge.

In Germany, this strategy has been pursued only superficially on the national level. It is based primarily on the 1998 “Wissensdelphi” (Delphi knowledge study). Because of this lack, there is currently no national development strategy for scholarship and higher education.

In 2003, Freie Universität Berlin took the following steps to pursue an interdisciplinary cluster concept as a supplement to the traditional departmental structure:

- identifying global megatrends;
- identifying national knowledge needs;
- comparing these with high-performing areas of competency within Freie Universität Berlin;
- identifying excellence clusters;
- strategically allocating resources to excellence clusters;
- training elite academic scholars;
- holding a strategic dialogue between academia and non-higher education; businesses, organizations and institutions.

In order to identify and describe the global megatrends, the following questions and objectives form the starting point for academic work in all of the clusters mentioned:

Orienting research questions toward global megatrends

- Which phenomena result from the globalization process? (For instance, a need for faster production and transport.)
- What are the results of the global phenomenon? (For instance, shortening time and making it more valuable.)
- Which conflicts can be expected to arise from this trend? (For instance, conflicts over minimum wage, productivity expectations within specific time limits, and competition in providing shorter delivery times.)
- What risks accompany global acceleration? (For instance, risky decisions made because of a lack of time and intervention, rushed offers, and health dangers for employees under time pressure.)
- What knowledge and research needs arise from these problematic situations? (For instance, providing legal organization for international time conventions, optimizing decisions made under time pressure, and reducing stressors.)
- What opportunities for business and society result from the anticipated phenomena?
- Which strategies or necessary actions can be applied to take advantage of opportunities and avoid risks and conflicts?

After an initial process was performed during the 2004 structural planning to identify the university's performance strengths, the following 15 emphases were determined, and groups of scholars began to work on them as clusters:

Emphases determined for Freie Universität Berlin

- Dahlem BioCampus,
- System Earth,
- Molecular Structure Research,
- System and Network Research,
- Security,
- Personal History, Generations, and Gender Research,
- Research on Teaching and Learning,
- Migration Studies,
- Global Governance,
- Quality of Life,
- Media Research,
- Aesthetic Experience,
- Cultural Transformation Processes,

- Old World and European Culture,
- Intercultural Competency.

The Executive Board of Freie Universität Berlin charged individual groups of scholars with developing differentiated cluster concepts for different emphases in order to then make decisions about their further development. It turned out to be very productive in the federal and state excellence initiative, which at this point was still unanticipated, to have these emphases already identified within the university.

Inspired by Freie Universität's cluster formation process, an initiative was founded in Berlin with the goal of expanding this concept:

Cluster process for Berlin

The Berlin academic commission (Berliner Wissenschaftskommission, BWK) was convened by the initiative entitled "Thinking about Tomorrow, Business and Academia Working Together for Berlin," together with the Knowledge Creates the Future (WissenSchafftZukunft, WSZ) initiative, the state conference of rectors and presidents (LKRP), and the Chambers of Commerce and Industry. Its purpose is to focus on the future of the academic landscape in the capital city, and to develop recommendations for further development. Particular emphasis is placed on Berlin's areas of business competency and the ways in which they overlap with research and academics. In addition, it is meant to highlight strategies for the humanities and social sciences. The commission is an initiative of the academic institutions and businesses, and uses working groups to determine and further develop emphases, addressing the following questions:

- How can cooperation between colleges and universities, top research institutions outside the university, and businesses be optimized?
- What strengths and weaknesses do Berlin and the region have in the field of emphasis? How are these to be addressed?
- Which international trends apply to the emphasis? How are the risks and opportunities of these trends perceived?
- Which activities and measures would enable Berlin to influence the trends using this emphasis?
- Which contributions can be expected from the emphasis to help develop a new or existing academic cluster?
- Can this topic also be used as part of an interregional or international cluster?

The working groups are:

- Life Sciences working group (Professor Dr. Günter Stock),
- Traffic/Mobility working group (Professor Dr. Kurt Kutzler),

- Communications, Media, and Culture working group (Professor Dr. Dieter Lenzen),
- Society, History, Politics working group (Professor Dr. Jürgen Kocka),
- Optical Technologies and Microsystem Technologies working group (Professor Dr. Ingolf Hertel),
- Material Sciences working group (Professor Dr. Michael Steiner).

The Communications, Media, and Culture working group, led by the President of Freie Universität Berlin, will create a concept – in accordance with the intentions formulated by the Berlin academic commission – to redesign the cooperation between Berlin’s and Brandenburg’s cultural and media institutions on the one hand, and the corresponding departments in Berlin’s academic institutions on the other. Even though the area of media and culture is unusual in comparison with the other cluster initiatives, which are linked with businesses, it made sense to found this working group because there are numerous similarities with traditional cluster areas that suggest creating even closer collaboration with public and private cultural institutions, publishers, newspapers, and stations on the one hand, and departmental disciplines on the other. In terms of the reorientation of the Berlin funding efforts, then, the conceptual design of the non-academic cultural and media-related areas will be very important.

Communications, Media, and Culture working group

2.3 Federal and state excellence initiative

2.3.1 Competitive participation

In the federal and state excellence initiative, which was announced in June, 2005, after long preliminary political discussions, Freie Universität Berlin was able to build on its tradition of excellent research and its rich experience of continuing to develop even in times of great challenge. Because of the conceptual design and development of research clusters, a process begun in 2003, and because of the preparations underway for a Dahlem Research School, Freie Universität was able to submit eight application drafts to the DFG on September 30, 2005, for the following projects:

A tradition of excellent research and teaching

Application drafts for the excellence cluster funding line

- Dahlem Humanities Center – Towards a Theory of Cultural Dynamics in a Globalizing World (Professor Dr. Joachim Küpper)
- Governance in a Globalized World (Professor Dr. Thomas Risse)
- Molecular World in Motion – From Structural Dynamics to Regulation of Functionality (Professor Dr. Ludger Wöste)

- Earth and Space Systems (in cooperation with the University of Potsdam, Spokesperson: UP)

Application drafts for the graduate school funding line

- Diversity (Professor Dr. Barbara Riedmüller)
- Jewish Life in European Perspectives – History, Culture, Religion (Professor Dr. Giulio Busi, Professor Dr. Rainer Kampling)
- North American Studies (Professor Dr. Ulla Haselstein, Professor Dr. Harald Wenzel)
- Berlin Mathematical School, BMS (together with Technische Universität and Humboldt Universität, equal sharing of spokesperson role; first phase administered by Technische Universität; coordinator for Freie Universität: Professor Dr. Christof Schütte)

For the “strategies for the future” funding line

- Freie Universität Berlin – International Network University

Cooperation with the other Berlin universities

The President worked hard to increase the applications’ chances of success by creating consortia between the Berlin universities, with joint applications. For instance, the Life Sciences and Physics scholars of Freie Universität and Humboldt Universität agreed upon an application for a joint cluster, with the goal that one university would act as the representative for each cluster. Unfortunately, such an agreement could not be made with the administration of Humboldt Universität, and neither could a joint application be made for a graduate school of Gender Studies, to be shared between Freie Universität and Humboldt Universität. However, the efforts to collaborate with Technische Universität were successful, as shown by the cluster application on the topic of catalysis.

The International Network University strategic sustainability concept

For the so-called third line of funding, a strategy for the future was developed for an International Network University, with a focus on further developing a broadly diversified network structure in the areas of cluster formation – graduate schools – internationalization. This strategy for the future of Freie Universität Berlin builds on the university’s unique founding history on the one hand, and the current academic situation nationally and internationally on the other, at a time when the demographic situation is precarious particularly for Germany.

In the preliminary decision made by the Joint Commission, which consists of the expert commission of the Deutsche Forschungsgemeinschaft (DFG) and the strategic commission of the academic council, Freie Universität Berlin was the only one of the three Berlin universities awarded the chance to develop a complete application for all three funding lines.

In the first funding line, the excellence clusters, the cluster project entitled Governance in a Globalized World (spokesperson: Professor Dr. Thomas Risse, Department of Political and Social Sciences) was asked to develop a full application. In the second funding line, graduate schools, the John F. Kennedy Institute was successful with its project for a Graduate School of North American Studies (spokesperson: Professor Dr. Ulla Haselstein and now Professor Dr. Winfried Fluck), as was the joint application by the three Berlin universities, the Berlin Mathematical School. Freie Universität's International Network University as a strategy for the future was also chosen to submit an application.

During this process, the submission of applications in the summer of 2006 was followed by an inspection by a panel of the academic council, made up of international experts, to evaluate Freie Universität Berlin's strategy for the future in the third funding line of the excellence initiative. During the two-day hearings, approximately 100 members of the university were heard at the panel's request, including the chair of the Board of Trustees, the Executive Board, the Dean's Office, the Gender Equality Officer, an excellence council made up of spokespeople from various research associations, newly appointed university instructors as well as (post-) doctoral students. In addition, the academic council's commission interviewed external partners of Freie Universität Berlin.

Similarly, the DFG evaluated Freie Universität Berlin's applications for the cluster and graduate school funding lines. To this end, the DFG invited 15 people (scholars as well as representatives of the university administration) to discuss each application.

In the committee's final decision in October 2006, the university received authorization for two applications: both the John F. Kennedy Institute's Graduate School of North American Studies and the Berlin Mathematical School, a joint project of the Berlin universities, were chosen to receive funding. Freie Universität Berlin's strategy for the future, the International Network University, had also been rated very highly by the panel during the summer, but because of the final commission's relativizing assessment and the lack of authorization for a cluster, it could not be funded at this time.

Nonetheless, the university's path toward consistent internationalization in light of globalization received a promising acknowledgement; the international expert commission's excellent evaluation of this concept highlights the fact that Freie Universität's focus on global openness and excellence has met with broad recognition. For this reason, the strategy for the future was upheld in the second round as well.

At the same time as the application reviews and second-round hearings, preparations for the second round of the competition were already under-

Applications submitted for all three funding lines of the excellence initiative

Evaluation of the application

Acknowledgement of the internationalization strategy

Application drafts for the second round of the excellence initiative

way. To this end, the Executive Board had announced an internal competition in December 2005, and collected application drafts from groups of scholars for possible clusters and graduate schools; these were evaluated by external scholars by the end of February 2006.

For the second round of the federal and state excellence initiative, Freie Universität submitted 14 proposals in April 2006, and in September it submitted the application drafts for five graduate schools and nine clusters.

Application drafts for graduate schools

- Friedrich Schlegel Graduate School of Literary Studies (Professor Dr. Peter-André Alt)
- Graduate School of East Asian Studies (Professor Dr. Verena Blechinger-Talcott)
- Service Industries (Professor Dr. Michael Kleinaltenkamp)
- Muslim Cultures and Societies: Unity and Diversity (Professor Dr. Gudrun Krämer, Professor Dr. Ulrike Freitag)
- Graduate School of Food Safety and Health (Professor Dr. Karl-Hans Zessin)

Application drafts for excellence clusters

- Multiple Modernities – Entanglements of the Arts (Professor Dr. Erika Fischer-Lichte)
- Topoi. The Formation and Transformation of Space and Knowledge in Ancient Civilizations, together with Humboldt University (Professor Dr. Friederike Fleiss, Freie Universität; Professor Dr. Christof Rapp, Humboldt Universität)
- Coupled Earth Processes, together with the University of Potsdam (Professor Dr. Mark Handy, Freie Universität; Professor Dr. Manfred Strecker, University of Potsdam)
- Successful Learning in Modern Knowledge Societies: Individual and Institutional Prerequisites (Professor Dr. Bettina Hannover, Professor Dr. Michael Eid)
- From Protein Interactions to Pharmacological Interference (Professor Dr. Volker Haucke, Professor Dr. Walter Rosenthal)
- Coping With Natural Disasters: Transdisciplinary Analysis and Interpretation (Professor Dr. Ute Luig)
- Languages of Emotion (Professor Dr. Winfried Menninghaus)
- Diversity Studies (Professor Dr. Barbara Riedmüller)
- Functional Molecular Units in Their Environments (Professor Dr. Martin Wolf)

In addition, the Governance in a Globalized World application was upheld for the second round as well.

Freie Universität's cluster concept has been taken up internationally, nationally, and regionally. For instance, the education minister of the People's Republic of China invited the President of Freie Universität Berlin to present this concept as a model to more than 150 university presidents from the People's Republic of China. Before the excellence competition, the concept was also presented to then-federal minister Edelgard Bulmahn as inspiration for the later excellence initiative. It was also taken up by the Berlin academic commission (Berliner Wissenschaftskommission, BWK) in the fall of 2005.

International, national, and regional acceptance of the cluster concept

2.3.2 Freie Universität Berlin's strategy for the future: an International Network University

In its strategy for the future, Freie Universität is pursuing the goal of a network concept integrated with the university's departmental structure in order to generate international excellence in research and graduate studies, and to secure its position as a top international university for the long term. To this end, it is making the switch from a traditional university structure with exclusively bottom-up management to a strategic modern management system that also performs top-down processes. In doing so, Freie Universität is responding to the globalization process in the area of higher education by further developing international excellence models (research cluster structures, graduate schools, and international branches). Three centers will manage this process:

Modern strategic management and an integrated network concept

- Freie Universität's cluster concept will be realized in the *Center for Cluster Development*. This will establish a research network to consistently calibrate, implement, evaluate, and review the excellence clusters. It will identify research areas and analyze how the university's scholars can work within them, and will find appropriate partners for promising cooperative work.
- The *Center for Graduate Studies* (Dahlem Research School), as a network for doctoral students, will coordinate structured doctoral studies. Dahlem Research School – particularly in connection with the developing cluster networks – will establish new graduate programs and guarantee their excellence through regular evaluations.
- The *Center for International Exchange* is a hub for the international network, with branches worldwide. In the context of the "brain gain" needed in Germany, the center and its branch offices, along with their partners and regional academic institutions, recruit doctoral students. In addition,

Center for Cluster Development

Center for Graduate Studies

Center for International Exchange

the branches are places to exchange information about cluster research at Freie Universität Berlin.

Guaranteeing international networking

The three centers are interrelated in such a way that the Center for Cluster Development generates research topics and associations that are implemented in the Ph.D. programs of the Dahlem Research School; for both centers, the Center for International Exchange guarantees internationality by acquiring outstanding students and scholars as well as communicating Freie Universität's achievements.

Because of a positively reviewed project draft, a request was made in January 2006 to develop the strategy for the future, as proposed in the excellence initiative, into a complete application. After a two-day review by international experts in the summer of 2006, which was very positive, the university was not able to obtain authorization because the Joint Commission counterbalanced the panel's positive evaluation and because the competition requires simultaneous authorization of an excellence cluster and a graduate school, which was only partially granted. Two graduate schools were successful, but the Governance in a Globalized World cluster was not.

Expertise for Freie Universität

International Council

In order to further strengthen its strong connections with the world's large top universities and to adapt its structures and processes even more specifically to the international system, Freie Universität Berlin convened an *International Council* made up of recognized university leaders and scholars that would advise the university in its future ventures. The first annual meeting took place in March, 2006, and the guests' expertise was used to discuss the International Network University strategy for the future. The members are:

- Professor Dr. Christoph Badelt, President of the Vienna University of Economics and Business Administration, Chair of the Austrian Conference of University Presidents,
- Professor Samuel Barnes, Georgetown University, Professor of Government and Director of the Center of German and European Studies (CGES),
- Dr. Robert M. Berdahl, President of the AAU, American Association of Universities; former Chancellor of the University of California, Berkeley (1997 to 2004),
- Dr. Christian Bode, General Secretary of the Deutscher Akademischer Austauschdienst (DAAD),
- Professor Ian Chubb AO, Vice Chancellor of the Australian National University,

- Professor Ivor Martin Crewe, Vice Chancellor of the University of Essex,
- Richard Descoigns, Director of the Institut d'Etudes Politiques de Paris, Administrator of the Fondation Nationale des Sciences Politiques (FNSP), Conseiller d'Etat,
- Professor Dr. Hans-Uwe Erichsen, Chair of the Board of Trustees of Freie Universität Berlin, former President of the University of Münster, former President of the Conference of Higher Education Presidents,
- Professor Malcolm Grant, President and Provost of University College London,
- -Winfried Grolig, Ministerial Director, Head of the Department of Culture and Education, Department of Foreign Affairs,
- Professor Peter A. Hall, Harvard College Professor and Krupp Foundation Professor for European Studies,
- Dr. Sijbolt Noorda, President of the Association of Dutch Universities, VSNU,
- Professor Dr. Konrad Osterwalder, President of the Swiss Federal Institute of Technology Zurich,
- Dr. Debra W. Stewart, President of the Council of Graduate Schools, Washington, D.C.,
- Professor Anatoly V. Torkunov, President of MGIMO University (Moscow State Institute of International Relations),
- Professor Dr. Hans Weiler, Professor Emeritus for Education and Political Science at Stanford University and Professor Emeritus for Comparative Politics and former President of the European University Viadrina, Frankfurt/Oder.

European University Viadrina

2.4 Center for Area Studies

With the founding of the interdisciplinary *Center for Area Studies*, Freie Universität expanded its area studies profile as an international network university. Specifically, the following tasks and objectives are associated with the new form of organization:

Creating area studies networks

- supporting interdisciplinary and transregional research,
- networking course offerings and expanding graduate programs,
- enabling internal and external synergy effects,
- creating international networks.

Supporting interdisciplinary and transregional research

Creating a stronger network of various area emphases under the auspices of a joint center means creating more visibility and closer relations not just

*A comparative perspective and
new research questions*

for existing research activities. At the same time, it strengthens comparative perspectives and supports the development of new research questions that address transnational and transcultural processes in the current context as well in a historical depth of field. In addition to establishing activities such as lecture series or co-hosted events with international guests, its primary focus will be supporting joint research and the conceptual development of research alliances.

*Diversity of languages and subjects in the
field of area studies*

Networking course offerings and expanding graduate programs

Because of its unusually broad spectrum of departments and its regional diversity, Freie Universität has a special responsibility to provide qualified course offerings in Area Studies. Hardly any other university in Germany has so many Bachelor's and Master's programs in Area Studies and provides the opportunity to learn so many languages. The center makes it easier to coordinate the conception of new majors; it provides support for solving shared major-specific problems, and enables increased teaching cooperation by developing joint modules and integrating transcultural issues into the Master's and doctoral programs.

Collaborations and research associations

Creating internal and external synergy effects

Area studies at Freie Universität are part of an unusual research landscape. In addition to a rich academic infrastructure in and around the universities (libraries, museums, research institutions, and cultural sites), this includes research associations in which scholars from Freie Universität work closely together with colleagues from Humboldt Universität, Technische Universität, and the University of Potsdam. One of the center's key objectives is to create a stronger network between the somewhat scattered activities and to bundle them, for instance by systematically exchanging information, holding joint events, having guest exchanges, and cooperating in research groups and collaborative research centers.

Connections with all of the world's regions

Creating an international network

Freie Universität is connected with various universities and academic institutions through numerous cooperative agreements. Joint programs of study and interdepartmental doctoral programs increase Freie Universität's attractiveness and expand its international contacts. Some examples are the international graduate school of *InterArt Studies* (Professor Dr. Erika Fischer-Lichte), the *Graduate School of North American Studies*, which was successful in the excellence initiative (Professor Dr. Ulla Haselstein, Professor Dr. Winfried Fluck), the *East Asian Studies graduate school* applied for in the second round (Professor Dr. Verena Blechinger-Talcott), and *Muslim Cul-*

tures and Societies: Unity and Diversity (Professor Dr. Gudrun Krämer, Professor Dr. Ulrike Freitag). These diverse research activities are to be expanded through the planned international graduate seminar entitled *Zwischenwelten (In-between Worlds)/Entremundos – Latin America's Spaces of Globalization* (Professor Dr. Marianne Braig) and the planned graduate seminar entitled *Germany and China in a Globalized World – Interaction Between States and Society* (Professor Dr. Mechthild Leutner). The international networking of Freie Universität is supported by branches established in various parts of the world, including New York, Moscow, and Beijing. Within Freie Universität, the *Center for Area Studies* will be one of the important interfaces for this network.

2.5 Berlin University for Professional Studies

Academic further and continuing education is gaining societal recognition, and is becoming a growing and increasingly important segment of academia. At the same time, students have changed their personal life, learning, and career plans, which is already having an effect on their attitudes toward higher education.

Freie Universität Berlin has faced up to these challenges, and is founding the *Deutsche Universität für Weiterbildung (DUW) – Berlin University for Professional Studies* as a public private partnership together with an experienced and established private business provider of professional study programs, the Klett Group in Stuttgart. The new university is clearly distinguished from other education providers because it represents a unique combination: a public university – with its guarantee of academic independence – and a professional education company.

Berlin University for Professional Studies stands for university-level further education with high theoretical and methodological expectations, as well as unified teaching and research. By introducing a flexible system of study, with a combination of conventional on-site classes and elements of distance learning, using electronically supported learning phases (e-learning), it is also well suited to a changing approach to higher education.

As a fundamental component of Berlin's academic landscape as well as that of the region, the university will work closely with national and international businesses and the central services on case studies and projects, providing a highly practical basis for its programs. Also, exchanges with and among students working full time enable a more intensive way of learning about professional practice than is provided by traditional university structures. This will have a highly positive effect on the research

*Berlin University for Professional Studies
as a public private partnership*

On-site and distance learning

High practical relevance

Majors offered in English

emphases of professional and career research, on teaching and learning research, and on specific research in the individual departments. DUW is planned to become a competence center for distance studies and continuing education research in the next five years.

The new university will strive for an international focus. Majors offered in English are an integral part of the offerings. These are directed in part toward students in other countries.

Sponsorship of the university

Berlin University for Professional Studies (DUW) will be run as a joint operation of Freie Universität Berlin and the Klett Group. The sponsoring company for this private university located in Berlin will be a limited liability company (GmbH). Freie Universität Berlin and the Klett Group are each 50-percent partners in the GmbH.

Structure of study programs

The university will offer only continuing Master's programs, certification courses, and on-site forums. During the first five years, each of the departments is slated to develop the following course offerings. For the beginning, three Master's programs are initially projected for three different departments.

Department Management

- Business Marketing
- Net Economy
- Tourism Management

Department Health

- Health Communications
- Workplace Health Management
- Health Administration

Department Communication

- Family Studies
- Intercultural Communication
- Cultural Management

Department Education

- Education Management
- Preschool Education
- Adult Education

Department Aging

- Aging Studies
- Demographics
- Gerontology

Financing

The university's financing will come exclusively from course fees. No public funding will be granted. Where practical, the new university will link up with the infrastructure of Freie Universität.

No public financing

2.6 Strategic partnerships**2.6.1 Exchange processes between academia and business**

During the reporting period, Freie Universität Berlin created numerous exchange processes between the sciences and commerce. These range from contract research, particularly for the chemical and pharmaceutical industries, to the independent founding of companies, for instance in laser physics or personnel services, to the patenting and marketing of higher education inventions – for instance, Freie Universität is a co-partner in ipal GmbH. Freie Universität Berlin operates several GmbHs together with companies or federations, including the association of federated companies in Berlin and Brandenburg.

Contract research and founding of companies

Central to Freie Universität's development as a cluster university are the strategic alliances for further developing and sustaining the cluster process. Such alliances have been formed between Freie Universität and Stiftung Industrieforschung, Bundesverband der Deutschen Industrie (BDI), Gesamtmetall, and VDI/VDE-IT.

Strategic alliances

The “*business talks*” are intended to highlight the consequences of megatrends for commerce and the sciences. They are held in decision-making circles with approximately 20 participants (decision makers from companies, associations, public institutions as well as excellent researchers with international reputations). They serve to describe and analyze the problem area, to identify needs for knowledge and action, and to initiate effective measures in companies and organizations as well as practice-oriented research and graduate programs in the corresponding academic departments.

Business talks

In addition to two business talks on the topic of “Generation/Aging” in cooperation with Gesamtmetall (March and October 2005), the business talks with VDI/VDE-IT on the topic of “Security” have been very successful since 2003.

Strategic dialogues between commerce and the sciences

The partnerships with Gesamtmetall and VDI/VDE-IT led to the further development of specific cluster topics. Freie Universität entered into

a comprehensive alliance with Stiftung Industrieforschung and BDI that, in a one-year phase, supported the project entitled *Megatrends in Global Development and National Knowledge Needs. Strategic Dialogues between Commerce and Academia in a Cluster University*. The goal of this project was to strengthen the exchange between commerce and the sciences with regard to specific social and commercial topics; to accompany the strategic development of Freie Universität into a cluster university; and to investigate the transferability of the process to other colleges and universities. The first results indicate that Freie Universität Berlin's cluster model, which was pursued for the university in 2003 – that is, before the federal and state excellence initiative – can be seen as a model for the competition, since after its presentation it was adopted by the political committees of the State of Berlin: by the Enquete Commission of the House of Representatives, by the Berlin academic commission, and by individual institutes of higher education.

Clusters relevant to corporate management

A total of four research clusters addressed the project funded by Stiftung Industrieforschung entitled *Megatrends in Global Development and National Knowledge Needs*, since these trends have immediate relevance for corporate management in the coming years and therefore urgently need to be addressed:

- **Demographics:** *Migration – Generation*. The demographic trend in Germany as well as global migration and its resulting social, cultural, economic, and education-specific consequences; generational relationships and their results for inter-generational agreement and legacies;
- **Quality assurance:** *Health/Education*. Reform required to create a sustainable health and education system in light of the megatrends;
- **Security:** *Global Terror and Growing Violence*. The threat of terror and its consequences for expanded security needs;
- **Innovation:** *Knowledge – Teaching – Learning*. The need for innovation (with a special focus on the opportunities and challenges inherent in new technologies); the development of knowledge and its consequences for teaching-learning-research.

Diversity cluster concept expanded

The first two clusters named above formed a close partnership, and scholars were able to use the support from the Stiftung Industrieforschung project (three stipends, two fireside chats, a joint academy conference) to develop – over the course of the project year – a comprehensive cluster concept on the topic of diversity that was submitted as an application draft in September 2006, in the second application round of the federal and state excellence initiative.

Additionally, this allowed an application concept for a cluster to be developed in the second round of the federal and state excellence initiative for the supported Teaching-Learning complex; the concept was submitted to the DFG in September 2006.

Stipends

In addition to supporting doctoral students, stipends serve another goal – sending scholarship holders to highly developed international institutions that have a particular focus on their topics makes it possible to scout trends, and to include the international development of these topics in the work at Freie Universität at an early stage. Three scholarship holders, each of whom worked in a cluster, were supported in a three-month period abroad during the first year of the project.

Scouting trends through stipends

Academy conferences

A comprehensive academy conference successfully took place from March 13-15, 2006 for clusters 1 and 2, which work closely together in the Diversity cluster area, on the topic of “Rethinking Diversity.” This strengthened cooperation between academics and practice in the areas of aging, education, and migration.

2.6.2 Strategic partnerships in science: the cooperation between LMU Munich and Freie Universität Berlin

Strategic partnerships were promoted in science as well, as the strategic alliance with Ludwig Maximilian Universität (LMU) in Munich shows. This is the basis for intensive collaboration in many areas of university management and in academic research and teaching. Two leading universities have come together here, each bearing a special responsibility for the scientific centers of Munich and Berlin. This alliance between the two universities is unique in Germany and is meant to create the conditions for Germany’s return to a leading position in science. The partnership’s strategic objective is to work together on strategic plans for research and teaching in the mid- to long term, as well as on quality management, administrative organization, gender equality, and the acquisition of external funding possibilities, for instance through a discussion of research emphases and the design of study programs, or through mutual consultation regarding appointment policies and research strategies. Meanwhile, a joint agency has been established in New York.

Close cooperation on issues of university management as well as research and teaching

Endowed professorship from the Deutsche Telekom Stiftung

The university’s new strategic orientation toward economic partnerships, initiated by the higher education management, can also be seen in the en-

*Endowed professorships for knowledge
management and communication
economics*

dowed professorships from the Deutsche Telekom Stiftung at Freie Universität Berlin and Ludwig Maximilian Universität in Munich. In Berlin, a professorship for “Added-Value -Oriented Knowledge Management” was established, and in Munich there is a chair for “Communication Economics.” Both universities are researching the effects of the information and knowledge society on companies, but also on the individuals involved in the economic process. Since one of the foundation’s major goals in filling these positions was to staff research topics relating to transferring research results to the economy, this cooperation is also evidence of the strategic partnerships’ relevance for the close communication between commerce and science that the university administration introduced during its term.

2.6.3 Standing Conference of the Berlin universities

*Successful coordination of the Berlin
universities*

In 2004, exercising the universities’ autonomy as well as accepting the responsibility that comes with it, the President of Freie Universität Berlin, the President of Humboldt Universität in Berlin, and the President of Technische Universität Berlin agreed to create the *Ständige Konferenz der drei Berliner Universitäten (Standing Conference of the Three Berlin Universities, KBU)* in order to permanently establish the already successful agreements regarding the structural and developmental plans that had been made in conjunction with the 2004 structural plan.

The collaboration between Freie Universität, Humboldt Universität, and Technische Universität through the KBU is meant to ensure future agreements that will optimize the universities’ scope of services, and in this way to ensure and improve Berlin’s standing as a center of science and business as well as increasing the higher education system’s overall efficiency. The presidents and chairs of the universities’ boards of trustees are members of the KBU. The President of Freie Universität was the spokesperson of the KBU from 2004-2005.

Coordinating structures

The KBU assumes that the structural plans presented by Freie Universität, Humboldt Universität and Technische Universität in 2004, and the departmental profiles coordinated among them, will determine the development of the three universities through 2009. Any further need for coordination, or structural changes that arise from scientific developments, will be addressed by the KBU. If necessary, the extra-university research centers and technical colleges will be included in the coordination process.

Areas of coordination

Additionally, the cooperative agreement in the KBU includes teacher training, benchmarking for the project entitled “Benchmark System and Resource Comparisons,” the field of acquisitions and properties as well as student and testing affairs.

2.6.4 Partnership with the Berlin Police Department

In order to profit from each others' expertise while also saving money, the President of Freie Universität and the Berlin Chief of Police signed a framework agreement on July 1, 2003, initiating another important strategic partnership during the reporting period. The partnership was established on an administrative level as well as in the area of research and further education. The partners carried out joint projects to combat environmental crimes and juvenile delinquency, as well as racial conflicts, in order to integrate Freie Universität's most recent research results and expert knowledge into the police's work. An ongoing exchange was also developed in the field of IT security and in combating white-collar crime. Another area was in dealing with posttraumatic disturbances for police officers as well as professional coaching and health management. Finally, it was agreed that the partnership should lead to better usage of administrative resources; among other things, the police took part in a continuing education program offered by Freie Universität. Additionally, internships were granted and theses were encouraged to be written on relevant topics. In light of the European Security Research Programme, announced for the first time in the European Union's 7th outline program on research, the partnership between the experts at Freie Universität and the Berlin Police Department will continue to be developed.

2.7 Human Medicine

At the beginning of 2002, the Berlin Senate decided to close the Department of Human medicine/ the Benjamin Franklin university clinic at Freie Universität Berlin in order to save the 98-million-euro subsidy.

Strong protests against this closure led to the consulting of an expert commission. This commission came to the conclusion that the Department of Human Medicine/ Benjamin Franklin university clinic should not be closed, because of its high level of scientific achievement. It recommended that the medical departments and clinics of Freie Universität Berlin and Humboldt Universität in Berlin be merged into a joint institution of both universities, and that the savings required by the State would be generated by creating a complementary departmental structure between the locations.

The State of Berlin followed the advice of the expert commission, and on June 1, 2003, Charité – University Medicine Berlin was established as an institution of both Freie Universität Berlin and Humboldt University in Berlin, using the preliminary law regarding the restructuring of higher education medicine in the State of Berlin. This creation of a joint medical school between two universities broke new ground, particularly with regard to the

Protests against the closing of the Benjamin Franklin university clinic

The Charité as an institution of both universities

question of regulating the connections between the institution and the two sponsor universities.

Organs of the institution

The expert commission recommended establishing strong organs in Charité that would strengthen its ties to both universities. The regulations of the preliminary law, however, only provided for a loose connection between the organs of Charité – University Medicine Berlin and the sponsor universities. The sponsor universities were to be represented in only two organs of Charité – University Medicine Berlin: the medical senate and the board of directors.

The medical senate's responsibilities were limited to a few narrow tasks, and also had the unusual stipulation that only one of the 15 members could belong to the medical department of Charité – University Medicine Berlin. Because of the scope of its tasks and responsibilities, the board of directors was one of the most important organs of Charité – University Medicine Berlin. Its responsibilities included, among other things, advising the management; overseeing the legality and practicality, as well as the cost-effectiveness, of its business management; controlling the implementation of the clinic's operational goals and guaranteeing the research and teaching of the medical department; as well as making decisions about hiring, appointing, and dismissing the chair of the board of directors and the director of the clinic. In addition to four external experts, the board included the finance senator, the senate member responsible for higher education, and the presidents of both sponsor universities.

Disputed membership of the board of directors

Counter to the original plan – the first draft of the law stipulated that the two presidents would only be advisory members of the board of directors – this ensured the necessary connections between the sponsor universities and Charité – University Medicine Berlin.

In addition to the connections to Charité – University Medicine Berlin established by the abovementioned organs, Freie Universität Berlin supported Charité in its structural planning to further develop its scientific excellence despite the serious cutback requirements and the need to pay off the deficit. Among other things, the continuing development of the BioCampus Dahlem concept extensively involved Charité. BioCampus Dahlem's objective is to take advantage of its concentration in the Natural and Life Sciences, unique in Berlin, to strengthen an interdisciplinary combination of molecular, systematic, and theoretical approaches to researching life processes.

Unique concentration of natural and life science disciplines at BioCampus Dahlem

BioCampus Dahlem is the platform for close methodological and content-related cooperation between research areas that until now have been more or less separate: genetics, structural biology, biophysics, bioinformatics, molecular biology, biochemistry, physiology, neurobiology, pharmacolo-

gy, pharmacy, microbiology, bio-organic chemistry, and molecular medicine. This cooperation facilitates the development of innovative new research directions that provide great hope for advancements in medicine, biotechnology, and nutrition.

The institutes of Charité – University Medicine Berlin located on the Dahlem campus are an integral part of BioCampus Dahlem. Moreover, the connection is strengthened by personal contact between scholars at BioCampus Dahlem and Charité.

The concept of the Charité centers was developed in order to create the necessary complementary departmental structure and to reach the required cutback amounts. This concept includes a plan to combine individual clinics and institutes into thematically related centers.

In order to set up the planned centers, but also to eliminate technical problems in the preliminary law, it was necessary to make corresponding changes to the law. The SPD and PDS factions in the House of Representatives used this as an opportunity to present the draft of the Berlin university medicine law in August, 2005. After extensive discussion of the drafted law in the panels of Freie Universität Berlin, a response to the draft was submitted. It refers to the following:

- Charité – University Medicine Berlin requires clear, streamlined decision-making structures in order to implement the structural plan's requirements;
- the connection to the sponsor universities cannot be limited any further;
- the legal uncertainties of the preliminary law, in particular the question of universal succession and the related questions of liability, must be resolved.

Most of Freie Universität's comments were not taken into account during the legislative process. Instead, it was decided to make a serious change in the composition of the board of directors that involved removing the presidents of the sponsor universities from this committee. At the same time, the number of outside experts was increased from four to five, and three members of Charité – University Medicine Berlin (one executive, one employee, and one worker) were to be members of the executive board as well.

Despite energetic protests against this change, which would further loosen the board's ties to Charité – University Medicine Berlin, the draft of the law was approved by the ruling parties on December 5, 2005. The Berlin university medicine law took effect on December 16, 2005.

After that, Charité – University Medicine Berlin's structural planning process raised questions about the reorganization of pre-clinical training.

Charité centers

The university's response to the draft of the Berlin university medicine law

Changed composition of the board of directors

Site models

These questions resulted in two models: a concentration on one site, or a concentration on two sites. The two models were discussed by the committees of Charité – University Medicine Berlin, and the result was an agreement by the board of directors and the faculty council to use the two-site model of the pre-clinic in Mitte and Dahlem. This model would guarantee the existing ties with the two sponsoring universities, and in particular would make use of the synergic effects of their proximity to the Natural Sciences at BioCampus Dahlem. Charité – University Medicine Berlin's board of directors also cast a majority vote for the two-site model. With this decision, known as the “owner and sponsor decision,” made in May, 2006, the Berlin Senate superseded the decisions made by the organs of Charité – University Medicine Berlin, and established the concentration of the pre-clinic at one site: the Charité Mitte campus. Since then, the Executive Board of Freie Universität Berlin has been in talks with Charité – University Medicine Berlin's board of directors to secure the Arnimallee site as a long-term center for biosciences at BioCampus Dahlem, and to achieve its sustainable use.

*Increasingly difficult framework conditions
for medical and life sciences
research in Dahlem*

These difficult framework conditions meant significantly limited opportunities to make the connection between BioCampus Dahlem and Charité – an essential relationship for both research and teaching – a fruitful one for both Human Medicine and non-medical departments. The Executive Board's expenses for preventing structural decisions that would negatively affect the Dahlem campus and for ensuring cooperation and day-to-day work were and are unrelated to achievable income, and were many times higher than the expenses for every other department at Freie Universität. Thus the committee work (board of directors, medical senate, faculty council, and numerous ad hoc committees) took up work hours in managerial levels that were hardly appropriate to the scope of the decisions made. In this light, the conceptual work for BioCampus Dahlem was not as successful as expected in the time available. It was detrimental to the internal cluster process as well as to the prospects for success in the federal and state excellence initiative. Nonetheless, in the second application phase, applications were successfully submitted for BioCampus Dahlem that included professors from Human Medicine. The Executive Board is concerned about Human Medicine's tendencies to break off into independent groups because this clearly hinders the productivity of corresponding disciplines in both sponsor universities.

2.8 Appointments

*Reorientation toward proactive
appointment policies*

The Executive Board introduced modifications to the appointment procedure as one of its central tasks. These modifications were based on a general

reorientation toward proactive appointment policies, which was at the same time intended to speed up the process, create better communication between the central and local levels, and increase the excellence of appointments. The new processes were limited by the legal framework requirements, which still require appointments to be made by the senator for Science, Research, and Culture (now called Education, Science, and Research), and which exclude the right of extraordinary appointment as seen in the new model developed by the Science Council. Among others, the following specific changes were introduced:

- Before a professorship was approved by the Executive Board, the responsible Dean's office was asked whether there were a sufficient number of qualified applicants for the specific position defined, and who these were. This review process was carried out in various ways, ranging from informal talks to the formal use of a search committee. In some cases, the position was not approved, or the job description was modified to suit excellent applicants.
- In an informal way, members of the Dean's Office and/or the Executive Committee ensured that the most interesting potential candidates would in fact apply. After the end of the application period, the applications received were compared with the list of potential applicants, and in some cases additional qualified candidates were asked to apply.
- The Executive Board paid special attention to the internationality and external fundraising skills of the applicant pool. This was guaranteed through special types of announcements as well as through informal contacts.
- Standard criteria were developed for the composition of the appointment committees, including representatives from related research areas in all departments and universities, as well as members of non-university research institutions. At the Executive Board's suggestion, interregional competency was ensured by having at least one external member on each committee. Finally, in keeping with the DFG's suggested model for collaborative research centers, one representative of a non-departmental discipline was a member of the committee. This new composition of the appointment committee strengthened the consideration of interdisciplinary, university-wide, and interregional issues in the committee's decisions.
- The lists agreed upon by the appointment committees and departmental councils were subjected to close scrutiny by the Executive Board and, where necessary, returned to the departments for revision; in extreme cases, this meant a re-tendering.

Evaluating the applicant situation

Internationality and external-funding skills

New composition of the appointment committee

Successful calls despite legal limitations

Because of the new centralized-local concept for the appointment process, in many cases a clear increase in quality could be achieved. The appointment success rate is significant. At the same time, however, it must be noted that the process is limited by the legal regulations; more than once, unfortunately, the Senator for Science and Research at the time of reporting refused the suggested list for reasons that were not always clear. In order for an appointment process to be internationally competitive, therefore, it must be free of political influences and remain in the hands of the university administration, and must take place on the basis of the disciplines' own expertise.

Taking stock of appointments

The personnel renewal introduced among the college and university instructors in 1999 continued in 2003-2006 with a total of 113 successful calls (including 33 junior professorships; see table, page 101).

Switching from the C to the W pay scale

After another large wave of appointment processes had taken place in 2003 and 2004 in accordance with the (former) C pay scale, the modified State pay-scale law came into effect in Berlin as a result of the requirements of the professor-pay-scale-reform law, effective as of January 1, 2005. The goal of the W pay-scale system, which uses a set base pay and variable performance benefits, was to make professors' salaries age-independent, flexible, and performance-oriented. The new pay system provides greater flexibility than the old C pay scale. While the W pay scale led to obvious salary discrepancies, it was also restricted by the requirements of the awarding scope (average salary level in 2001), with the result that it cannot create the desired effect of a competitive increase. The consequences of the much too narrow awarding

Too-narrow awarding scope

	2003		2004		2005		2006	
	calls	acceptances	calls	acceptances	calls	acceptances	calls	acceptances
W1	11	10	15	15	5	5	5	3
W2/C3	16	12	8	10	8	6	14	8
W3/C4	19	10	23	18	12	10	13	6
Total	46	32	46	43	25	21	32	17

Calls to professorships and acceptances from 2003-2006 (cutoff date: June 26, 2006)

Explanation: The sometimes large variances between calls made and those accepted within a year is not due to a particularly large number of refusals, but because the calls are often made the year before the acceptance or refusal; for instance, calls made in 2003 sometimes received their responses in 2004. This means that the number of acceptances can also be higher than the number of calls, as with the W2/C3 professorships in 2004.

scope can be seen from the sharp increase in call refusals since 2005. Individual appointment goals for the awarding of performance pay through the W pay scale were agreed upon with all long-term W2 and W3 professors during their appointment processes. The table below shows the distribution of successful appointments across departmental groups.

Departmental group	Calls accepted, 2003-2006
Veterinary Medicine	7
Social Sciences	39
Humanities	31
Natural Sciences	36
Total	113

Successful appointments according to departmental group

3. Academics and teaching

3.1 Reforming the academic structure

The switch to a new academic structure is well underway at Freie Universität Berlin. The introduction of the Bachelor's programs is mostly complete, and the majority of the Master's programs will follow in the 2007/2008 winter semester. In this process, Freie Universität became the first large German university to succeed in completely switching over its entire academic operations.

After carrying out intensive consultation between the Executive Board, the Academic Senate, and the departments as well as holding an expert hearing, the Academic Senate decided on a "Framework Concept for the Introduction of Bachelor's and Master's Programs" in January, 2001. This established the regulations and policies to be observed in introducing the new programs of study. The fundamental elements are the program's concentration on a core subject, the introduction of testing to accompany the studies, the modularization of the course offerings, and the obligatory integration of career-preparatory courses and work internships.

In December, 2003, the Academic Senate made a framework decision regarding the Bachelor's and Master's programs. In doing so, it took the regulations determined on October 10, 2003, into account: the "Shared State Structural Regulations as per Sec. 9 para. 2 of the HRG (Hochschulrahmengesetz, Higher Education Framework Agreement) for the Accreditation of Bachelor's and Master's Programs." The Academic Senate's framework agreement is a new version of the "Fundamentals for the Reform of Programs of Study and for Designing Bachelor's and Master's Programs," applicable for the departments and central institutes. In addition, the new version of the Berlin LBiG made it necessary to switch all of the teacher training programs over to the Bachelor's and Master's system. In this decision, the Academic Senate formulated binding and comprehensive regulations for structuring Bachelor's and Master's programs at Freie Universität.

Framework concept for Bachelor's and Master's programs

*Developing Master's programs in light
of the internationalization strategy*

In doing so, Freie Universität Berlin did not simply interpret the application of the Bologna forms as a straightforward switch from the traditional academic structure to Bachelor's and Master's programs. Along with the introduction of the new programs, academic structures were developed that would take full advantage of the scope afforded by the Bologna process. On the Bachelor's level, this translates into interdepartmental programs that combine previously separate majors into a profiled offering.

In order to ensure that the future offerings in the Master's programs were in agreement with comprehensive quality standards, Freie Universität Berlin's Academic Senate established a framework concept in March, 2006, that was directed specifically at the conceptual and structural design of Master's programs, supplementing the "Framework Concept for Bachelor's and Master's Programs."

The development of future Master's programs will be coordinated with Freie Universität Berlin's overarching strategy to profile itself as an international network university. This can be seen in the question of how to give the Master's programs an international focus, which is to be integrated into the context of the preliminary conceptual deliberations. In addition, the disciplines' plans to introduce specific Master's programs will take their compatibility with the overall network-university strategy into account, as well as their compatibility with the graduate schools and interdisciplinary clusters of Freie Universität Berlin.

3.1.1 Introducing Bachelor's programs

The Executive Board has set itself the goal of completing the switch to Bachelor's and Master's programs by the 2007/2008 winter semester. Exceptions are the programs in Law, Pharmacy, and Human and Veterinary Medicine, which are subject to special legal requirements.

In addition to the Bachelor's programs established in previous years, the new Bachelor's programs at Freie Universität were set up in two large phases.

The following Bachelor's programs were introduced for the 2004/2005 winter semester:

- Philosophy,
- Greek Studies,

- Latin Studies,
- German Language and Literature,
- Dutch Language and Literature,
- General and Comparative Literature,
- Drama Studies,
- Film Studies,
- French Language and Literature,
- Spanish Language and Literature,
- Italian Language and Literature,
- English Language and Literature,
- History,
- Biology as a core subject,
- Chemistry as a core subject,
- Computer Science as a core subject,
- Mathematics as a core subject,
- Social Science (Political Science) as a core subject,
- Modern Greek as a core subject,
- Geology,
- Education,
- Geography.

Previously introduced Master's programs

For the 2005/2006 winter semester, these Bachelor's programs followed:

- Art History,
- Ancient History,
- East Asian Studies/Sinology,
- East Asian Studies/Japanese Studies,
- East Asian Studies/Korean Studies,
- Social and Cultural Anthropology,
- History and Culture of the Near East,
- Biology,
- Meteorology.

For the 2006/2007 winter semester, these subjects were switched over to Bachelor's programs:

- North American Studies,
- Business Studies,
- Economics,

- Physics,
- Elementary School Pedagogy as a core subject.

The introduction of the Bachelor's programs and the first attempts at implementing them were constantly evaluated, most recently with the student survey done during the 2006 summer semester. This survey showed a significant need for improvement on the departmental level, particularly in terms of the information available, in career training, and in the new focus of the programs along with the dissolution of traditional structures and the organizational realities (overlapping issues).

Because of the scope of the reforms and the necessity for widespread communication with the departments and particularly with the students, as well as the necessary agreements between students, instructors, and administration, there was a particularly high need for coordination and management that could not be handled by the Vice President responsible for the departments. Therefore the President appointed an officer for the Bachelor's and Master's reform (Professor Dr. Matthias Hüning) who is responsible for directing the process in close coordination with the Executive Board. For the same reason, the combining of the Academics and Research departments, planned during the previous term, had to be canceled. Moreover, in order to improve the course situation and to help establish the new academic structure, the 2005/2006 budget included 15 additional positions for W2 professorships (for an indefinite period) as well as 15 positions for lecturers (temporary assignments); these are to be financed by central funds for three years and by the departments for another two years after that.

General Career Preparation Program

*Providing extracurricular
and career skills*

The *General Career Preparation program* was introduced at Freie Universität in order to provide students with extracurricular skills and additional career-related qualifications. This program is required for students unless they are studying to be teachers. In September 2005, the Academic Senate created an academic and testing ordinance, based on the existing framework concepts, to ensure the course offerings and a homogeneous career preparation structure for all majors. In March, 2006, the first modification to the academic and testing ordinance stated that the internship modules would remain non-graded in the future. With the goal of a significant conceptual expansion of the course offerings for the 2006/2007 winter semes-

ter, the Academic Senate agreed upon the second modification to the academic and testing ordinance in September, 2006, for the General Career Preparation program.

The General Career Preparation program currently includes an obligatory work internship and six areas of competence:

- foreign languages,
- informational and media competence,
- gender and diversity competence,
- organizational and management competence,
- personal and social communicative competences,
- additional specialized qualifications.

In order to provide internships, an internship portal was established in conjunction with the IHK (Industrie- und Handelskammertag, Chamber of Industry and Commerce). The modules in the competence areas are offered by the departments as well as the central institutes, such as the Language Center, Computing Services (ZEDAT), the Center for the Promotion of Women's and Gender Studies, and CareerService. An advisory board ensures the quality of the course offerings. The board consists of representatives of the departments, central institutes, and commercial enterprises.

New internship portal in cooperation with the Chamber of Industry and Commerce

For the 2006/2007 winter semester, the interdepartmental course offerings included 75 modules (not including courses in the “additional specialized qualifications” competence area), among them 49 modules in ten foreign languages, ten modules in the “informational and media competence” area, three themed blocks each on “gender and diversity competence” as well as soft skills, and seven modules in the area of “organizational and management competence.” This broad range of courses provides approximately 2,000 spots for students each semester.

The General Career Preparation program provides an important contribution to Freie Universität graduates' career skills, but because of its highly variable acceptance rate by students, it is still being subjected to a detailed revision.

Teaching-Oriented Career Studies

In the teaching-oriented Bachelor's programs, students take part in the 30-performance-point *Teaching-Oriented Career Studies* module series instead of the *General Career Preparation* program. The structure of the Bachelor's programs makes it possible to integrate teacher training at Freie Universität almost seamlessly into the general picture of the majors, so that numerous courses fulfill both the regular major requirements and teach-

er training from the start. A second reform study will be required to test more extensive career orientation in the departments, and to introduce it if needed. An academic and testing ordinance has been established for the Teacher-Oriented Career Studies program in Bachelor's programs with the teaching option.

For students who want to continue to the "small Master's" program after completing a Bachelor's degree, the career studies proportions will be increased from 30 performance points to 40 in the future. At the same time, the last year of existing Bachelor's programs will provide this option; this will be implemented during the current revision of the Bachelor's programs.

*Binding timeline for the development
of the Master's programs*

3.1.2 Introducing Master's programs

With the Dean's Office, the Executive Board agreed upon a binding timeline for developing and revising the Master's programs. The departments presented the Executive Board with concepts for planned Master's programs, upon which the academic and testing ordinances for the 2006/2007 winter semester were based. On June 21, 2006, the Academic Senate passed the "Decision Criteria for the Introduction of Master's Programs," which ensure a structured approach. In addition, they guarantee optimal inclusion in Freie Universität Berlin's structural and development plan, which is to be implemented by 2009. The intended result is a university-wide portfolio of Master's programs that meets demands for course offerings as well as the strategic goal of becoming a globally competitive research university. The criteria include the following areas:

*Advising students about the Master's
program option*

- capacities and resources,
- target group and demand on the job market,
- international orientation,
- orientation toward research emphases,
- opportunities for being accepted into doctoral programs,
- internal networking as well as assessment of corresponding regional offerings.

Institutional decisions for Master's programs will be made by the Academic Senate before the end of the 2006/2007 winter semester. With this early deadline, the Executive Board hopes to provide students with timely information about continuing programs after they have completed a Bachelor's degree. In addition, the new Master's programs are to be made widely known through a marketing campaign in order to attract excellent international student applicants.

The following Master's programs (not including continuing Master's programs) have been established:

- Bioinformatics,
- Chemistry,
- Euromasters,
- Geology,
- Computer Science,
- Interdisciplinary Latin American Studies,
- International Relations,
- Metropolitan Studies,
- Musicology,
- North American Studies,
- Eastern European Studies,
- Prehistoric Archaeology,
- Polymer Science,
- Scientific Computing,
- Sociology – European Studies,
- Trans-Atlantic Master's.

Previously introduced Master's programs

3.1.3 Reforming teacher training

The 12th law modifying the Teacher Training Law (12. LBiGÄndG), dated December 5, 2003, charges the universities with testing new structures for the first phase of teacher training in the context of teaching-oriented Bachelor's and Master's programs. The three-year Bachelor's programs with a teaching option, introduced in the 2004/2005 winter semester, result in a first career-qualifying degree for existing and still-developing career areas other than teaching.

In the 2006/2007 winter semester, decisions will be made about establishing teaching-oriented Master's programs, to be offered in the 2007/2008 winter semester.

The academic and testing ordinances will be enacted by the Joint Commission of the Center for Teacher Training in the 2006/2007 winter semester. The Academic Senate will establish the teacher training Master's programs at the beginning of 2007 so that the programs can begin in the 2007/2008 winter semester.

Career-qualifying Bachelor's degree for disciplines other than teaching

Establishing teaching-oriented Master's programs

*Center for Teacher Training in the
Department of Education and Psychology*

Teacher Training Center

In March 2006, the Academic Senate decided to establish a Center for Teacher Training. The Center for Teacher Training includes members from different departments who are taking part in teacher training. It is associated with the Department of Education and Psychology, and has been operating since the summer of 2006. The following are the primary tasks assigned to the Center:

- comprehensive service for students, instructors, and for university and non-university institutions,
- coordinating course offerings and developing tools to ensure academic feasibility both for career studies and the departments, as well as for all majors,
- administration of academic testing for Master's programs,
- quality assurance in close cooperation and coordination with previously established evaluation and accreditation processes.

The Center for Teacher Training oversees an internship office as well as an office for academics and testing.

The Center for Teacher Training is run by a Board of Directors that includes the Vice President for Teacher Training and three other professors. The Board of Directors is supported by a scientific advisory board that also includes members of the Senate Administration for Education, Science, and Research as well as school representatives. At the Board of Directors' suggestion, the Executive Board has appointed Dr. Hans Jörg Bettelhäuser as chair of the Board of Directors.

By making identical decisions during the 2006 summer semester, the departments involved in teacher training formed a Joint Commission with decision-making power; this commission enacts all teaching-related rulings. The commission's purpose is to minimize administrative overhead and help eliminate duplicate or multiple discussions. The Joint Commission of the teacher training center is also coordinated by the business office of the Center for Teacher Training.

3.1.4 Accreditation

For Freie Universität Berlin, the accreditation of the new Bachelor's and Master's programs provides an important contribution to quality assurance in academics and teaching. In order to make the processes leading up to accreditation as efficient as possible, the Executive Board of Freie Universität established new internal procedures. These guarantee a procedure that meets comparable quality standards by centrally coordinating and accompanying the process. The Department of Teaching and Academic Affairs in the central

*Joint Commission of the areas involved in
teacher training*

university administration takes part in every phase of accreditation – from the creation of self-evaluations to the peer review to the fulfillment of any necessary conditions – while working closely with the departments, ensuring horizontal and vertical coordination.

At this time, 13 Bachelor's and Master's programs have been accredited:

- B.A. in Political Science,
- M.A. in International Relations,
- M.A. in Public and Commercial Environmental Management,
- M.A. in East European Studies Online,
- M.A. in East European Studies,
- M.A. TransAtlantic Masters,
- M.A. Euromasters,
- B.S. in Chemistry,
- M.S. in Chemistry,
- B.S. in Computer Science,
- M.S. in Computer Science,
- M.S. in “International Animal Health” with a focus on “Veterinary Public Health,”
- M.S. in Polymer Science.

Accredited programs

In the previously completed accreditation processes, Freie Universität relied on a combination of clusters and individual accreditations in submitting the processes to various accreditation agencies.

Successful accreditations

The results of the accreditation processes were very positive. A total of four programs of study were granted accreditation without any conditions. All of the other programs were given conditions, but these were primarily the result of a different frame of reference on the part of the Ministry of Culture at the time the programs were established.

Accreditation processes have been initiated for the following:

- B.S. in Geology,
- M.S. in Geology,
- B.S. in Geography,
- M.S. International Research Master in Metropolitan Studies,
- B.S. in Meteorology,

Ongoing accreditation processes

- M.S. in Tourism Management and Regional Tourism Planning,
- B.S. in Mathematics,
- M.S. in Scientific Computing,
- M.A. in International Dutch Studies.

These processes are expected to be completed during the 2006/2007 winter semester. The combination Bachelor's programs are being prepared for accreditation, as are the new mono-Bachelor's programs. A corresponding tender is planned to begin at the same time as the planned consecutive Master's programs and the teaching-oriented Master's programs in the 2006/2007 winter semester.

3.1.5 Teaching evaluations, student surveys

In the course of the Europe-wide switch to Bachelor's and Master's programs, the question of the value and compatibility of academic programs is once again raised. Freie Universität Berlin is meeting the challenges of this increasingly globalized education market, forging new paths in quality assurance for academics and teaching.

First comprehensive survey of Bachelor's students

The development of new quality-assurance processes tailored to the Bologna process poses a particularly important challenge. Freie Universität Berlin was the first major German university to conduct a comprehensive survey of all Bachelor's students regarding academic composition, academic structure, academic organization and advising. Particularly in the initial implementation phase of the academic structural reform, the university was able to make fact-based adjustments and improvements with the goal of optimizing academic conditions and organization.

General satisfaction among Bachelor's students

The results of the student survey have been available since the middle of the 2006/2007 winter semester, and demonstrate that the academic reform process at Freie Universität Berlin is making good progress. At the same time, the survey also indicates shortcomings, and highlights optimization potentials. Approximately 65 percent of Bachelor's students are generally satisfied with their studies. The overall composition and structure of the Bachelor's programs have a significant effect on the students' evaluations. Individual results show that students expect departmental and organizational links between the individual components of their courses of study, along with transparency with regard to the overall structure and the requirements they are expected to fulfill. When it comes to the traditional goals of academic teaching, particularly conveying the basics of a subject and acquiring skills related to academic work, the Bachelor's programs are rated more highly than they are for the goals related to the new modular-

ized programs, for instance linking theory with practice and acquiring career-relevant qualifications. These findings are also confirmed by the evaluation of the General Career Preparation program, which is obligatory for all students except those in the teacher training program. While 73 percent of those surveyed saw the course offerings as a helpful addition to the major, the offerings for the learning goals of “providing practical career experience” and “providing key competencies” could be more clearly profiled; a large majority of students rated these as unsatisfactory. The Teacher Training program is clearly profiled, and thus is much more positively rated by the students. This is also shown by their evaluations of the specialized support provided for career-promoting internships in schools.

Overall, students rated the specialized modules more positively. In particular, they appreciated the comprehensibility of the qualification goals, being informed of specialized requirements, and the related testing requirements. Clearly, however, some work needs to be done in coordinating the content of individual modules, since 42 percent of the respondents rated this as unsatisfactory.

The respondents’ reports on their own study habits – in other words, whether they are in accordance with the recommended plan of study – vary greatly depending on the subject. There are many reasons for this, both personal and institutional. The wide range of possible combinations in the areas of study makes it logistically difficult to ensure. The problem of overlaps caused by a large number of possible combinations non-overlapping courses within the core subjects, modular offerings, and the General Career Preparation and Teacher Training programs. In particular, the important thing is to improve course offerings, since more than half of the respondents said they had not been given any reliable options to resolve the overlaps.

The results of the survey also make it clear that academic success in the new Bachelor’s programs, as well as the quality of the course offerings, is influenced by complementary support services. Consequently, the survey results will be evaluated in this light, and applied to concrete measures in order to establish adequate support services on a central level, particularly in the departments and institutes, to ensure better mentoring, advising, and support for the students.

The student survey helped identify significant factors for optimizing the academic reform; these can be adapted to optimize the academic reform’s overall process. Therefore the Executive Board intends to implement the survey tool on a permanent basis, and to repeat the poll at regular intervals.

Another element of the academic quality management process is the systematic online evaluation intended to measure students’ acquisition

Clearer profiling of General Career Preparation

Positive evaluation of teacher training studies

The problem of overlaps caused by a large number of possible combinations

Evaluating results and applying them to new offerings

Regular surveys conducted in the future

Systematic online survey of competency growth

of competencies. The evaluation asks students about the growth of their competencies in terms of technical, methodological, social, and personal skills. Instructors are asked about their teaching goals and how these are implemented. The evaluation thus makes it possible to compare teaching objectives and the creation of learning environments on the one hand with competency growth on the other. Freie Universität Berlin is able to apply its own advancements in Mathematics and Computer Science, as well as in Education and Psychology, to this process.

Surveying academics-related study time

Using the “FELZ” questionnaire developed specifically by Freie Universität Berlin to survey academics-related study time, 14 Bachelor’s programs were analyzed to determine whether their empirically observed workloads corresponded to the established workload of 30 hours. The data was reported back as part of a formative evaluation of the departments and the major advisors, to be used for further planning and coordination, and it provides significant guiding information for the academic organizational structure.

In addition, internal and external evaluations were conducted for selected continuing education programs in accordance with the Academic Senate’s organizational tenets.

3.2 Applications, admissions, and academic achievement

3.2.1 Academic advising and hotline

Bundling informational and advising services

The wide-reaching reform of the academic structure also necessitated bundling the informational and advising services for students applying to Freie Universität. In the past, the addressee system was unclear; office hours at the counters were insufficient; advising by telephone was limited for those seeking information; and it was often difficult for outsiders to determine the person responsible; this often led to long waits even for simple and recurring issues. To complicate the matter, some areas of the central university administration could not be contacted by email.

Freie Universität’s informational service

The implementation of the “Freie Universität Berlin Info-Service,” initiated by the Center for Academic Advising and Counseling Service and aided by the “Applications/Admissions/Academic Administration” department, achieved the following objectives:

- bundling the services provided,
- separating standard information and expert advice,
- improving accessibility,
- relieving advisors of routine inquiries.

In order to achieve these objectives, the following measures were taken:

- setting up a standard, shared front office,
- extending and coordinating opening times of the front office for personal and telephonic inquiries (to a regular 32 hours per week throughout the year)
- setting up two Info-Counters (Brümmerstraße 50 and Iltisstraße 1) using the uniform Corporate Design.

A joint call center, under the direction of the Center for Academic Advising and Counseling Service, was established to process all inquiries received by the front office per telephone or email. Once the technical and spatial requirements for this were fulfilled, a concept for processing inquiries was developed, along with an internal computer-supported information system, and implemented in phases.

Joint call center for academic advising

Next, 24 student employees were hired and trained to staff these new facilities (telephones, email, Info-Counter). The training phase lasted from April 1 to May 31, 2005. The call center's test run began on June 1, 2005. It has been in regular operation since October 1, 2005, and is confirmed to run through September 30, 2007.

The extended opening times distinctly balanced out the demand at the counters and by telephone, and wait times for those seeking information were reduced significantly. The front office/ back office structure allowed the inquiries at the counter, by telephone, and by email to be directed in an intentional way. On average, 85 percent of all inquiries are resolved in the call center, while 13 percent are transferred directly to the back office of the appropriate area. Less than 2 percent of callers are asked to call back at a later time or to call a different number. Email inquiries are generally processed within 24 hours. The bundling of the communication structure noticeably improved the flow of communication between the linked areas, both technically through a shared intranet system and structurally through an improved information-management system.

Reducing wait times

Freie Universität Berlin's Info-Service by the numbers

Between June 1, 2005 and August 31, 2006, 82,800 informational conversations were held by telephone (transfer rate of less than 15 percent). In addition, 46,145 email inquiries to the three areas were answered (adjusted surveys; transfer rate under 10 percent). There were also 54,442 visits to the two Info-Counters, making a total of 183,467 informational contacts in 15 months.

Strong advising performance

3.2.2 Applications, admissions, and selection

Comprehensive enrollment quota

Since the 2003/2004 winter semester, all majors at Freie Universität Berlin

*Enrollment restrictions for
all fields of study*

have been subject to enrollment restrictions. This measure was taken to protect the so-called “small majors,” but also some natural sciences in which many “lifelong students” can be found. The high number of non-active students enrolled in the majors in question led to distortions in the majors’ performance rates, to their detriment. This particularly applied to majors within the fields of History and Cultural Studies, Philosophy and Humanities as well as the departments of Chemistry, Mathematics, and Physics.

Reduction in new-student numbers

The new-student rate has decreased from 5,777 in 2003 to 4,717 in 2006. This reduction is partly due to the fact that Freie Universität’s subsidies from the State of Berlin, as agreed upon in the higher education contract, are being reduced, and in 2004 this led to a revision of the structural and development plan for 2006-2009. The implementation of this new plan means a permanent reduction in the number of academic personnel, which has an effect on capacity and is not compensated even by the State’s increase of the required college- and university-instructor workload from eight to nine teaching hours. In addition, the tiered academic system means a change in curricular norm values from the former courses of study, because the new programs have improved advising ratios that cannot be implemented without affecting capacity. However, the reliability of the programs and improved advising for students should lead to a significant increase in the rate of graduate success. The success rate for the three Berlin universities in the new programs is projected to increase to 70 percent. Most recently, it was 57 percent at Freie Universität, which was the highest rate for the Berlin universities during the reporting period. Educational opportunities for prospective students will be measurably improved by the following measures:

Highest success rate in Berlin for graduates

Time period	Applications and admissions, nationally	Student records management	Applications and admissions, internationally	Student advising	Total
June 2005	2,616	1,447	334	2,325	6,722
July 2005	3,161	2,408	319	1,559	7,447
August 2005	2,499	4,917	440	1,255	9,111
September 2005	2,991	4,752	276	1,342	9,361
October 2005	946	3,339	138	960	5,383
November 2005 to August 2006	15,061	19,461	2,097	8,237	44,856
Total	27,274	36,324	3,604	15,678	82,880

Telephone statistics for the student Info-Service

- changing the study ordinances to improve the feasibility of programs that combine several fields;
- setting up the teacher training center to improve coordination of teaching-related courses of study, and to strengthen the integration of practical school-related exercises in Teacher Training Studies;
- expanding study spots in the 60- and 30-performance-point modules, with the goal of offering students a combined course of study that meets their needs wherever possible;
- determining admissions requirements for consecutive Master's programs, with the goal of admitting only students who are highly likely to successfully complete the Master's program;
- establishing positions for teaching staff with high teaching-hour obligations in order to provide more support for students in the Bachelor's programs;
- investigating the possibility of applying the regulation from Sec. 15 of the BerlHG; according to this, admitted students who do not begin their studies can be exmatriculated and their spots given to those on the waiting list;
- developing incentive systems for students to accelerate their studies (modeled on the Department of Economics: students who complete their studies within the normative time can improve their average grades, since some of the bad grades are not taken into consideration in calculating the average grade);
- introducing a mentoring program for new students in Bachelor's programs in order to facilitate the introduction to a scientific field of study and to encourage students to build networks with each other;
- creating special advising programs and mentoring programs for students in the majors being eliminated, with the goal of increasing the number of graduates.

The number of study spots available at Freie Universität Berlin is to be re-determined according to Sec. 5 of the higher education contract. During 2006, the presidents of the three Berlin universities held discussions about this with the then- Senate administration for Science, Research, and Culture. An agreement was reached regarding the average level of curricular norm values for the new programs of study in the Humanities and Social Sciences, as well as the Natural and Engineering Sciences. This agreement meant that advising services in the new Bachelor's programs would be improved by 20 percent in comparison with the Diploma and Magister programs ending in the Humanities and Social Sciences, as well as by 8 percent in the Natural and Engineering Sciences (15 percent in all departments

Increasing the advising services

Study-spot reduction of 6 percent per year

throughout Berlin). The agreed-upon improvement is within the range formulated by the Science Council.

On the basis of this agreement, the admissions capacity for new students in Bachelor's programs is calculated to be 4,012 for 2006 and 3,512 for 2009 after the structural plan has been implemented. This model calculation assumes that Master's programs will have approximately 50 percent of the capacity per year that the Bachelor's programs have.

In summary, it can be determined that the number of study spots was reduced by 6 percent per year during the reporting period. This includes the spots that were given to technical colleges in the context of the technical college fund.

Applications and admissions

The table at right shows how applicant and admissions numbers have evolved during the reporting period. Some significant shifts and qualitative changes should be observed:

- With the increasing focus on annual admissions (beginning studies only in the winter semester, as a rule), applications and applicant numbers in the summer semester are shrinking, and many of these are moving to the winter semester.
- With the introduction of the new Bachelor's and Master's programs, the number of applications in the individually counted partial programs automatically decreased in the Teacher Training and Magister multiple programs. Since the number of applications now essentially corresponds to the number of applicants, the number of overall applicants is higher than in previous years, and as of the 2006/2007 winter semester it is at approximately 30,000.

Complications in the admissions process caused by multiple applications

Semester	Applications	Number of admissions
2003 summer semester	13,132	2,920
2003/2004 winter semester	30,372	6,398
2004 summer semester	10,519	3,308
2004/2005 winter semester	23,341	4,831
2005 summer semester	7,172	2,312
2005/2006 winter semester	24,057	3,736
2006 summer semester	3,017	661
2006/2007 summer semester	29,747	4,417

Changes in Applicant and Admissions Numbers

The high number of applicants and the corresponding presumable increase in demand, however, increasingly mean that the available spots for new students are not filled as quickly as desired.

Despite early admission in the main phase (three weeks after the end of applications on July 15 each year) and high overbooking of admissions numbers, many applicants do not take their study spots or, increasingly, ex-matriculate themselves because they have decided upon a different university, often one closer to home.

The cause of this national phenomenon is clearly the approach of submitting multiple applications in order to improve admission chances (both in Berlin and nationwide). The result is that the strongest applicants have the most options in the main phase with regard to major and place of study. A side effect is that the main phase often only admits applicants with an average grade that is better than “good.”

The full potential of the academic capacity will only be reached in the subsequent follow-up procedure, which will lead to increased administrative overhead and in individual cases, through the planned continued overbooking, put strain on individual majors.

Further negative consequences will result for many fields of study because the admission process is only completed four to six weeks after the start of the semester, which delays the start of study, and also because organizational overhead for the majors will increase.

Despite great efforts in the area of admissions, all fields of study cannot be at their full capacity. This difficulty will increase even further after the legal admissions rules take effect, since applying multiple admissions criteria means creating significant delays to fulfill the criteria.

Selection process

The admission and selection process for colleges and universities is in transition. Through the 2005 summer semester, the process took place as described below.

As of the 2000/2001 winter semester, 20 percent of the spots in the following programs of study, assigned by the central allocation office, were given after a selection interview:

- Business,
- Medicine,
- Dentistry.

As of the 2001/2002 winter semester, Veterinary Medicine was added. As of the 2002/2003 winter semester, the rate increased to 24 percent.

Special higher education quota

As of the 2002 summer semester, 20 percent of the spots in some majors at Freie Universität were allocated according to the “special higher education quota.” As a rule, selection interviews were conducted, and sometimes grades in specific classes were taken into account. The quota was applied in the following majors:

- Political Science,
- Eastern European Studies,
- Economics.

As of the 2005/2006 winter semester, the selection process changed as follows: after the changes to the higher education framework law and as a result of the Berlin higher education law and the allocation ordinance, including the change to the central allocation office ordinance, 20 percent of the remaining study spots (after taking the “pre-quotas” into consideration) are now granted according to performance, 20 percent according to wait time, and up to 60 percent using a selection process determined by the college or university.

Changed criteria

The crux of the changes is that the Abitur (high-school) graduation grade is no longer the sole criterion for admission; it now has at most a 50-percent influence on admission, and other criteria such as selection interviews, aptitude tests, weighted Abitur grades and/or work experience must also be taken into account. In the 2005/2006 winter semester, the Veterinary Medicine program already had a selection process with an additional selection test, and as of the 2006 summer semester, Pharmacy did as well. For the spots in the Psychology Diploma program granted by the central allocation office as well as all the other programs of study in Freie Universität’s allocation program, the transition regulation was applied through the 2006/2007 winter semester, after which spots were granted exclusively based on performance, i.e. the Abitur grade.

Beginning in the 2007 summer semester, all programs of study offered at Freie Universität Berlin will use the selection process with the additional criteria in accordance with the Berlin higher education admissions law and the corresponding ordinance.

3.2.3 Trends in student numbers*Reduction in student numbers*

During the course of the last four years, the number of students decreased by about 20 percent; the number of first-semester students even decreased by 44 percent.

A large part of this reduction is due to the transfer of the medical programs to Charité. If one compares the last three years, then there is only a reduction

of about 10 percent in the number of students. Seen this way, the number of first-semester students decreased by just over 24 percent.

3.2.4 Graduation statistics and academic achievement

Overall, Freie Universität Berlin has had success with the numbers of graduates during the reporting period. Between 2003 and 2005, there was an increase of 12 percent, and the growth rates saw a distinct increase in 2005. For 2006, the numbers are expected to stabilize at a high level.

Increasing the numbers of graduates

Year	Graduates
2003	2,892
2004	2,931
2005	3,251

Numbers of graduates during the reporting period

The continuous increase seen during the transition from the traditional academic structure to the new streamlined one can also be attributed to the new regulations for examination advising established during the Executive Board's term. All of the departments made significant efforts to advise long-term students individually and to help them complete their studies.

Advising for long-term students

For the new Bachelor's and Master's programs, graduation statistics are not yet relevant. The first large graduate cohort is expected at the end of the 2007 summer semester.

3.2.5 Follow-up surveys of graduates

During the reporting period, two extensive investigations were begun at Freie Universität regarding the career success of Freie Universität's graduates. Both studies were conducted in close cooperation with the Internationales Zentrum für Hochschulforschung Kassel. One was a panel study of the graduates who concluded their studies at Freie Universität in 1995.

Two comprehensive studies about career success

Number of students in total and in the first semester (S1) according to area of study

Area of study/year of study ¹	Veterinary Medicine		Humanities and Social Sciences		Natural Sciences		Total	
	Total	S1	Total	S1	Total	S1	Total	S1
2002/2003 ²	5,168	431	31,173	3,968	7,514	1,192	43,855	5,590
2003/2004	1,286	160	30,169	3,088	7,528	898	38,983	4,145
2004/2005	1,236	143	28,348	2,601	7,357	906	36,941	3,649
2005/2006	1,234	152	26,345	2,023	7,357	984	34,936	3,158

¹ Example: 2005/2006 = 10/1/2005 – 9/30/2006

² This still includes some students from Human Medicine and Dentistry.

Successful positioning on the job market

They were surveyed five years after graduation and again ten years afterward. This is the first panel study of its kind at a German university, and the results are currently being evaluated. The first inquiry showed that the graduates' career starts were extremely positive despite the tight job-market situation at the time. The second inquiry – with an excellent (net) response rate of 66 percent – now shows that Freie Universität graduates have been able to maintain their good positioning in the professional world despite new downturns in the job market: only 3 percent stated that they had no employment. The above-average proportion of self-employed and freelance workers seen in the first inquiry (above average on a national level as well) has risen again, to 23 percent. At the same time, it is indicated that the first positions are largely stable. Overall, just over 10 percent of graduates are unsatisfied with their professional situation as a whole. A report will be presented in the summer of 2007.

The second study is a comparative special study that was conducted simultaneously with and using parts of the survey tool from the international REFLEX study. The available data will be evaluated as soon as national comparative data is available for Germany.

The work area of graduate research in the Department of Political and Social Sciences has also participated nationally and internationally in researching graduation statistics.

3.3 CareerService and continuing education

3.3.1 CareerService

*Preparation for the demands
of the job market*

CareerService has existed since 1997, and provides numerous informational, advising, and qualification services to prepare future graduates for the demands of the job market. CareerService's existing offerings were consolidated during the reporting period, and were expanded against the backdrop of the tiered academic system to include specific offerings for Bachelor's students.

*Self-information system
and advising*

A self-information system was set up in which students can learn about internships, job entry, and career planning; it was supplemented by an internet information platform. The activities in the "international internships" area were significantly increased (presentations, workshops, advising on funding opportunities for international internships through the Leonardo program, or DAAD). Through the "Ready for Studies and Practice" qualification program supported by the European Social Fund, the scope of CareerService events was greatly expanded in terms of career workshops.

In order to improve communication about CareerService's offerings, advising opportunities, and networks, a newsletter was created during the reporting period to inform students about CareerService's latest offerings, such as career orientation and career entry, applications, qualification strategies, and internships, both domestic and international.

Newsletter with offerings from CareerService

3.3.2 Growth of the continuing education center

Freie Universität Berlin has always given scientific and career-related education, as well as general continuing education and professional training, a high priority. Today, Freie Universität, with its range of programs in the continuing education center – in addition to the continuing courses offered by the departments – is a leader among the German universities.

A leader in continuing education among the German universities

The Center for Continuing Education is part of the central department for teaching and academic affairs, and is largely financed by its own income; it has seen a continuous increase in income, helping balance Freie Universität's budget in the long term. The GasthörerCard program for auditors, in particular, has had particularly positive results recently; its 800 registered auditors play a significant role in covering the costs of the continuing education center.

Continuous increases in income

Qualification and personal development programs for employees are especially important in times of restructuring and when the budget is tight. The university supplemented its internal continuing education program with a program in operational environmental management and operational health management.

Operational environmental and health management

The continuing education center's national certification programs, "Library and Archive Management," "Building and Stocking Libraries and Archives," "Online Research" and "Museum Management" were all conceived collaboratively with the institutes of Freie Universität Berlin. They provide interdisciplinary basic qualifications with nationwide applications. Vacation classes from the "Languages and Cultures of the World" series – such as Chinese, Japanese, Turkish, and Polish – working closely together with the institutes of Freie Universität Berlin, open up the university to external target audiences. Volunteers are qualified in cooperation with regional and interregional foundations (Bürger Netzwerk Bildung/VBKI, Bürgerstiftung Berlin, Stiftung Lesen, et al.) for their increasingly important work, in particular in literacy training. Teachers are supported in their pedagogical work by the "Kunst & Kinder" (art and children) continuing education course in cooperation with the State Museums.

Offerings for external target groups

The GasthörerCard program for auditors, developed six years ago, is the only one of its kind in Germany and plays a special role. Not only does it open the university to residents who are interested in lifelong learning, but

GasthörerCard as a program for lifelong learning

it also works closely with institutes of higher education and numerous regional partners – museums, theaters, and other cultural establishments – to provide a broad range of independent courses, primarily art-related, including Europe-wide cultural tours. This program segment makes a significant contribution to supporting lifelong learning, and to making Freie Universität Berlin a cornerstone of the region.

*Developing the course offerings
for continuing education programs*

3.3.3 Continuing Master's programs

Freie Universität Berlin has consistently developed its postgraduate course offerings in the last few years. Because of the regulations of the Berlin higher education law, some of these require tuition or fees.

Currently, the following continuing education programs are offered:

- Applied Literary Studies,
- Arts and Media Administration,
- East European Studies,
- Edition Philology,
- Environmental Management,
- European Studies,
- Executive Master's in Business Marketing,
- Gender Competency,
- Intercultural Education,
- International Relations Online,
- Magister/Magistra Legum,
- Net Economy,
- Politics and German Post-War History,
- Psychosocial Prevention and Health Promotion,
- School Development and Quality Assurance,
- Small Animal Science,
- Tourism Management and Regional Tourism Planning,
- Veterinary Public Health.

*Tuition and fees for
continuing Master's programs*

Continuing education programs that were formerly free are now being revised in order to continue offering them with the obligatory tuition. While tuition is being charged for the established course offerings to cover costs, such as for the “Executive Master's of Business Marketing” program, the introductory phase of the new programs generally does not yet include tuition or fees to cover costs. With regard to the competitive situation, fees or tui-

tion must be kept within limits, and in keeping with comparable courses at other colleges and universities. For the introductory phase, central funds are allocated from the objective agreements in order to pre-finance the requirements to successfully manage the programs. At the end of the introductory phase, fees for the first programs will gradually be increased, such as for the “East European Studies” program.

In order to simplify controlling for the tuition- and fee-based course offerings, these courses were summarized in the 2005/2006 budget plan in budget chapter “09 – Service Areas.” Income from these courses will be reported using a special budget title.

In the budget year of 2005, income from programs and courses requiring tuition amounted to 767,647 euros (467,588 euros in 2004). It remains to be seen which offerings will need to be canceled or revised because of low demand and high cost, and which ones can be more professionally managed and supported by the Deutsche Universität für Weiterbildung (see Ch. 2.5), and should therefore be relocated there.

Income from tuition-based Master’s programs

3.4. Offerings for schoolchildren

Effective public communication about the sciences is gaining increasing strategic importance for Freie Universität. In addition to public presentations of research results at conferences and exhibits, like the ScienceFair and the Lange Nacht der Wissenschaften, the interface between schools and the university plays a central role.

Working on the interface between schools and the university

Freie Universität Berlin has developed a broad palette of activities; at its core lies the cooperation with Berlin schools in the Natural Sciences. The school laboratories, NatLab (in the Department of Biology, Chemistry, and Pharmacy since 2002) and PhysLab (in the Department of Physics since 2003), as well as the “Kiewi & Co” program offered by the Didactics of Chemistry working group (since 2004), speak directly to school-age children and their teachers as well as teachers in training. The inclusion of these varied groups requires a comprehensive didactic concept in order to achieve learning goals.

Offerings in the Natural Sciences

Teaching-related activities are regularly combined with continuing education offerings for teachers at NatLab. This helps teachers gain confidence in dealing with the natural sciences, and to develop appropriate content for the addressees.

Continuing education for teachers and teachers in training

The labs also provide teachers in training with the opportunity to gain practical experience in teaching children, and particularly to gain teaching skills related to the Natural Sciences.

European project for teacher training

A particular challenge is posed by the section introduced in the fall of 2005 at Berlin elementary schools, “Natural Sciences 5/6” (“NaWi”); it has been shown that most of the more than 400 elementary schools are not satisfactorily prepared to implement the outlined teaching plan. In order to provide assistance, Freie Universität Berlin is using the NatLab to participate in the European Union’s new project, “POLLEN – Seed Cities for Science” (initially running through 2009). The goal is to use intensive teacher training measures and to provide appropriate teaching materials for experimenting in the classroom, in order to encourage exploratory learning in natural science classes at elementary schools.

Children’s university

Moreover, the events held by the Kinderuniversität (children’s university) at Freie Universität Berlin provide numerous activities to support natural science teaching. Teachers can integrate the two-hour interactive courses into their curriculum as preparatory lessons or as follow-up.

Network of Berlin and Brandenburg school labs

Another of Freie Universität’s initiatives led to the creation of a network of the school labs in Berlin and Brandenburg, “GenaU” (“Gemeinsam für naturwissenschaftlich-technischen Unterricht,” [Working together for natural science teaching]). Beyond the regular courses, the labs offer part-time teaching assignments for central public events run by Freie Universität in order to interface between schools and the university (Girls’ Day, Lange Nacht der Wissenschaften, Kinder- und Schüler-Sommer-Universität).

Growing number of participating schoolchildren and teachers

The courses offered by Freie Universität have been very successful and are widely accepted; in NatLab alone, the number of participating children more than doubled from 2004 to almost 2,500 in 2005, and the number of participating teachers more than tripled, with 355. The quality of the work done in school laboratories can also be seen in several prizes that have been won (for instance, LeLa in 2005 and 2006) and in the approval of numerous externally funded projects.

Center for Cooperation with Schools

Building on this high level of achievement, Freie Universität will further combine its school cooperation activities and create a Center for Cooperation with Schools with clear, profile-building focal points:

- Work done in the school labs will be even more closely networked and conceptually shaped to include the respective specialized didactics. The focus of the activities is dependent on capacity, and must therefore remain in elementary schools and level II secondary schools, while level I secondary schools can currently only be supported by targeted individual offerings.
- The EU project “POLLEN – Seed Cities for Science” will be supported by Freie Universität on an ongoing basis. This provides Berlin with the opportunity to play a leading role in encouraging the teaching of natural sciences throughout Germany.

- Analogously, corresponding offerings will be developed in the humanities and social sciences.
- A program for gifted students is currently being developed in cooperation with the Berlin Gymnasiums (college-prep high schools).

3.5 Campus Management

The switch from the Magister and Diploma programs to a tiered program of study with Bachelor's and Master's degrees increases the demands made on the organization and administration of the new academic structure. On the one hand, it creates the academic conditions required to shorten the length of study; on the other, it significantly increases the organizational overhead for administering these programs, since the new academic structure means all tests must be provided and administered in conjunction with the course of study.

The process analysis showed that the goals of the academic reform could not be adequately implemented without integrated software. In 2005, the requirements for a new software solution were defined. At the suggestion of the Board of Trustees, the "Campus Management" SAP software was recommended. The Executive Board included the Dean's Offices and the other related branches of the university in the decision process. In addition to functional criteria, technical aspects also played an important role, particularly operational and security issues.

Beginning in the 2005/2006 winter semester, Freie Universität Berlin, cooperating with SAP AG, was the first German university to implement the Campus Management module developed specifically for the global higher education market. Together with the introduction of the Bachelor's and Master's programs, this information technology project – the most comprehensive project undertaken during the reporting period – aimed to adapt all of the academic and testing administration processes to the new requirements, to digitize them and to make them accessible to students and instructors via web applications.

A reliable and centrally administrable database is essential for efficient interdepartmental processes. Therefore the centralized and local data must be transferred to an integrated central data-management system – a requirement for the key objective of the project, which is to provide a convenient service for students, instructors, and administrators. Data should only be collected once, in the place where it originates. To this end, functions are supported for all online users of the campus management system. In addition to this requirement, all information is provided in a standard format and non-redundantly everywhere it is needed:

Integrated software for organizing and administering the new academic structure

Services for instructors and administrators

- for students who want to organize their course of study online,
- to perform administrative tasks in the examination offices,
- for management and controlling tasks in the Dean's Offices and the Executive Board.

Legal and secure processing of testing data

Campus Management allows Freie Universität to fulfill the legal requirements for the legal and secure processing of testing data. Without modifying the SAP standard, a flexible and simple-to-use tool has been implemented to guarantee secure online access to all data needed for teaching and testing.

Self-organization for students

With the new online service, students in the Bachelor's and Master's programs can organize a large portion of their studies themselves, from any computer. Since February, 2006, the web functions have also been available to instructors. The Campus Management platform provides instructors with support in planning their modules, testing, and courses, as well as in recording test grades.

Further phases will help the Campus Management System administer the complete "Student Life Cycle" – from recruiting to applications, admissions, and enrollment all the way through the course of study and, finally, alumni support.

Timely and user-friendly services to promote networking and mobility

Despite a shortage of resources, the Executive Board expects to be able to manage the increased administrative overhead resulting from the system of course-based tests by applying technical solutions and modernizing the academic and teaching structure. Equally important is the creation of personalized, role-based internet portals for students and instructors, which essentially provide services 24 hours a day in a timely and user-friendly manner. The online availability of these information systems and services supports Freie Universität's goal of promoting national and international networking and mobility among its scholars and students.

The introduction of this complex new system was not completely smooth. Its technical and content-related problems, along with a lack of acceptance from users, have been observed and evaluated on an ongoing basis for the last two years. New solutions and improvements have been developed, and communication channels established, to make the system adaptive and more useful for its users' objectives.

3.6 Use of new media in teaching

Blended learning as a way to modernize teaching

At an early stage, Freie Universität Berlin addressed the issue of using digital technologies in academics, and developed a long-term strategy to link digital media with traditional teaching. The concept of "*blended learning*," a mixture

of classroom attendance and online studies, has proven to be a particularly promising way to use new media in academics at traditional universities. In this way, e-learning is being used as a tool to modernize teaching, and is providing significant benefits in modularizing academics as per the Bologna process. At Freie Universität, e-learning is operationally supported and implemented by the “Center for Digital Systems – CeDiS.” CeDiS is a competency center for e-learning and multimedia that provides digital learning technology services to all areas of the university.

E-learning is centrally managed by the “E-Learning Steering Committee” established in 2002, which consists of three Executive Board members (two vice presidents and the Chancellor) as well as the CeDiS management. The steering committee’s primary goal is to establish a comprehensive blended-learning system at Freie Universität Berlin. In addition, continuing education programs and the international education program are to be reinforced by online courses. In order to reach these goals, a comprehensive e-learning support program and a central learning platform were established within the university, along with a central content management system available to all areas. Since 2003, a subsidy of more than 1.2 million euros created more than 170 e-learning projects in all of the disciplines and in many of the university’s other institutions. The number of courses supported by the learning platform grew from 40 in the 2004 winter semester to approximately 900 in the 2006 summer semester. As of the 2006 summer semester, 15,000 students were already actively working with the teaching platform. An initial university-wide online survey in July 2006, in which more than 2,400 students participated, echoes nationwide studies about the increasing popularity of e-learning among students: 90 percent of the survey participants would prefer a course with a learning platform to one without. In addition to the learning platform (Blackboard) and the content management system, audiovisual media is increasingly in demand and being used, along with design and visualization services. This demand is expected to keep increasing in the years to come.

The growing significance of e-learning in establishing modern teaching and learning concepts requires specialized and direct support for the users, particularly the on-site instructors. In the fall of 2005, through the *FU E-Learning: FUEl project* financed by the Federal Ministry for Education and Research (BMBF), CeDiS gradually began to decentralize the e-learning competencies. E-learning advisors were hired to cover each area. These advisors consult directly with the steering committees of each discipline (departmental deans, deans of studies) about their own system for introducing e-learning; they support the university and college instructors in implementing e-learning scenarios, and help formulate grant applications. Initial results are

E-learning steering committee

170 e-learning projects and a 22-fold increase in the use of learning platforms

BMBF project: FU E-Learning

*The Distributed Campus interactive
multimedia portal*

particularly strong in the increased use of digital media and the learning platform in teaching, but also in the increased number of new and higher-quality grant applications. In addition, e-learning scenarios are increasingly being used in international study programs (for instance, East European Studies) and in postgraduate programs for full-time workers, where they make it possible to enroll in a program alongside a career. With regard to the internationalization of academics, it should be noted that both the John F. Kennedy Institute and the Institute for Latin American Studies have decided to shift all of their courses to the blended learning mode, and are currently adapting the courses correspondingly. In addition, Freie Universität Berlin has developed and established the “Distributed Campus” interactive multimedia portal in order to simplify the integration of exchange students from the United States. CeDiS works very closely in this area with Columbia University, Duke University, and Stanford University, which allows it to attract exchange students from American Ivy League universities.

*Content management system simplifies
internet presentation*

As a supplement to the learning platform, a central content management system was introduced in 2005, significantly simplifying the online presentation of the university and all of its teaching and research institutions. This allowed a new corporate design to be introduced within a short amount of time. An internal program will support the switch to the new system and will provide all of the university’s departments and institutions with new websites in the next two years, and allow them to maintain the sites themselves. This will significantly increase the university’s publicity capabilities and contribute to internationalization. Naturally, as with the learning platform, it was important that the systems support different languages. Another goal in implementing the content management system is creating content repositories both for teaching and research; this will simplify access for multiple users and enable networking with other partners. The creation of image and video archives should also be mentioned here; demand for these had increased significantly in recent years. An initial step in this direction is the preparation of the Visual History Archive of the Shoah Foundation Institute; its 52,000 interviews about the Holocaust represent one of the most important historic video archives in existence, and provide new material for teaching and research.

*Preparation of the Visual History Archive
of the Shoah Foundation Institute*

Comprehensive use of e-learning

The comprehensive use of e-learning requires a corresponding technical infrastructure as well as a modern networked administration. Computing Services’ provision of WLAN and identity services and the eAS (electronic administration and services) department’s introduction of the campus management system, improve the conditions for e-learning applications. Currently, the externally funded FUeL project is working on connecting the central teaching systems with one another so that one identifier can access as

many services as possible (single sign on), improving the services available to students. This functionality will facilitate the creation of a modern internet portal for students, planned for 2007.

The successful integration of these concepts to create a modern, flexible, and international program of study at Freie Universität Berlin is the result of several years of preliminary academic work, which was already been recognized with several awards (“Digita Preis” three times, “MedidaPrix” once).

Recognition through awards

4. Research

A university's research performance is particularly distinguished by its variety of scholarly networks; by its cooperation on the national and international level with universities and non-academic research institutions as well as with commerce; by knowledge transfer and research management and the applicability of research results; and furthermore by creating interdisciplinarity and knowledge alliances as well as training young researchers. There is also the level of external funding, which in the reporting period has increased significantly.

4.1 Internal research support

An important tool for increasing research performance, and thereby aiding the university's competitiveness, is internal research support, which represents a strategic steering mechanism within the university. In accordance with its guidelines, the research commission distributes funds to support research within the university. Externally funded activities are supported by distributing startup funds, by granting subsidies, and allocating complementary funds. Startup funds help initiate the process of gathering third-party funding. Subsidies of up to 10,000 euros support young scholars in the post-doc phase, or ensure final financing from authorized external funding sources. Complementary funds, on the other hand, are paid to authorized collaborative research areas, research groups, and research centers. Furthermore, internal research support benefits interdisciplinary centers in various disciplines that need to gather targeted external funding for interdisciplinary research projects.

In 2003, an increased departmental focus was placed on specific research areas and profiles, and this has been consistently pursued. The objective is to increase Freie Universität Berlin's international competitiveness as a research institution, to make its basic, applied, and contract research sustainable at a high-quality level, and to strengthen its scholarly network through interdisciplinary projects and partnerships with commercial and academic institutions, both locally and nationally. The optimization of the

Internal research support

Departmental focus on research profiles

New service elements: research database

university's service offerings is also intended to improve Berlin-Brandenburg's structure as an academic center.

In order to achieve these goals, Freie Universität Berlin has created new service elements in addition to the traditional administrative process. Since 2005, Freie Universität has had a research database that is integrated into the university's SAP system and is the only one of its kind in Germany; a web site for the research activities is under development. The database permits searches by individuals and by the university's reporting system – regarding externally funded research projects in all departments and Freie Universität's scholars – using quantitative and qualitative criteria, such as research title and topics, via keywords; project types; collaborative research with national and international cooperative partners; and various types of partners.

Advising for third-party contracts

In addition to the core element of the research database, contract management was institutionalized. Located in research support, it provides scholars with a further tool for efficiently acquiring external funding. Research support can now also advise and manage third-party contracts, such as industrial partners and other academic institutions. This is strategically important particularly because of the increasing use of contracts with industrial partners to bring in external funding. In addition to existing long-standing partnerships, numerous new partners are turning to Freie Universität Berlin's scholars for their expertise. In addition, the contract database aids in the follow-up and controlling of contracts that have already been concluded. This ensures consistent oversight of the contracts and their structuring.

4.2 External funding

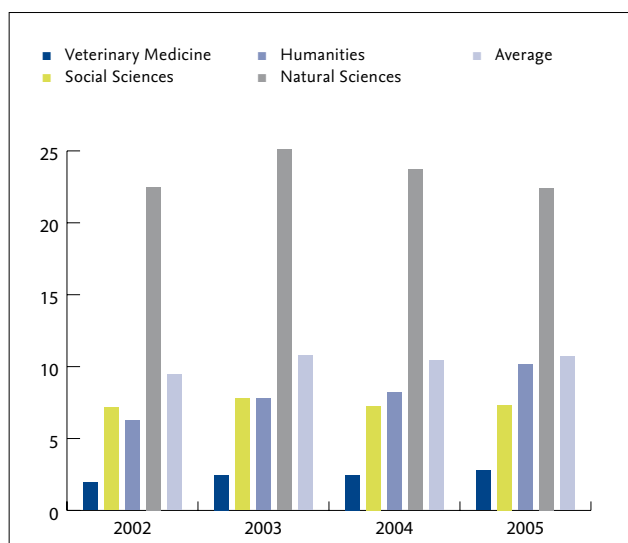
Increasing research performance

The external funding level is one of the indicators that document a university's scholarly success as well as its performance and competitiveness. The fact that Freie Universität Berlin has seen a significant increase in its research performance, and therefore a continuously growing performance success rate in recent years, can be seen by the 2003 statistic that shows a 12.7 percent increase in external funding compared with 2002. The next few years are consistent with this, and in 2005 there is a slight increase despite continuing budget cuts, the Senate's cutback guidelines, and the associated decrease in academic personnel. External funding amounted to 47.92 million euros in 2003, 45.99 million euros in 2004, and 46.29 million euros in 2005. This means that during the reporting period, Freie Universität Berlin was the most successful of all the Berlin colleges and universities in acquiring external funding.

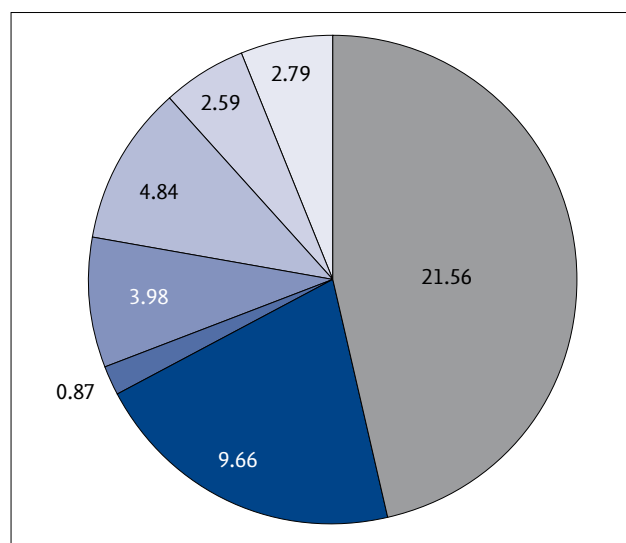
Increase in external funding

Key ↓

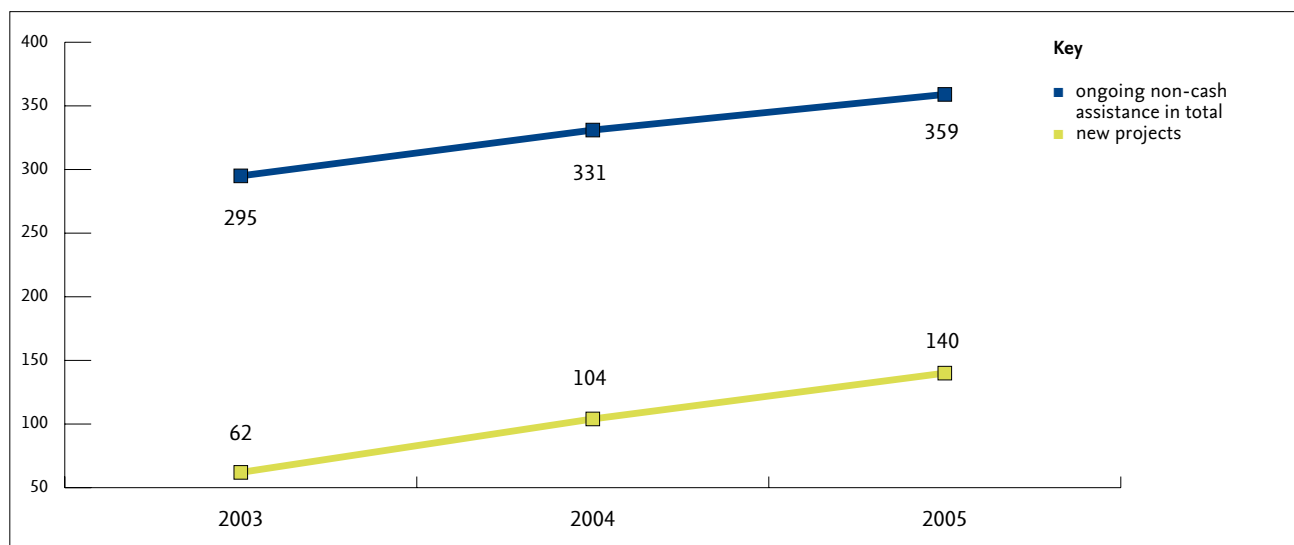
- DFG: 21.56
- Federal: 9.66
- State and municipality: 0.87
- EU and other international funding sources: 3.98
- Foundations and development funds: 4.84
- Business and associations (national and international): 2.59
- Other (i.e. donations): : 2.79
- Total: 46.29



Net disbursements for external funding by departmental group (in millions of euros)



2005 distribution of external funds by funding source (in millions of euros)



Development of non-cash assistance from DFG, 2003-2005

4.2.1 Non-cash assistance from the Deutsche Forschungsgemeinschaft

From 2003 through 2005, 985 projects were supported by non-cash assistance from the DFG (Deutsche Forschungsgemeinschaft, German Research Foundation); of these, 306 were added during this period. A continuous increase can be seen over the years.

The 30 most successful acquirers of external funding

Position	Scholar	Department
1	Professor Dr. Gerhard de Haan	Education and Psychology
2	Professor Dr. Asaf Pekdeger	Earth Sciences
3	Professor Dr. Randolph Menzel	Biology, Chemistry, and Pharmacy
4	Professor Dr. Volker Erdmann	Biology, Chemistry, and Pharmacy
5	Dr. Nicolas Apostolopoulos	Center for Digital Systems - CeDiS
6	Professor Dr. Erika Fischer-Lichte	Philosophy and Humanities
7	Professor Dr. Wolfram Saenger	Biology, Chemistry, and Pharmacy
8	Professor Dr. Christof Schütte	Mathematics and Computer Science
9	Professor Dr. Roland Bodmeier	Biology, Chemistry, and Pharmacy
10	Professor Dr. Gerhard Neukum	Earth Sciences
11	Professor Dr. Hans-Heinrich Limbach	Biology, Chemistry, and Pharmacy
12	Professor Dr. Jürgen Fischer	Earth Sciences
13	Professor Dr. Holger Martens	Veterinary Medicine
14	Professor Dr. Helmut Alt	Mathematics and Computer Science
15	Dr. Eberhard Reimer	Earth Sciences
16	Dr. Christian Freund	Biology, Chemistry, and Pharmacy
17	Professor Dr. Klaus Segbers	Political and Social Sciences
18	Professor Dr. Karl-Heinz Rieder	Physics
19	Dr. Lutz Mez	Political and Social Sciences
20	Dr. Wolfgang Harneit	Physics
21	Professor Dr. Martin Jänicke	Political and Social Sciences
22	Professor Dr. Werner Busch	History and Cultural Studies
23	Professor Dr. Ludger Wöste	Physics
24	Professor Dr. Walter Berendsohn	Botanic Garden / Botanical Museum
25	Professor Dr. Wolfgang Mackiewicz	Philosophy and Humanities
26	Professor Dr. Dietmar Kuhl	Biology, Chemistry, and Pharmacy
27	Professor Dr. Robert Bittl	Physics
28	Professor Dr. Regine Hengge	Biology, Chemistry, and Pharmacy
29	Professor Dr. Johannes Renger	Political and Social Sciences
30	Professor Dr. Gert Mattenklott	Philosophy and Humanities

Altogether 931 non-cash awards were given for pure research projects; 29 went to the Emmy Noether young scholars' groups. The other awards were distributed for printing costs, travel, interim professors, workshops, colloquia, and lectures.

Numerous non-cash awards given to research projects

4.2.2 External fundraising by scholars

Each year, Freie Universität publishes a list of the successful acquirers of external funding. The 30 best fundraisers during the reporting period are shown in the table on page 136.

4.3 Research prizes

Freie Universität's scholars had great success during the reporting period as well, some of them receiving significant research prizes. The following are some examples:

Significant awards

Professor **Dr. Gabriele Brandstetter**, Department of Philosophy and Humanities, Institute for Theater Studies, received the highest endowed German development grant, the *Leibniz-Preis der Deutschen Forschungsgemeinschaft*. The prize is 1.55 million euros and is made available for a period of five years to finance further research activities.

The *Max-Planck-Forschungspreis für internationale Kooperation* was granted to political scientist **Professor Dr. Thomas Risse** of the Otto Suhr Institute at Freie Universität and **Professor Dr. Martin Vingron** from the Max Planck Institute for Molecular Genetics in Berlin, honorary professor of Bioinformatics at Freie Universität. The Max-Planck-Forschungspreis is granted jointly by the Max Planck Society and the Alexander von Humboldt Foundation.

Professor Dr. Wolf Lepenies received the *Friedenspreis des Deutschen Buchhandels*. He is a professor of Sociology in the Department of Political and Social Sciences at Freie Universität Berlin.

Physicist **Professor Dr. Ludger Wöste** received the *Gay-Lussac-Humboldt-Preis* from the French Ministry of Education and Science. This award recognized his groundbreaking research results in the field of molecular, cluster, and atmospheric physics.

In recognition of his many years of research in English Literary Studies, the Association for German-Italian Friendship granted Professor **Dr. Manfred Pfister** the *Capo-Cicero-Preis*, which was awarded in a ceremony at the Capitol in Rome.

In recognition of his work on Friedrich Schiller, **Professor Dr. Peter-André Alt**, professor of Contemporary German Literature, was granted the *Schiller-Preis* of the city of Marbach.

Professor Dr. Dr. h. c. Peter Deuflhard, professor of Mathematics, the founder and president of the Zuse Institute in Berlin (ZIB) and co-founder of the DFG Matheon research center, received the internationally known *Maxwell-Preis* for his work in applied mathematics.

Art historian **Privatdozent Dr. Martin Schieder**, of the Art History Institute at Freie Universität Berlin, received the *Deutsch-Französischer Parlamentspreis* from the German Parliament and the Assemblée Nationale. He was honored for his book “Im Blick des anderen – Die deutsch-französischen Kunstbeziehungen 1945-1959.”

4.4 Main areas of research

4.4.1 Collaborative research centers, research units, priority programs, and research centers of the DFG

Collaborative research centers

During the reporting period, Freie Universität hosted eight collaborative research centers (Sonderforschungsbereiche, Sfb) and is involved in nine other collaborative centers, six of which have spokespersons at Humboldt Universität in Berlin, two at Technische Universität Berlin, and one at Universität Mannheim. The following collaborative research centers with spokespersons from Freie Universität Berlin were added during the reporting period:

Hosting of eight collaborative research centers

Sfb 626	Esthetic Experience and the Dissolution of Artistic Limits Spokesperson: Professor Dr. Werner Busch Department of History and Cultural Studies
Sfb 658	Elementary Processes in Molecular Switches at Surfaces Spokesperson: Professor Dr. Martin Wolf Department of Physics

Sfb 700 Governance in Areas of Limited Statehood

Spokesperson: Professor Dr. Thomas Risse

Department of Political and Social Sciences

Research units

During the reporting period, Freie Universität hosted four research units (Forschergruppen, FG) and took part in nine research units in the Berlin-Brandenburg region and nationwide. The following research units hosted by Freie Universität Berlin were added during the reporting period:

*Hosting of four research units***FG 530 Personal Histories from a Transcultural Perspective**

Spokesperson: Professor Dr. Claudia Ulbrich

Department of History and Cultural Studies

FG 606 Topic and Tradition. Processes of Reorganization in Knowledge Transfer from the 13th-17th Centuries

Spokesperson: Professor Dr. Wilhelm Schmidt-Biggemann

Department of Philosophy and Humanities

Priority programs

The key characteristic of a priority program (Schwerpunktprogramm, SPP), which generally lasts six years, is interregional cooperation between scholars. During the reporting period, Freie Universität was coordinating four priority programs, one of them in cooperation with Ludwig Maximilian Universität in Munich.

*Coordination of four priority programs***SPP 1000 Theatricality – Theater as a Cultural Model in Cultural Studies**

Spokesperson: Professor Dr. Erika Fischer-Lichte

Department of Philosophy and Humanities

SPP 1051 High-Field EPR in Biology, Chemistry, and Physics

Spokesperson: Professor Dr. Klaus Möbius

Department of Physics

SPP 1085 Cellular Mechanisms of Alzheimer's Disease

Spokesperson: Professor Dr. Gerhard Mulhaupt (Freie

Universität Berlin), Professor Dr. Christian Haass (Ludwig Maximilian Universität Munich)
Department of Biology, Chemistry, and Pharmacy

SPP 1132 Proteolysis in Prokaryotes: Protein Quality Control and Regulatory Principles

Spokesperson: Professor Dr. Regine Hengge
Department of Biology, Chemistry, and Pharmacy

Furthermore, Freie Universität Berlin takes part in 40 other priority programs.

Research centers

Since 2002, Freie Universität has participated jointly in a research center (Forschungszentrum, FZ) with Technische Universität and Humboldt Universität:

FZ 86 Mathematics for Key Technologies

Spokesperson: Professor Dr. Martin Grötschel (TU Berlin) Coordination with Freie Universität:
Professor Dr. Christof Schütte

4.4.2 Research in European networks

Freie Universität scholars collaborate on numerous projects with European partners, supported primarily by funds from the European Commission. Research partnerships funded by the European Commission span the entire departmental spectrum of Freie Universität, with the exception of the Humanities, whose main areas of research have barely been addressed in the Commission's various framework research programs. The preferred partners are universities and research institutions in Europe and its associated states, and more and more partnerships are also being formed with industrial businesses. Main thematic areas of research are in the nanosciences, in genomics, and in protein and molecular research. In Earth Sciences, environmental and climate research, together with energy and environmental policy, has long been the focus of European networking with Freie Universität. Since the integration of social and economic topics into the EU's 5th research framework program (1998-2002), social and political sci-

Cooperative focuses in nanosciences, genomics, protein and molecular research, environmental and climate research

entists, historians and jurists have increasingly begun creating networks of research partnerships on a European level. Worth noting are projects that address the expansion of the European Union and the associated issues of government and democratic understanding, the possible conflicts and potentials for violence at the borders of the Union, and the challenges that organized crime poses for the legal systems of the European states. Other topics are the effects of the European integration on politics, economics and law, the issue of European identities and history/histories, retirement systems, job markets, and workforce migration. With the transition to the 6th research framework program (2003-2006), work groups at Freie Universität successfully took part in the new tools, “Integrated Projects” and “Excellence Networks.” To date, about 43 projects have made use of their work.

Analysis of the effects of the European integration on politics, economics, and law

In recent years, support for junior researchers has increased on the European level. Thus the European graduate school of the DFG contains a European Graduate Program in Combinatorics, Geometry, and Computation, in which scholars from the Department of Mathematics and Computer Science take part. This working group successfully applied to be a Marie Curie Training Site. This enables it to attract international junior researchers for research visits. Another Marie Curie education center was established in the Department of Chemistry. In addition, European research groups cooperate in seven networks whose goal is to train junior researchers on the European level. The education networks are primarily in the departments of Physics, Biology, Chemistry, Mathematics, and Computer Science. A similar departmental distribution can be found in the three Marie Curie individual stipend winners, who began their research at Freie Universität in 2004.

Partnerships on the European level for training junior researchers

4.4.3 Interdisciplinary centers

In 2000, Freie Universität developed the concept of the interdisciplinary centers. The centers were financed through earmarked amounts in the university’s budget, and by external funding sources; the internal research support system provides a subsidy to fund the acquisition of this external funding (see Chapter 4.1). Currently, nine interdisciplinary centers are hosted by Freie Universität, four of which were established during the reporting period:

Middle Ages – Renaissance – Early Modern

Spokesperson: Professor Dr. Klaus Krüger

Department of Philosophy and Humanities

*New interdisciplinary centers***Efficient Mathematical Modeling**

Spokesperson: Professor Dr. Rupert Klein

Department of Mathematics and Computer Science

Ancient World

Spokesperson: Professor Dr. Friederike Fless

Department of History and Cultural Studies

European Languages

Spokesperson: Professor Dr. Elisabeth Stark

Department of Philosophy and Humanities

The following interdisciplinary centers were in operation before the start of the reporting period and continue to be active:

*Further interdisciplinary centers***Building Blocks for a Social History of the Near East**

Spokesperson: Professor Dr. Gudrun Krämer

Department of History and Cultural Studies

Teaching – Learning – Research

Spokesperson: Professor Dr. Hans Merckens

Department of Education and Psychology

Ecosystem Dynamics in Central Asia

Spokesperson: Professor Dr. Frank Riedel

Department of Earth Sciences

Art History and Aesthetics

Spokesperson: Professor Dr. Erika Fischer-Lichte

Department of Philosophy and Humanities

The interdisciplinary centers' success in acquiring external funding varies widely. Particular success was had by the Teaching-Learning-Research interdisciplinary center and the interdisciplinary center for Art History and Aesthetics. After the interdisciplinary centers have been evaluated, decisions will be made about each center's continuation.

4.4.4 Institute for school quality in Berlin and Brandenburg

During the reporting period, the President was able to house the Institute for School Quality in the States of Berlin and Brandenburg (ISQ) e.V. at Freie Universität. ISQ, whose financing is secured by subsidies from the states of Berlin and Brandenburg, was founded on January 1, 2006, and is currently under development. It is operated by a nonprofit association made up of seven members: the State of Berlin, represented by the Senate Office for Education; the State of Brandenburg, represented by the Ministry for Education; Freie Universität Berlin, the University of Potsdam, and one member each appointed by the school board of the State of Berlin, the school board of the State of Brandenburg, and the association of commercial enterprises in Berlin and Brandenburg e.V. Since March 13, 2006, ISQ has been recognized by the Academic Senate of Freie Universität as an “Institute of the University” as per Sec. 85 of the BerlHG.

Nonprofit association with seven members

The Institute for School Quality in the States of Berlin and Brandenburg is a service institution for the schools, school administrations, and education policies of both states. It is intended to create scholarly services that are necessary for systematic improvement in quality and quality assurance, and to provide an expert contribution to school and curriculum development in individual schools, as well as promoting further development of the joint educational region of Berlin-Brandenburg.

Service institution for schools, school administrations, and educational policy

4.5 Transfer of knowledge and technology

The universities’ restructuring created a new role for the transfer of knowledge and technology within the institutions. Various funding institutions are reacting to this by creating special programs that particularly support small and mid-sized companies’ participation in research projects as well as in founding new companies. These support strategies are integrated in the increasingly close relationship between commerce and academia on the one hand, and on the other hand they support the direct implementation of research results for products, services, and processes. Freie Universität Berlin reacted to this development as an institution, and restructured its area of knowledge and technology transfer.

Support strategy for implementing scholarly expertise

4.5.1 Patent and license service (Patent- und Lizenzservice, PULS)

Since its founding in October, 2001, Freie Universität Berlin’s internal patent and license service has worked together with the patent application agency ipal GmbH. The agency’s task is to evaluate inventions submit-

Support for inventors

ted by scholars at Freie Universität Berlin in terms of their patentable and economic aspects, to coordinate patenting, and to undertake their cost-effective usage.

Optimal use of invention potential

PULS has made it its task to support Freie Universität Berlin's scholars in invention-related fields. This applies particularly to evaluating ongoing research and development activities (R&D) for invention potential, to creating invention reports, and to designing and negotiating protective rights for R&D contracts and for labor laws with regard to the employer invention law. In addition, PULS is responsible for optimizing the invention potential of Freie Universität Berlin's scholars. To this end, measures have been established to sensitize academic personnel to inventions and encourage them to make invention reports:

Measures to encourage inventions

- Invention-related working groups are created and are sought out by technology scouts, who give suggestions by dialoguing with the scholars.
- A patent seminar entitled "Patent Evaluation of Scholarly Results" is offered regularly in conjunction with Technische Universität. Eight workshops provide important information about inventions, patents, licenses, patent inquiries, trademarks, domain names, copyright, and cooperation agreements.
- In the spring of 2005, Freie Universität Berlin established an internal support tool called "Distribution of Resources to Refine Inventions." Funds in the amount of 150,000 euros are available to support the carrying out of further experiments to refine a reported employee invention.
- As a particular incentive, Freie Universität Berlin is providing grants in the amount of 5,000 euros for each employee invention accepted, to the inventor's working group; it is also providing a bonus payment of 5,000 euros to the appropriate department if a minimum number of inventions is accepted per year.

17 invention reports in the first half of 2006

After a consolidation phase, the incentive and sensitivity measures have proved successful; just in the first six months of 2006, 17 invention reports were submitted, 13 of which were reported for patenting.

From July, 2003, to September, 2006, 64 invention reports were submitted by scholars of Freie Universität Berlin, primarily from the departments of Physics, Biology, Chemistry, and Pharmacy. Of these inventions, 33 were reported to the Patent Office, and three patents have been granted. Six of the inventions were developed under R&D contracts with industrial partners and are being evaluated by these partners. Four inventions have had utilization contracts concluded with industrial companies.

4.5.2 Startups and entrepreneurship

Freie Universität Berlin has reimagined the area of supporting startups. A comprehensive concept for supporting startups is being tested using funding from the European Union (ESF). The goal is to establish a “culture of entrepreneurship” in order to increase the number of startups from Freie Universität and to improve their quality in a sustainable manner. The scholarly working groups are supported on the one hand by two technology scouts who can identify, initiate, and coordinate startup opportunities. On the other, networks are established to promote the entrepreneurial spirit and to support startups:

- An expert pool of Freie Universität’s scholars provides advice for those interested in entrepreneurship, for instance in scholarly and technical matters.
- Academic employees interested in entrepreneurship work in a scout network located on site in the institutes, supporting the technology scouts.
- A competency-partner network allows Freie Universität Berlin’s friends and donors (such as alumni) to provide their services to startup founders at preferred rates.
- In a mentoring network, successful founders support the startups with their experience and expertise.
- A founders’ network enables founders to share their experiences.

In addition, qualification measures are increasingly being offered during the course of study. There are several offerings in the Bachelor’s programs’ general career preparation section, for instance the opportunity to found a student-run company through a competition (“5-Euro Business”) and mentored participation in the Berlin-Brandenburg business plan competition.

Startups during the reporting period

With Freie Universität Berlin’s support, the following companies were founded during the reporting period:

apuntoConnect GbR

Business area: Personnel services, expos and events

Originating department: Economics

Artefakt GmbH

Business area: Art- and culture-related services

Originating department: History and Cultural Studies

*Culture of entrepreneurship:
increasing the number of startups*

*Broad network to increase
entrepreneurial spirit*

Alumni support

Qualification of future startup founders

Startups during the reporting period

Confabs GmbH

Business area: Company consulting with a focus on communications and e-business

Originating department: Economics

eye on media GbR

Business area: Analyzing eye parameters

Originating department: Education and Psychology

MedienMOSAIK GbR

Business area: Educational services, learning techniques, and learning methods

Originating department: Politics and Social Sciences

Profit Focus Germany Ltd.

Business area: Material-cost optimization

Originating department: Economics

rapskernöl.info GbR

Business area: Rapeseed-oil sales

Originating department: Education and Psychology

ratiodrink AG

Business area: Juice concentrate sales

Originating department: Education and Psychology

ScatterWeb GmbH

Business area: Hardware and software for wireless networks

Originating department: Mathematics and Computer Science

Work@log GbR

Business area: IT services

Originating department: Economics

Prize-winning startup

In 2005, ScatterWeb, a startup out of Freie Universität's Department of Mathematics and Computer Science, won the 10,000-euro Berlin-Brandenburg Innovation Prize; in 2006, it won the "NET Award Prize," also for 10,000 euros.

Technology transfer companies

In addition to the ipal GmbH company and the Institut für Personalmanagement GmbH, which were both founded before the reporting period, Freie Universität Berlin founded another technology transfer company at the beginning of 2006: inbion GmbH (Bioinformatics Solutions for Life Sciences – Services for Industrial Research and Development). Two students run inbion GmbH on the management board, rotating every two years. The services are also organized by students. The company is supported by the Joint Commission of Bioinformatics at Freie Universität Berlin.

Students as business owners

5. Support for doctoral candidates and junior researchers

5.1 Dahlem Research School

In July 2005, the Academic Senate of Freie Universität Berlin decided to found Dahlem Research School (DRS), and created its organizational structure. This created an institutional framework in which structured doctoral programs could be supported and further developed, and new types of doctoral support investigated. In keeping with internationally accepted quality standards, doctoral students are to receive specific scholarly training and advising and be supported in completing their doctoral studies in a timely manner. In addition to specific discipline-related knowledge, broad methodological and key competencies are also to be taught. In November of 2005, at the departments' suggestion, the Academic Senate appointed the founding members of Dahlem Research School.

Structured doctoral programs at Dahlem Research School

Dahlem Research School represents a new organizational structure in which doctoral and research support is linked in an interdisciplinary manner as per the third phase of the Bologna process. This institution was founded in order to successfully address the urgent challenges of the German doctoral system and compensate for its deficiencies, which can be seen in the statements from the DAAD, the German Council for Science and Humanities, the German Rectors' Conference (HRK), the DFG, and the Helmholtz-Gemeinschaft of German Research Centers. Most important is its long-term goal to create lasting changes in the doctoral program cultures in individual departments and thereby to provide a significant contribution to the profile of Freie Universität. The model of the traditional "Einzelpromotion" (individual doctorate) remains unchanged.

Changes in the doctoral program culture

Dahlem Research School guarantees that high quality standards will be set, overseen and maintained for all of the doctoral programs under its roof. In this context, an important role is played by the "Model Ordinances for Doctoral Studies at DRS," which establishes all of the key aspects of the quality management system. More detailed design of the individual ordinances is permitted within the given framework, which takes the

Quality assurance in the doctoral programs

specific conditions of various departmental cultures into account. Ordinances for individual doctoral programs are submitted to the Academic Senate for approval.

First German member of the Council of Graduate Schools

Support for graduate education

Because of its advances in the introduction of structured doctoral programs during the founding of Dahlem Research School, Freie Universität Berlin was accepted as an international member of the Council of Graduate Schools. This makes it the first German member of this renowned association. Approximately 470 universities in the United States and Canada as well as 13 other universities outside North America (in addition to Freie Universität Berlin) are currently members of the Council of Graduate Schools. The Council of Graduate Schools is the only American organization dedicated to supporting graduate education and research. The member universities grant 85 percent of all Master's degrees and more than 95 percent of all doctorates completed in North America.

5.2 Doctoral and postgraduate programs

Supported doctoral programs

The university instructors' dedication to establishing structured doctoral programs can be seen from their participation in the "Graduate School of the DFG" support program and in the DAAD program entitled "Doctoral Studies at Institutes of Higher Education in Germany," as well as in their collaboration with the institutes of the Max Planck Society through the International Max Planck Research Schools.

During the reporting period, Freie Universität Berlin hosted eight DFG research training groups and took part in eight others. The following DFG graduate programs (GRK) hosted by Freie Universität Berlin began their work during this period:

GRK 1012	Paths of Organizational Processes Supported since January, 2005 Spokesperson: Professor Dr. Jörg Sydow Department of Economics
GRK 1123	Cellular Mechanisms of Learning and Memory Consolidation in the Hippocampal Formation Supported since April, 2005 Spokesperson: Professor Dr. Dietmar Kuhl

Department of Biology, Chemistry, and
Pharmacy

**International
GRK 1369**

InterArt Studies

Supported since October, 2006
Spokesperson: Professor Dr. Erika Fischer-
Lichte
Department of Philosophy and Humanities

The TransAtlantic Graduate Program, with scholars from the three Berlin universities, Columbia University, and New York University, has been supported since the beginning of 2005:

GRK 1015 History and Culture of the Metropolis in the 20th Century

Spokesperson: Professor Dr. Heinz Reif (Technische
Universität), Professor Dr. Wolfgang Kaschuba (Hum-
boldt Universität), Professor Dr. Ursula Lehmkuhl (Freie
Universität), Columbia University, New York University

Doctoral program in Chemistry

The international doctoral program in Chemistry, supported by the DAAD program “Doctoral Studies at Institutes of Higher Education in Germany,” was evaluated in the fall of 2003, and its funding was extended until 2006. This validates Freie Universität Berlin’s efforts to attract outstanding doctoral students, particularly from other countries.

International doctoral training

IMPRS for Computational Biology and Scientific Computing

In addition to its participation in the International Max Planck Research Schools programs Complex Surfaces in Material Science and Life Course: Evolutionary and Ontogenetic Dynamics, Freie Universität Berlin’s joint initiative with the Max Planck Institute for Molecular Genetics resulted in a new International Max Planck Research School (IMPRS), which began its work in October, 2004.

*Collaboration with the Max Planck
Institutes*

Building on the existing Master’s program in Bioinformatics and Scientific Computation at Freie Universität Berlin, the new IMPRS is integrated with numerous scientific working groups that are active at the inter-

*IMPRS for Computational Biology
and Scientific Computing*

face between the life sciences (Molecular Biology, genome research) and the theoretical sciences (Mathematics, Computer Science). The focus is on mathematical and informational questions regarding sequence analysis, theoretical structural biology, theoretical chemistry, drug design, molecular evolution, genome analysis, and methods for analyzing data for functional genome research.

5.3 Junior research groups

*Groups independently directed by junior
researchers*

The establishing of junior research groups provides outstanding young scholars with the opportunity to perform independent research and to create their own working groups. In past years, several funding institutions have set up corresponding programs. During the reporting period, a total of 19 junior research groups were working at Freie Universität; the following junior research groups began work during this time:

Federal Ministry for Education and Research (Bundesministerium für Bildung und Forschung, BMBF)

Molecular Spintronics

Project director: Dr. Wolfgang Harneit

Department of Physics, in cooperation with the Hahn-Meitner Institute

DFG: Emmy Noether Program

Lattice Polytopes, Particularly Triangulation and Overlapping Qualities. Relationships with Toric Varieties and String Theory

Project director: Dr. Christian Haase

Department of Mathematics and Computer Science

New Synthetic Methods for Naturally Modified Peptides and Proteins, Their Structural Evaluation and Biological Functions

Project director: Dr. Christian Hackenberger

Department of Biology, Chemistry, and Pharmacy

Coherent and Optimal Control of Ultracold Atoms and Molecules: Applications and Methodological Developments

Project director: Dr. Christiane P. Koch

Department of Physics

DFG MATHEON Research Center “Mathematics for Key Technologies”

Mathematical Modeling

Project director: Dr. Caroline Lasser

Department of Mathematics and Computer Science

5.4 Support for European doctoral candidates and junior researchers

The dedication to training doctoral students from abroad can also be seen in the participation by Freie Universität’s scholars in numerous Marie Curie educational networks, which are supported by the European Commission. Marie Curie educational networks focus on international education and the mobility of doctoral candidates, as well as on the development and transfer of research skills by introducing comprehensive and structured doctoral programs. In the 6th research framework program, the partnerships between research institutions and industry created for the purpose of training doctoral students, and the individual Marie Curie stipends, were added as well. The latter support postdoctoral fellows pursuing further training abroad, both within Europe and in other countries. New programs established during the reporting period are:

Marie Curie educational networks for international doctoral support

Marie Curie Educational Networks (MEST)

Neurodegeneration in Alzheimer’s Disease – Mechanisms, Consequences, and Therapy

Spokesperson: Professor Dr. Gerhard Multhaup

Department of Biology, Chemistry, and Pharmacy

Marie Curie Knowledge Transfer

Induced Microseismic Applications from Global Earthquake Studies

Spokesperson: Professor Dr. Serge Shapiro

Department of Earth Sciences

Marie Curie Individual Stipends

Ultrafast Electron and Spin Dynamics in Metallic Thin Films and Confined Structures

Spokesperson: Professor Dr. Martin Wolf (MEIF)
Department of Physics

Time-resolved Terahertz Investigation of Sedimentals, Carbon Nanotubes, and Gas-Sensing Films

Spokesperson: Professor Dr. Martin Wolf (MEIF)
Department of Physics

Samarium Iodide-induced Cyclisations Leading to New Steroid-like Compounds

Spokesperson: Professor Dr. Hans-Ulrich Reißig (MEIF)
Department of Biology, Chemistry, and Pharmacy

The Influence of Solar Variability on Climate

Spokesperson: Private Dozent Dr. Ulrike Langematz (OIF)
Department of Earth Sciences

Complaint of unconstitutionality by the Berlin universities regarding the right to award doctorates

In order to support junior researchers, it is particularly important that academic integrity be ensured. Therefore the three universities had to lodge a complaint of unconstitutionality against the limitations planned by the legislature in doctoral law: on November 1, 2004, the constitutional court of the State of Berlin determined that changes to the Berlin Higher Education Law significantly affecting the right to award doctorates were unconstitutional, since they violate the academic freedom guaranteed in Article 21, Sentence 1 of the Berlin Constitution. The constitutional court determined that the right to award doctorates is a key part of academic self-governance, which fundamentally guarantees universities the right to regulate their own doctoral processes. The verdict's significance reaches far beyond the issue of doctorates, since it strengthens university autonomy and sets strict limits on State regulatory intentions.

6. Internationality

6.1 Development

The continued development of Freie Universität Berlin's international profile is seen as a central task in establishing it as an international network university. In keeping with this objective, its international activities have been consolidated and developed over the last several years. The number of central university partnerships has increased to 122, and the number of higher education agreements through the Erasmus/Socrates exchange programs increased to 302. In the rankings of the most important funding organizations, such as the Alexander von Humboldt Foundation, DAAD, and the Fulbright Commission, Freie Universität has been in first place for years.

Internationalization as a central task

Freie Universität's high international recognition can be seen in the number of visits it receives from delegations of international universities, ministries of education, and other organizations to share experiences and explore new partnership opportunities. Its excellent standing is made even clearer by the increasing willingness of foreign governmental agencies and funding organizations to counteract the budget shortfalls of previous years by financing visiting professorships and endowed chairs, at least in part.

Increasing number of delegation visits

New international programs were successfully introduced. In 2006, in a nationwide competition put on by the DAAD and the Stifterverband für die Deutsche Wissenschaft, two programs were distinguished by the quality label "Top 10 International Master's Degree Courses Made in Germany": the joint Master's program in International Relations with the Otto Suhr Institute for Political Science, the Moscow State Institute for International Relations, Humboldt Universität, and the University of Potsdam; and the "East European Online" program in the Institute for East European Studies. Despite the reduction in the total number of students, the number of international students enrolled at Freie Universität has remained nearly constant. The proportion of international students has increased to more than 15 percent.

Recognition of international programs of study

6.2 Partnerships and collaborations

Numerous university partnerships

Through the conclusion of new agreements with universities particularly in Asia, Australia, and Eastern Europe, and more recently also in Africa, the number of university partnerships has increased in the past four years. A particular achievement of individual departments has been the development of partnerships with selected universities in South Africa, the Sudan, and Uganda.

Continent	Universities
Africa	Makerere University Kampala, Uganda Stellenbosch University, Matieland, South Africa
Asia	Chinese University of Hong Kong Jawaharlal Nehru University, New Delhi, India Nanzan University, Japan University of Ulsan, Korea National University of Laos University of Peshewar, Pakistan Chiang Mai University, Thailand Mahasarakhan University, Thailand University of Abu Dhabi, United Arab Emirates
Europe	Università degli Studi di Roma/La Sapienza, Italy University of Split, Croatia University of Wrocław, Poland State University of Kazan, Russia
Latin and South America	Collegio de México (COLMEX), Mexico Universidad Nacional Autónoma de México (UNAM), Mexico
North America	Wilfrid Laurier University, Waterloo, Canada Juilliard School, New York, USA University of Arizona, Tucson, USA
Australia	The Australian National University, Canberra, Australia The University of Sydney, Australia

New university agreements

6.3 Exchanges

Expansion into new regions

With the expansion into new regions, scholarly exchange has taken a fortunate direction. Young scientists, for instance, are provided with an opportunity to conduct research in invasive biology at the University of Stellenbosch in South Africa, and to complete internships at the biological institute of Chiang Mai University in Thailand. With the help of part-time lecturers and workshops, studies of Germany are promoted, for instance in Cultural Studies at Chiang Mai University, in Philosophy in Wuhan, and in German and Cultural Studies in cooperation with Jawaharlal Nehru University in New Delhi.

Promoting studies of Germany

In the Erasmus/Socrates program, in which all departments participate without exception, the number both of partner universities and participating departments has steadily increased.

In addition to the Erasmus/Socrates program, the university also pursues direct exchanges, which are generally arranged on a one-to-one basis between the partners. This means that for each study spot made available by the partner university, one spot at Freie Universität is made available under the same study conditions. It is in no small part due to the strict selection process, in which student excellence is the decisive selection criteria, that partnership agreements have been made with many world-renowned universities. Thus the majority of the U.S. partner universities can regularly be found among the top 50 universities in the U.S. rankings.

In the Fulbright Commission's funding program, Freie Universität has held first place nationwide for years with regard to the number of stipends awarded.

Direct exchange of students

Partnership contracts with world-ranking universities

	Number of agreements	Number of partner universities	Number of countries
2002/03	659	282	26
2003/04	711	291	28
2004/05	763	304	29
2005/06	830	316	30

The number of international agreements and partner universities is steadily growing

6.4 Academic offerings for international students

FUBiS – the international summer university

Now in its ninth year, the International Summer University can point to a continuously growing number of participants from all over the world. Although the proportion of American students is still the largest, with 40 to 50 percent, interest in the program is increasing in other regions, such as Asia and Eastern Europe. In addition to a broad range of German language courses, the summer university offers an interesting variety of classes in the humanities and social sciences that are taught in English. The credits earned can be transferred to students' home institutions. FUBiS now takes place in two phases, one from the beginning of July to the middle of July and the other from the middle of July to the middle of August, in order to meet the differentiated needs of international clients in terms of topics and in order to take the international academic calendar into account. In the

High demand for the summer school

summer of 2006, its independently developed curriculum even succeeded in attracting participants from the United Arab Emirates. The model of a summer school is exportable; Freie Universität offers a summer course in cooperation with Fudan University in Shanghai.

The success and effectiveness of the FUBiS program encouraged Freie Universität to offer an additional program, FUBiS in Winter, starting in 2006/2007. In addition, an expanded curriculum was offered for interested international students in the 2005/2006 winter semester.

FU-BEST – Freie Universität Berlin European Studies Program

*Program for the North American
university market*

The FU Berlin – European Studies Program (FU-BEST) has been especially designed for the North American university market. The semesters are adapted to suit the American academic schedule, with the fall semester running from the end of August to the middle of December and the spring semester from the beginning of January to the middle of April. The semesters are scheduled in such a way that participants who have learned enough German after two semesters can take their third semester as a regular Freie Universität summer semester, integrated into the normal course of study.

Support from the Ministry of Economics

The curriculum requires participation in an intensive German course each morning, totaling about 15 hours per week, and content courses on culture, literature, history, politics, and economics in the afternoon, taught in English. Students are given calculable performance points. In addition to the content program, the program includes intensive advising and a varied supplementary program focusing on German topics and cultural offerings.

The program, which was started in August, 2005, will be supported for three years by generous startup financing from the Federal Ministry for Economics.

The program has met with very positive responses, and demand is correspondingly large. Renowned universities such as the University of California, the University of North Carolina, the University of Maryland, and the American University agreed to act as consortial partners during the initial phase.

6.5 Center for International Exchange

International branches

In its strategy for the future submitted to the excellence competition, Freie Universität lays out plans for a *Zentrum für Internationaler Austausch* (Center for International Exchange) in order to strategically expand the university's exist-

ing international activities. The center and its branches fulfill the following functions:

- The branches are sites for high-level scholarly events in which Freie Universität's excellence clusters and other research and teaching achievements are publicized.
- The branches attract doctoral candidates and motivate them to study at Freie Universität.
- The branches provide support for recruiting highly qualified scholars within the structure of the appointment strategy.
- The branches function as alumni offices, including former students in Freie Universität's international network.
- The branches put on exhibitions with research results from Freie Universität.
- The branches conduct summer school programs in the context of the work of Dahlem Research School.
- The branches provide research and communication contacts, particularly for young scholars in other countries.
- The branches are places for outstanding students from Freie Universität to carry out their studies.
- The branches can provide particularly gifted foreign students with necessary preparation, such as language courses, before they begin studying at Freie Universität.
- The branches function as "clearing-houses" for joint programs of study with foreign universities.

Broad range of tasks

In order to measure the success of this concept, Freie Universität Berlin is focusing on the following benchmarks:

- increasing the number of international students who apply for positions at Freie Universität through the centers,
- increasing the number of outstanding international doctoral students who apply through the center,
- increasing the number of research projects with international participation.

The first branches include cities in the most important anchor countries: New York, Moscow, New Delhi, São Paulo, and Dubai. In order to establish the branch in the Gulf region, the President took an initial exploratory trip there in 2005 with the Ministry of Foreign Affairs. In other cases, the concept relies on a series of previously established branches, as described below:

Exploratory trip to the Gulf States

*Alumni and fundraising organization***Friends of Freie Universität Berlin**

Friends of Freie Universität Berlin (FFUB), an alumni and fundraising organization founded in 2003 in New York, successfully supported Freie Universität even in its initial phase. The Friends have organized an annual fundraising dinner that is widely recognized, attended by guests such as Lord Norman Foster, Lord Weidenfeld, and Klaus Schwab as well as Christo and Jeanne-Claude. Furthermore, the organization was able to raise a considerable sum to renovate the Henry Ford Building, to grant stipends to Freie Universität, and to work closely with the United Nations' Global Compact Initiative and with commerce to create the Kofi Annan Fellowship in Global Governance. The Friends also played an important go-between role in initiating the collaboration between Freie Universität and the Shoah Foundation Institute at the University of Southern California.

*Joint branch office of Freie Universität and LMU in New York***German University Alliance**

In 2005, the successful strategic alliance pursued in Germany between Ludwig Maximilian University in Munich (LMU) and Freie Universität Berlin resulted in the founding of a joint connection office in New York. Known as the "German University Alliance," the office does publicity for the two universities in North America, raises interest in their short-term programs, and educates the public about their achievements through a large number of events. In addition, the office helps maintain the partnership between the two universities.

*Supporting Chinese-German collaboration***Centre for German Studies at Peking University**

At the Centre for German Studies (ZDS) at Peking University, researchers and instructors from a variety of Humanities and Social Sciences departments direct their attention toward Germany. High-performing and highly motivated Chinese students are trained as competent, specialized managers in a six-semester Master's program on the topic of Chinese-German collaboration. At this time, the second class of ZDS students is already completing its two-semester study program in Berlin. Under the leadership of Freie Universität Berlin, all of ZDS's teaching and research tasks are coordinated jointly with Humboldt Universität and in close collaboration with DAAD.

Branch in Moscow

Since 2004, Freie Universität has been represented by an office in Moscow. The facility was made available by the Moscow State Institute for International Relations (MGIMO University). Office personnel were hired through the East Europe Institute of Freie Universität Berlin. The primary task of

this linked office was initially to develop relationships with the MGIMO on the basis of the cooperative agreement signed by both universities in 2001. Agreements were also made establishing not only the exchange of university instructors and students, but also a joint Master's program, "International Relations," with Humboldt Universität and the University of Potsdam, to begin in the 2005/2006 academic year; they also established a supplementary Political Science course taught in German at the MGIMO, beginning in the 2005 summer semester.

Joint Master's in "International Relations"

Confucius Institute at Freie Universität Berlin

The first branch of a Chinese university in Germany was established at Freie Universität Berlin in April 2006; the Confucius Institute is a joint institution of Freie Universität and Peking University, founded on behalf of the national leadership group to promote Chinese as a foreign language in the Chinese Ministry of Education. Its tasks include promoting awareness of Chinese culture, maintaining Chinese-German cooperation, teaching the Chinese language, supporting Sinology and Chinese Studies at Freie Universität, and training Chinese teachers nationwide. Financing is provided by the Chinese Ministry of Education, while Freie Universität provides the facilities and their equipment.

First Confucius Institute in Germany

6.6 International advocacy for academic freedom

Historically, Freie Universität Berlin has stood for political and academic freedom. The university has been committed to these values since its founding in 1948. Today, it addresses the changes to the concept of freedom – resulting from the end of the Cold War and increasing globalization – through its unusual level of dedication to international networking. Freie Universität's striving for the freedom to support, teach, and discuss in all disciplines will remain the core goal of its international work in the 21st century.

Global Colloquium of University Presidents

All of Freie Universität's activities, because of its specific founding history, have a special responsibility to ensure and fight for freedom in academics and research; Kofi Annan, the General Secretary of the United Nations until the end of 2006, recognized the university's special role by accepting its President into the "Global Colloquium of University Presidents," which works worldwide to ensure academic freedom. In 2005, a colloquium was held at Columbia University, and another in 2006 at Princeton.

Working on behalf of academic freedom

Acceptance of students from the European Humanities University in Minsk

In keeping with the university's work on behalf of academic freedom, on November 2, 2004, sixteen students from the European Humanities University (EHU) in Minsk, which had been closed by the Belarusian government in August 2004, arrived in Berlin by invitation of the President of Freie Universität Berlin. The fourth- and fifth-year students – twelve from Computer Science, two from Law and two from Psychology – were to continue their studies for two semesters at Freie Universität Berlin. The other students received stipends from the EHU's educational development fund; one student was granted a Heinrich Böll stipend, and three students planned to finance their own stays in Berlin.

Freedom Award

In 2007, Freie Universität will award an international Freedom Award for the first time, established to honor persons of international importance whose work has benefited freedom in a political, social, or academic context. The prize is being awarded to Kim Dae Jung for his services in Korean politics. The Freedom Award thus honors, on an international level, work performed on behalf of a globally significant ideal; it fills a gap in the lineup of prestigious prizes, which had previously not addressed this concept explicitly.

7. Equality

7.1 Measures and tools

Freie Universität Berlin is one of the leading German universities with regard to its success in gender equality. Comprehensive measures to promote equality are rooted in a tradition that began 25 years ago with the founding of the Center for the Promotion of Women's and Gender Studies. Freie Universität was recognized for its leading position with the three-year-long Total-E-Quality Award twice in a row (2002 and 2005). The university was recognized both for its performance in promoting women in all status groups and for promoting gender research. The award was renewed after the first three years, in 2005, because Freie Universität was able to demonstrate that it had performed the following new or continually developing activities:

Recognition for equal opportunity

- Establishing a cluster group entitled "Gender and Diversity" within Freie Universität's structural plan,
- new regulations for carrying out appointment procedures,
- integrating gender aspects into the Bachelor's and Master's programs,
- creating objective agreements between the Executive Board and the departments in order to:
 - increase the proportion of women in professorships and mid-level appointments,
 - support projects in women's and gender research,
 - improve work opportunities for young women scholars,
 - develop offerings for female pupils to create interest in studying the natural sciences.

Further confirmation of this successful equality policy can be seen in the 2006 rankings of the Center of Excellence Women in Science (CEWS), in which Freie Universität is ranked in the top group. For 2007, the objective is to participate in the Family-Friendly University audit of the non-profit Hertie Foundation.

The following overview introduces the various elements of women's promotion and gender mainstreaming that were developed and consolidated during the reporting period:

Resources for success in creating equality

Equality as a criterion for performance-based funding

The university management distributed 15 percent of its formula-based resources to the departments and central institutes for success in creating equality (proportion of women in new appointments, proportion of women in professorships, proportion of women filling qualification positions – junior professorships, C2, temporary W2 – proportion of women receiving doctorates). These resources were in turn tied to measures for women's promotion and the promotion of gender research. The indicators were related to the specific situation of Freie Universität, but also took the Berlin State model into account. The indicator of new appointments for female professors, however, was significantly strengthened in comparison with the state model.

Promotion of equality-specific measures in the discretionary distribution of resources through the objective agreements

In the two-year objective agreements, the university management distributed resources (for academic employees, junior professorships, and non-cash resources) for equality-related projects planned by the departments and central institutes. Resources used for equality measures amount to 10 percent of the total resources for the objective agreements.

Integration of gender research in Bachelor's and Master's programs

Issues of gender research have been systematically included in 50 percent of the newly constituted Bachelor's and Master's programs. This applies both on the departmental level and on the level of General Career Preparation, which includes modules that introduce students to the goals and processes of gender mainstreaming. The need for career qualification was also taken into account by the continuing education program in Gender Competency. This full-time, compact three-semester professional training program was begun in 2003 for university graduates in all disciplines. The program is currently being developed into a continuing Master's program.

*Providing gender competency
as career preparation*

Encouraging girls to undertake university study

During the reporting period, Freie Universität created and developed programs, together with the MINT center, NatLab, and the Kinder- und Sommeruniversität, intended to encourage school-age girls to study subjects in which women are underrepresented. Girls' Day, which currently has about 1000 participants each year, is firmly anchored at Freie Universität.

Support for school-age girls

Special qualification programs for women through doctoral support

Since 1997, with the "Rhoda Erdmann Program – Practice and Perspectives for Women in Science," Freie Universität has offered young women scholars a continuing education program during their doctoral studies or Habilitation, specific to their field of study, in order to help them develop career perspectives and to envision their professional practice. Furthermore, university management financed new positions each year that were reserved for women; currently there are 13 C1 positions and 24 C2 positions, of which 6 C2 positions are from the Berlin equal opportunity program, eleven Habilitation stipends for two to three years, and eight guest professorships. The introduction of the W pay scale allowed Freie Universität to modify the program, allowing temporary W2 professorships to be posted for women; eight of these were filled during the first search round in 2006. In a second round in 2007, more positions were advertised. In the Berlin Equal Opportunity Program for 2007-2009, Freie Universität planned to institute six junior professorships with 50-percent co-financing from the departments.

Qualification program for women scholars

"ProFiL" – Professionalization of women in research and teaching: mentoring – training – networking

ProFiL is a joint program with Technische Universität and Humboldt Universität carried out in 2003. In the ProFiL program, more than 70 female participants were mentored by more than 60 professors and managers from the fields of economics and politics, and prepared for a successful scholarly career. After the first three cycles, the sponsor universities decided to continue the program.

Professional mentoring program

Support for the appointing of women

In the New Appointment Strategy, the departments are obligated to nominate potential female applicants before positions are announced,

New appointment strategy

Improving child care

which has significantly increased the proportion of female applicants and appointments. The proportion of women appointed was about 30 percent annually, and the overall proportion of female professors was 24 percent in 2006.

Reconciling family and academic career

With a child care center operated by the student union at Freie Universität, the university creates excellent initial conditions for young couples who want to combine families with their academic work at Freie Universität, in comparison with other universities. There will also be child care available outside regular work hours and on weekends in order to support scholars and scholar couples at all levels of qualification.

*Objective agreements relating to gender***Women's and gender research at the university**

During the reporting period, all of the departments at Freie Universität were obligated to offer women's and gender research in their curricula. Supporting this concept were seven professorships with a gender focus guaranteed by Freie Universität's structural plan, as well as five junior professorships with a gender focus.

*Margherita von Brentano Prize***Recognition of dedication to gender mainstreaming**

In order to recognize achievements in a consistent gender mainstreaming policy, Freie Universität established an 11,000-euro prize, the Margherita von Brentano Prize. Freie Universität has awarded this prize since 1995.

7.2 Successes in equality – adjusting the percentage of women within individual qualification phases

7.2.1 Appointments

In terms of new professorial appointments, Freie Universität Berlin had continuous success from 2003 to 2005 (all figures excluding Human Medicine):

2003

12 C3 appointments – 6 women
(corresponds to a proportion of 50 percent)

10 C4 appointments – 2 women
(corresponds to a proportion of 20 percent)

10 junior professorships – 3 women
(corresponds to a proportion of about 33 percent)

2004

10 C3 appointments – 4 women
(corresponds to a proportion of 40 percent)

18 C4 appointments – 7 women
(corresponds to a proportion of about 39 percent)

15 junior professorships – 1 woman
(corresponds to a proportion of about 7 percent)

2005

6 W2 appointments – 2 women
(corresponds to a proportion of 33 percent)

10 W3 appointments – 1 woman
(corresponds to a proportion of 10 percent)

5 junior professorships – 3 women
(corresponds to a proportion of 60 percent)

The proportion of women in C3/W2 professorships grew from 20.4 percent in 2003 to 25.9 percent in 2004, and finally to 29 percent in 2005. This trend continued in 2006: in absolute numbers, as of December 5, 2006, 37 of 119 C3/W2 professorships were held by women.

In the C4/W3 professorships, the proportion of women increased from 10.3 percent to 14.1 percent in 2004, and to 15 percent in 2005. In absolute numbers, these successes were carried forward with a total of 37 women in the 182 C4/W3 professorships as of December 5, 2006.

7.2.2 Qualification positions

In qualification positions for academic employees, the proportion of women consistently increased as well (numbers excluding human medicine): from 47.8 percent in 2003 to 48.1 percent in 2004, and finally to 51 percent in 2005; for C2 assistant professors, the figures increased from 48.8 percent in 2003 to 57.1 percent in 2004 and 64.3 percent in 2005. The high proportion of women in the qualification positions for academic employees can

Continuous increase in the qualification positions

also be seen in the doctorates and Habilitations. The proportion of women receiving doctorates in all departments in 2005 was 47.2 percent (as a comparison, the national figure for 2003 was 37.9 percent). For the Habilitations, it was 21.9 percent, in keeping with the national average for 2003.

7.2.3 Support for young women scholars

C1/C2 women's promotion program

Berlin equal-opportunity program

Continuing the women's promotion programs

In terms of gender equality, Freie Universität placed particular value on increasing women scholars' appointability. With this goal in mind, it awarded C1 and C2 positions in a special program to promote young women scholars ("C1/C2 women's promotion program"). This special program, originally financed by State funds, has been in existence since 1991 and has been a part of the university budget since 1996. In 2004, ten C1 positions and four C2 positions were financed by the special program (another position went to Charité – University Medicine Berlin). Since 2001, Freie Universität has taken part in the Berlin Program to Promote Equal Opportunity for Women in Research and Teaching. In order to do so, the university provided co-financing for 25 percent of the costs from central funds. The "Berlin Program" granted Habilitation stipends, stipends for completing a Habilitation, visiting professorships, and C2 positions. Habilitation stipend recipients are supported for a period of two years, and graduation stipend recipients for a maximum of one year. In the program's first round of funding (2001 to 2003), eight Habilitation stipends and six graduation stipends were awarded. In the second round of funding (2004 to 2006), Freie Universität announced more Habilitation stipends and is funding six stipend recipients. The visiting professorships last for one year: three visiting professorships in 2001-2003 and five visiting professorships in 2004-2006. The C2 positions last for 48 months. Of these, the first 24 months are funded by the "Berlin Program." The remaining financing comes from local funds from the departments that have applied for the positions. The positions were filled by posting announcements to the departments. Seven C2 positions were established in the first round of funding, and six in the second round. In addition, Freie Universität distributed funds for conferences, symposia, and workshops dealing with gender issues. The projects supported in the two programs, the "Women's Promotion Program" and the "Berlin Program," were approved by the Executive Board at the suggestion of the Commission for the Promotion of Young Women Scholars (KFN). As of 2004, the KFN no longer approves any women's promotion projects at Charité – University Medicine Berlin.

8. Personnel

In the “Modifying and Supplementary Contract to the Agreements as per Article II of the 1997 Budgetary Structure Law dated July 18, 2001,” Freie Universität Berlin was required to carry forward its structural plan through June 30, 2004. With the Modifying and Supplementary Contract, the State of Berlin permanently lowered its funding for the three Berlin universities to a total of 75 million euros through the end of 2009. In its meeting on December 15, 2003, the Board of Trustees at Freie Universität Berlin agreed to the Executive Board’s suggestion for dealing with the total liabilities of 37 million euros, and agreed to recognize the framework concept for the structural plan. On January 21, 2004, the Academic Senate also recognized the concept; it asked the Executive Board to create an agreement with the other Berlin universities based on the concept, and to present a draft of the plan by the beginning of the 2004 summer semester. On April 5, 2004, the Board of Trustees presented its concurring opinion on Freie Universität Berlin’s structural and development plan, the result of the inter-university agreement in which the deans of all the departments had participated. On April 21, 2004, the Academic Senate agreed to the structural and development plan. With this, Freie Universität Berlin was the first Berlin university to successfully use the results of the negotiation with Technische Universität Berlin and Humboldt Universität in Berlin to determine the future distribution of departments and majors after the budget cutbacks.

Because of the elimination of 82 professorships through the structural and development plan, required staffed positions are reduced by a total of 437 positions, including the endowed positions and the staff cutbacks in central areas.

The consistent personnel reduction that took place in previous years must therefore continue to be pursued; at the same time, renewal must be allowed to take place through a generational shift, particularly of the professors.

On January 1, 2006, budgeting was introduced for mid-level academic positions in order to increase personal responsibility and flexibility. The departments are allowed to budget their own personnel resources,

Structural plan coordinated with the three Berlin universities

Reduction in professorships

Budgeting personnel resources for mid-level academic positions

calculated on the basis of the required staff positions determined by the 2009 structural and development plan. In 2006, 10 percent of these personnel resources were distributed among the departments according to performance-based criteria, similar to the performance-based distribution of resources among the Berlin universities. This proportion will increase to 30 percent in the next few years. In extensive discussions with the Dean's Offices, agreements were made to ensure that the allocated personnel resources would finance the necessary teaching requirements, support young scholars, and sufficiently fund newly appointed professors.

8.1 Personnel growth

Personnel cutbacks resulting from budget cuts

Since the beginning of the 1990s, Freie Universität Berlin has been forced to make significant personnel reductions as a result of drastic budget cutbacks and the associated need to reduce study spots in the State of Berlin.

Until 2005, the principles of personnel planning used in previous years were still upheld. On average, mid-level academic qualification positions could only be staffed at 80 percent. The personnel reduction was initially carried out through the age-related retirement of employees, supported by the regulations governing partial retirement and premiums. New permanent appointments took place on a very limited basis in light of the

	Professors	Junior professors	Academic employees		Other employees	Total
			temporary	permanent		
1992	730		1,274	348	2,804	5,156
1998	512		714	341	2,103	3,670
1999	492		665	332	2,061	3,550
2000	477		638	314	2,008	3,437
2001	454		640	305	1,981	3,380
2002	424		623	270	1,974	3,291
2003	407	11	628	255	1,855	3,156
2004	383	27	684	255	1,865	3,214
2005	358	30	677	251	1,822	3,138
2006	353	30	622	248	1,771	3,024

Number of full-time employees

(Figures given in full-time equivalents; cut-off date for each year is January 1; figures do not include Human Medicine)

structural plan, and only if needs could not be covered by redistributing existing personnel. The Executive Board's policy necessarily focused on maintaining a small corridor for new appointments and new hires, despite the existing personnel surplus and the tight budget, in order to avoid endangering the work capabilities of individual areas. Resources for professorships were improved by refusing to reduce positions among the academic employees.

Improving resources for professorships

The personnel surplus (not including professors) in the departments and central institutes (not including Human and Veterinary Medicine) is recorded on the Personnel Management List (PML). The number of people on this list was reduced by nearly 50 percent in 2003-2005, to 138; 46 of these were academic employees, and 92 were other employees.

	Social Sciences		Humanities		Natural Sciences		Total	
	appointments	retired	appointments	retired	appointments	retired	appointments	retired
2003	12	14	13	10	7	22	32	46
2004	11	13	9	10	23	18	43	41
2005	5	13	7	11	9	14	21	38
2006 ¹	11	16	2	9	4	8	17	33

Appointments and retired professors from 2003-2006

¹ up to and including 9/20/2006

	Social Sciences	Humanities	Natural Sciences	Other areas	Total
1998	99	70	341	10	520
1999	82	57	323	17	479
2000	105	99	332	34	570
2001	96	105	377	36	614
2002	103	104	433	36	676
2003	87	140	462	42	731
2004	105	143	402	26	676
2005	101	166	401	35	703
2006	95	172	382	36	685

Number of employees paid through external funding

(Figures given in full-time equivalents; cut-off date for each year is January 1; figures do not include Human Medicine)

Qualification of employees

A total of 22 employees chose to take early retirement with a premium. Despite doubling the bonus for PML employees, the hoped-for goal – to hasten the elimination of the PML – was not achieved. 24 employees were, however, shifted to required-staff positions. The necessary qualification measures were carried out with computer training, and sometimes supplemented by courses in office organization, university and external-funding management, library science, and foreign languages. Since the Board of Trustees' decision on March 15, 2006, regarding the moving of required positions into Chapter 08 (surplus chapter), employees continue to be assigned to the PML.

High number of employees paid through external funding

At the same time as the increase in external funding, the number of employees funded by external resources continued to increase until 2003 and remained at a high level.

In the context of the decreasing number of positions in the field of higher education, external funding is gaining increasing importance for junior researchers in particular. However, it cannot be seen as compensation for the reduction in personnel, which is financed by the university's basic resources.

8.2 Labor agreements

8.2.1 Concluding a labor agreement for employees of Freie Universität Berlin

On January 10, 2003, Freie Universität Berlin withdrew from the employers' associations (KAV/VAdöD). The reason for this was the massive threat from the State of Berlin that colleges and universities remaining in these associations, as well as accepting the results of the wage negotiations held by the Association for Public Service, could have negative effects (such as retroactive cuts to subsidies) on the upcoming higher education agreement negotiations. This withdrawal meant that the wage increases agreed upon in Potsdam, for public service performed by the employees and wage earners of Freie Universität, were not accepted.

Withdrawal from employers' associations

In order to avoid a wage-free situation, the State of Berlin and the colleges and universities, along with several other institutions, created a negotiations association. The goal of this association was to conclude a labor agreement with the unions that would be valid in Berlin.

After several rounds of negotiations, however, it was determined that the interests of the individual members of the negotiations association were too diverse to settle on a joint labor agreement. As a result, starting in January, 2004, Freie Universität Berlin carried out independent labor negotiations with the unions regarding a company wage agreement.

Despite all the difficulties and budgetary constraints, Freie Universität Berlin and the unions, after five rounds of negotiations, were able to agree on the conclusion of an application labor agreement for Freie Universität Berlin (AnwTV-FUB). This labor agreement came into effect on August 1, 2004, after its approval by the Executive Board, and regulated a term through December 31, 2006, with certain after-effects.

The AnwTV-FUB, like the application labor agreements concluded individually for the State of Berlin, Humboldt Universität, and the other colleges and universities, contained wage-level reductions and shortened work hours for all university employees. A key element of the labor agreement was the exclusion of operations-related terminations through December 31, 2009.

The short term of the AnwTV-FUB, lasting through December 31, 2006, meant that decisions regarding the wage situation at Freie Universität Berlin still needed to be made in 2006. These decisions led to the following results:

- Freie Universität Berlin retroactively rejoined the Communal Employers' Association (KAV) as of January 1, 2006.
- With the concluded transitional labor agreement, the application of the TVöD/VKA association labor law valid under the KAV, as well as the justification of Freie Universität Berlin's proper membership in the KAV, was suspended until further notice.
- With the modified labor agreement, retroactive regulations for the AnwTV-FUB were agreed upon through December 31, 2009; in other words, the 2.4 and 6-percent wage and pay reduction for employees and wage earners will be invalid as of January 1, 2007. At the same time, the weekly work hours in the West tariff area will be increased from 34.65 to 36.57 hours, and in the East tariff area from 36.65 to 38 hours. Furthermore, full-time employees will retain the amount of the bonus (640 euros) and vacation pay (260 euros). Operations-related terminations continue to be excluded through December 31, 2009.
- With the modification of the agreement to implement the VBL adjustment, employer-financed contributions lasting beyond the (new) term of the AnwTV-FUB in the second version of the ÄTV continued to balance out the decrease in company pension from the VBL mandatory insurance resulting from pay reductions.
- All employees included in the AnwTV-FUB agreement will receive a one-time payment of 250 euros in 2006 (proportionate for part-time employees). Interns receive 100 euros.
- All employees included in the AnwTV-FUB agreement will receive an additional day off in 2007, to be taken during the semester break.

Independent labor negotiations with the unions

No operations-related terminations through the end of 2009

Retraction of the wage reduction and increase in work hours

8.2.2 Wage scale for student assistants

At the initiative of Freie Universität Berlin, together with the other Berlin universities, the labor agreement for student assistants, level II (TV Stud II) was newly concluded on January 7, 2003, between the Association of Employers for Public Service in Berlin (VAdöD) and the unions (GEW/ver.di).

According to the regulations of the Labor Agreement Law (TVG), Freie Universität Berlin's withdrawal from its membership in VAdöD on January 10, 2003, meant that the labor norms of the TV Stud II had automatic after-effects, initially in the lasting labor agreements and later through a bonus for employees granted after the termination of the labor agreement on June 30, 2003. This means that the labor agreement must now only be applied to the currently employed student assistants. For student assistants hired after June 30, 2003, each contract indicates the TV Stud II in order to avoid a wage-free situation.

It remains to be seen whether the legal changes that will probably result from the federalism reform (elimination of corresponding regulations for student assistants in the higher education framework law, and possible resulting changes to the Berlin Higher Education Law) will have any effects on the wage situation for student assistants at Freie Universität.

8.3 Workplace health system

Workplace promotion of good health

The fundamental structural change that took place in higher education required a great deal of dedication and hard work from all those involved. In order to account for this, the FUndament Gesundheit (Fundamental Health) project was established in the spring of 2005. Freie Universität worked together with AOK Berlin and was professionally supported by the Association for Workplace Health Promotion (BGF). The goal of this project was to implement sustainable health promotion in the workplace at Freie Universität Berlin, as a key component of timely and modern personnel management.

Health report based on anonymous data from five insurance companies

The first phase was to collect analysis data. Among other things, the health insurance companies with the highest proportion of insured clients were asked to provide data for a health report. For 2004, anonymous data from a total of 1,955 insured clients from five insurance companies formed the basis of the report. For 2005, another insurance company was added to the list, allowing the 2005 health report to be based on anonymous data from a total of 3,548 employees of Freie Universität Berlin. Freie Universität Berlin is the only institution to date that has succeeded in convincing insurance companies to provide their data for these integrated reports.

The health reports provided the positive news that the level of employee illness at Freie Universität Berlin is low. In 2005, it was at 2.7 percent. This is due in large part to the high proportion of temporary mid-level academic employees and student assistants.

Low level of employee illness

Using the analysis data, the steering committee for this project derived hypotheses to be tested by surveying the employees. The steering committee was in agreement that a workplace health system should be introduced gradually. Accordingly, three pilot areas were chosen for the survey: the departments of Philosophy and Humanities, the Department of Veterinary Medicine, and the Central University Administration.

The survey took place from the middle of October to the middle of November 2005. The results were reported back to the respondents in special meetings, and discussed with them.

Since April, 2006, the FUndament Gesundheit project has been in its second phase. In this phase, measures resulting from the data analysis are implemented. Thus “Intensive Circles” were and are being initiated in selected areas to address questions such as “What do employees do for their health?” “How can health potentials be maintained or developed when changes take place?” and “What must be done to make more health potentials available?”

Introduction of a workplace health system

One measure resulting from the survey, in addition to offering movement workshops, is an employee discussion system that is being implemented and tested. In addition, the continuing education program, which has existed since the 2004/2005 winter semester, is to be supplemented on a continuous, need-related basis to aid workplace health promotion. The continuing education courses for mid-level academic positions are to be supplemented by programs for management and personnel development.

Movement workshops, employee discussions, and continuing education

University instructors should have the opportunity to be supported in management, personnel development, and assessment protocols with coaching and other help, where appropriate. The same applies to management employees in non-academic areas.

Management support

Because of legal regulations, a concept for occupational integration management (BEM) is currently being developed. The applicable procedural guidelines will be available at the beginning of 2007.

Another working group formed out of the steering committee is developing a concept for the protection of nonsmokers. This working group receives professional support and moderation from Techniker Krankenkasse.

Protection for nonsmokers

In addition, approximately 32,000 students at Freie Universität Berlin are benefiting indirectly from the implementation of the workplace health system because of the corresponding expansion of the athletic and continuing education programs.

9. Administration and service

The number of things that were successfully accomplished during the last few years – the wide-ranging restructuring process, the implementation of funding cutbacks, the increase in efficiency, and the comprehensive modernization of the university management – all required a corresponding reform and reorganization of the administrative and service areas. The changes were all guided by the desire to place the university in an optimal position to carry out its core tasks and its inner management. This goal assumes that all participants have a comprehensive understanding of the concerns of the university and its members and structures, as well as a high level of flexibility that allows them to adapt to the rapid changes in framework conditions, even where the core tasks are concerned; and they must be able to support these with streamlined, efficient procedures. The administration's understanding of its function, therefore, is shaped more by an entrepreneurial and service-oriented spirit than by a bureaucratic one. It should be taken into account that in order to fulfill this, management employees must undergo a mental shift that requires a significant willingness to adapt and adjust. In reorganizing the administration and service areas, the Executive Board of Freie Universität follows the principles of flexibility, streamlining, and service orientation; the reorganization is marked by growing internal and external demands for professional support along with personnel and resource cutbacks.

The changes to administration and service implemented during the reporting period are clearly consistent with the transformation of Freie Universität that has been taking place since the mid-1990s, in keeping with the fundamentals of *New Public Management*. External experts and the observance of established standards guarantee a high level of professionalization and efficient implementation. All of these measures can be traced back to the steering and administration philosophy laid out in the Kienbaum Consultants report, here adapted and concretized in order to correspond to the concerns and specific needs of a university. The changes made to Freie Universität by implementing entrepreneurial basics and steering mechanisms could not have been done “blindly.” Instead, care was

Comprehensive modernization

Entrepreneurial management and service orientation

Fundamentals of New Public Management

*Improving administration
and service*

*Most entrepreneurial college
or university*

required to preserve Freie Universität's character as a public institution that is at its heart dedicated to scholarship, research, and teaching on behalf of the society it serves. The successes of the institution as a whole during the past few years, despite significant reductions in resources, show that this has been achieved. The "Unternehmen Hochschule" (higher education as business) study, undertaken by the economic magazine "karriere" and the "Prognos" economic research institute in December, 2006, found that Freie Universität was the most entrepreneurial institute of higher education in Germany.

During the reporting period, the activities undertaken to improve administration and service included the following emphases:

Research and research support

- Professionalizing research support by supporting the planning, application, and management of externally funded projects
- Creating a patent and licensing service
- Continuing to develop a reporting system (creating a research database)

Teaching

- Providing an IT infrastructure to support the switch to the new academic structure with Bachelor's and Master's programs, as well as administering course-related testing (Campus Management SAP)
- Improving information and service through online offerings (such as online applications); establishing a call center for prospective and enrolled students
- Technical updating of the language center
- Supporting e-learning activities (CeDiS as an "e-Learning Competency Center," introduction of Blackboard)
- Providing comprehensive IT support through new PC pools, as well as area-wide WLAN coverage – the largest wireless internet-access network at a German university
- Professionalizing alumni support

Libraries

- Concentrating library locations in order to improve usage options (expanding advising services, extending opening hours, increasing types of media, providing well-equipped workplaces in the libraries)
- Providing access to online publications and online databases through participation in corresponding associations
- Developing IT infrastructure, for instance in providing online functionalities (checking out books, searches, reservations) for library users

Management and administration

- Creating a quality management system
- Expanding the budget to include personnel resources
- Reorganizing facility management
- Energy management
- Creating and developing an appropriate IT infrastructure to electronically administer management, administrative, and service areas
- Reorganizing the IT service for teaching and research, and creating an appropriate technical infrastructure in the Computing Services Center
- Developing the controlling system by improving the information and reporting system, by implementing new tools and further developing existing tools such as the cost-performance analysis, by introducing internal calculation mechanisms, and by developing and implementing branch-specific controlling procedures (for instance, IT controlling)

9.1 Facility management

Again and again, the budgetary restrictions in Berlin's higher education policy raised the question of whether it would be more economical to combine the universities, or at least their administration and infrastructure systems. This question was brought forward particularly in connection with the organization of facility management. Facility management, in other words the entire area of university-related construction, planning and property management, is the universities' second-largest expense after personnel. After a benchmarking project by the Higher Education Information System (HIS) did not produce any workable results, the State obligated the universities, by way of the 2006-2009 higher education contract, to check "service areas in the area of facility management, with the goal of optimization" in a follow-up project (Sec. 10, para. 2). The most important goals are:

Building, planning, and maintenance of university properties

- activating savings potentials in property management to benefit the core tasks of teaching and research,
- creating an incentive system for optimal usage of space,
- ensuring that spaces are consistently equipped with the fittings necessary for competitive operation.

In addition, the check is to "include the current organizational structures and an inter-university organizational structure sponsored by the university" (Sec. 10, para. 2). An important focus was on the question of whether facility management could be organized more efficiently if it were separated from the universities and transferred to a joint company.

Cooperative model for facility management

In order to fulfill the obligation of the agreement, a joint project was established by Freie Universität, Humboldt Universität, and Technische Universität in December, 2004; its results were evaluated by external experts.

In their January, 2006, mid-term evaluation of the organizational models, the experts charged the universities with concentrating on the “cooperative model” and the “joint company” options, of all the models previously discussed, and to weigh these against each other. Their analysis showed that, in terms of legal, organizational, and economic factors, a joint company would not only have no advantages over the cooperative model, but would also pose significant risks with regard to the security of the universities’ core processes. It could not be confirmed that the founding of a company would increase efficiency or lead to financial savings. Instead, the founding of a joint company by the universities would restrict their strategic options and possible courses of action to such a serious extent that the core processes would be more poorly supported, not better, leading to a competitive disadvantage for all three universities and therefore for the academic region of Berlin.

The desire to work together can be seen in a cooperative agreement that regulates the structure of future cooperation in facility management, and which will take effect after the results have been positively evaluated by the experts. This agreement demonstrates the results achieved while carrying out the project. It is the visible expression of the universities’ firm desire to fill the cooperative model with life, and to successfully carry out and implement the processes agreed upon in the project.

The technical department of Freie Universität did not start to address the above issues only during this project, but had already implemented some significant elements before it began:

- The technical department was restructured to concentrate on tasks in the areas of strategic planning and management, quality assurance, and controlling. Its operative tasks are already largely delegated externally, and are no longer performed by the department’s own personnel.
- The technical department is one of the first pilot areas to have a product-related cost-unit calculation introduced for January 1, 2007. After the process has been consolidated, the data can also be used as a basis for further benchmarking programs. The Berlin Facility Management Project showed that facility management at Freie Universität was functioning cost-effectively.
- Freie Universität has already successfully obtained several certifications for its energy-management measures. For 2007, it is preparing to begin budgeting its energy usage.

Product-related cost-unit calculations

- During the entire reporting period, comprehensive construction was carried out to preserve the substance of the buildings, to serve the ongoing spatial concentration of the departments, and to support teaching and research, making a significant contribution to the efficient and sustainable use of space as well as improving cost-effectiveness.
- A comparison of planned and existing facilities, like the one performed by the space management working group, is to be carried out regularly for all units. The results will be included in the space-related objective agreements. In the last few years, space requirement studies for the different campuses (Natural Sciences, Old Campus, Rostlaube, and Silberlaube) were developed in conjunction with the Higher Education Information System; the results have been used for space allocation planning for quite some time.

Comprehensive construction measures

Space requirement studies for the campuses

This list of measures clearly shows that facility management not only makes a significant contribution to the success and cost-effectiveness of a university, but also plays an important role in strategic planning and development.

9.2 Environmental and energy management

In its role as an internationally focused university, Freie Universität sees itself with a duty to contribute to sustainable development – not just in research and teaching, but also in its buildings and its environment. The priority held by environmental issues can be summed up as follows: in 2005, Freie Universität had an energy usage rate of 126.6 million kilowatt hours for its 200 properties. This corresponds to an annual energy usage cost of about 8.7 million euros. In addition, there are annual water costs of 1.4 million euros, and waste disposal costs of 0.5 million euros. Moreover, its practices in dealing with chemicals, dangerous substances, and hazardous waste, especially in the natural sciences, have particular relevance for the environment.

Contribution to sustainable development

With the introduction of an operational energy and environmental management system in September, 2001, the university took control of its own activities.

9.2.1 Environmental management

Since the middle of 2005, Freie Universität has belonged to a small circle of German universities whose environmental management systems have been certified by external experts in accordance with the globally recognized DIN EN ISO 14001 guideline and the European Eco-Management and Audit Scheme (EMAS). These certifications initially applied to the central university management site and the Executive Board's seat in Dahlem, along with the

European and international auditing

Düppel facility used by Veterinary Medicine. Since March, 2006, the Lankwitz facility used by Earth Sciences has also been certified in accordance with DIN EN ISO 14001. This means that a good quarter of the institutional buildings have been certified. By the end of 2008, the other locations will gradually be included in the environmental management system.

By voluntarily taking part in this norm system, Freie Universität is pursuing the following goals:

- creating sustainable cost- and usage transparency in environment-related areas such as energy, water, waste, hazardous materials, and sourcing,
- systematically reducing operations-related environmental burdens and environmental costs,
- increasing legal protection in all environmental matters,
- qualitatively improving services and management processes,
- systematically continuing to develop internal and external environmental communications.

9.2.2 Energy management

Improving energy efficiency

An integral component of the environmental management system is operational energy management, which is also the focus of the investments in environmental relief measures. Since 2003, the technical department – partly as a component of the environmental programs described – has been carrying out annual programs to improve energy efficiency in the university's buildings. The programs are based on detailed building-related energy analyses that collect technical-economic, operational, and behavior-related efficiency potentials, and develop corresponding optimization measures. The basis for these was the initial construction of the energy information system, begun in 2001. Today almost all of Freie Universität's buildings have building-specific electricity and heat meters; the data from these meters is continuously reported to and evaluated by a usage-controlling system.

Controlling usage

Clear reduction in heat and electricity usage

Energy efficiency programs are productive in both ecological and financial terms; heat usage in the updated institutional buildings was reduced by a third. Savings rates for individual properties are between 16 and 49 percent. Particularly high savings of between 37 and 44 percent were achieved in buildings where new facilities technology was installed while eliminating structural weaknesses, such as in roof insulation or insulation of upper levels and windows.

The efficiency programs have played a decisive role in steadily reducing Freie Universität's electricity and heat usage since 2000. In 2005, Freie Universität Berlin's energy usage, 126.6 million kilowatt hours, was 21

million kilowatt hours (14.4 percent) less than the baseline usage level of 2000/2001. Assuming average electricity and heating rates for 2005, this corresponds to an annual savings of 1.25 million euros. The savings in heat usage are particularly worth mentioning. The proportion of heating oil use was gradually reduced by adapting heating systems and physically combining facilities – from 14.1 million kilowatt hours (2000/2001) to 9 million kilowatt hours (2005). This corresponds to a 36-percent reduction. During the same period, the use of natural gas, despite the substitution processes in adapting buildings using heating oil, was reduced by 20 percent. District heating was reduced by about 8.8 million kilowatt hours, or 15 percent, during the same period, now at 50.1 million kilowatt hours.

9.2.3 Waste management

The closed loop recycling and waste law challenges public legal institutions to set an example for others. However, Freie Universität Berlin already understands the importance of waste removal for sustainable development.

Lowering costs for waste removal

The university's total waste was reduced by 15 percent from 2002 to 2005. The success in separating recyclables is demonstrated by the 24-percent reduction in the amount of waste that required monitoring. The amount of non-monitored waste was also reduced by 9 percent.

Freie Universität's waste removal costs in 2005 were at 486,000 euros, about 120,000 euros less than in 2002. This is primarily due to the introduction and/or improvement of recycling systems.

9.3 The role of information technology in modernizing administration and service

Updates to the information technology (IT) system, where extensive investments were made, played an important role in reorganizing administration and service during the reporting period. The administration's IT projects can be organized into three overarching goals, which also closely overlap because of the integrated and networked IT landscape:

Extensive investments in information technology

- *Improved efficiency of process organization:* Personnel costs are reduced by eliminating double competences, supporting processes across different areas, and concentrating on core tasks using IT.
- *Improved availability of information for the management and steering of Freie Universität:* The new information systems support Freie Universität's decision-making and steering processes by making data available in a timely, reliable, role-specific, and valid manner.

- *New services for administrative clients:* Many of the administration's current IT projects aim to improve the existing administrative service offerings and to create new ones for their "clients" in research and teaching.

In updating its administrative IT, Freie Universität is introducing the most up-to-date software systems and infrastructures. An important role is played by the modules of the standard SAP software, which has been gradually introduced since 2002, initially used for the economic areas of personnel and finances. The strategy was to consistently focus the administrative IT system on Freie Universität's internal steering tools (performance budgets, objective agreements), and to ensure that operational budget independence would be transferred to the departments by providing workable technical functionalities for process engineering and information management. The first German implementation of the "SAP Obligoprozessor" for personnel cost controlling took place in 2006. The processor allows Freie Universität to direct the operative management of personnel budgets in the departments using an automatic process with updated daily billing data, and makes it the first to have a completely technically integrated budget management process without media disruption.

Updating administrative IT

The wide-reaching changes of the last few years, however, have also created entirely new tasks for administration. Advising, information searches, and controlling tasks have increased significantly both on the level of central university administration and in the departments. A qualitative change is taking place, one that must also be accompanied by the implementation of IT systems.

9.3.1 IT organization

Chief Information Officer

Freie Universität was one of the first universities in Germany to establish a Chief Information Officer committee (CIO) as the highest decision-making body for the strategic management of information technology. IT use at Freie Universität was first coordinated on a content level for all areas (central IT service for research, teaching and administration, and local IT), taking the guideline competency for university management into account. It did not make sense for Freie Universität to transfer this role to a single person, since there will not always be one person with genuine IT skills on the Executive Board, which is the highest management body. The CIO committee, therefore, includes the departmental Vice President for Natural Sciences, representing academic self-administration; the Chancellor, representing personnel and the budget; and an IT expert. So far, this solution has proven successful because interaction between the representatives ensures that the decisions are sustainable. The functions of the central IT areas – Computing Services,

CeDiS, the university library, and eAS (Electronic Administration and Services) are coordinated by each area's director. Through their IT representatives, the departments are closely involved in designing the IT landscape.

9.4 Controlling and reporting system

The professionalization of university management, the decentralization of responsibility for resources, and the demand for the cost-effective and efficient use of resources all mean that controlling mechanisms must continue to be developed and professionalized, and must become more strongly anchored throughout the various areas of Freie Universität. During the reporting period, central competence areas for controlling were established, with emphases in the following areas: quality management, objective agreements, resource management and budgeting, further development of cost-performance analysis, participation in benchmarking projects, preparation of analyses and information (SWOT analyses, rankings, operating-figure project, etc.) as well as choosing and developing appropriate methods.

The controlling system was separated into a strategic controlling process operated by the President's office, and an operative controlling process aiming to provide and process data within the Chancellor's jurisdiction.

During the reporting period, in addition to a focus on developing controlling and analysis systems, emphasis was placed on tools that could guarantee a timely, comprehensive, and reliable provision of data, the most important material for analysis. For this purpose, an SAP-integrated management information and statistics database, among other things, was developed; the database allows data already prepared for use in operative and strategic decisions to be provided "at the push of a button," online. This system supplements the operative reporting systems integrated into the processes of the administrative IT system.

The management information and statistics database uses an integrated evaluation system to prepare all data falling into the category of normal administrative processes, and makes it available to various users in the central and local administration. All users can access the same system and the same evaluation results.

Another project during the reporting period was the continued development of the cost-performance analysis (KLR). In pursuing this, Freie Universität is fulfilling an obligation of the higher education contract. In the spring of 2006, a rough concept for further development of the KLR was developed. On the basis of this rough concept, the project itself was established in the summer of 2006. The creation of the rough concept and the KLR project were supported by advisors from the Syncwork company.

Further development of the controlling system

New information and statistics database

Pursuing the cost-performance analysis

The KLR project draws on the recommendations of the Kienbaum report from 2000, as well as on the resulting follow-up processes, and expands them to include the KLR element. Since Freie Universität has undergone many changes since the presentation of the Kienbaum report and is now confronted with a series of new challenges, the report's recommendations can no longer be applied directly to this aspect. Therefore the concrete implementation of the cost-performance analysis must be adapted accordingly.

10. Land-use management and campus development

The major reductions in State subsidies during the reporting period, from 2003-2006, led to a significant reduction in the number of required staff positions in the departments and in other university institutions. The resulting effects on the number of study spots, and the establishing of the new Bachelor's and Master's programs, must be taken into account in looking at Freie Universität Berlin's overall land-use management. However, there were also growth trends; the reduction in personnel was successfully counterbalanced by the positive results in external funding. The formation of excellence clusters, the establishing of new collaborative research centers, and the partnerships formed with other universities, external scientific institutions, and commercial enterprises all had a lasting effect on the university's image. Land-use management had to respond appropriately to all of these changes.

Consequently, an appropriate development plan for the sites was created during the reporting period, taking the university's ongoing renewal into account. Unlike previous years, the new plan includes the redesign of Freie Universität Berlin's outdoor spaces in order to secure the university's positive image in this regard as well, and to ensure the structural solidity of the buildings. Each construction project thus becomes part of Freie Universität Berlin's overall forward-looking development. The increasing geographic concentration associated with giving up external sites, rental buildings, and selling the villas meant that the previously scattered departments were combined in Dahlem, Düppel, and Lankwitz. Thus the projects also serve to consolidate the departments and research clusters at the university's main locations. The finished renovation projects as well as the ongoing ones, such as the asbestos abatement in the Rostlaube and the Silberlaube and the complete renovation of the Institute of Pharmacy, not only preserve the buildings' structural value, but also serve the development plan's ongoing task of creating a campus-based university.

The general strategic goals were translated into concrete planning goals for facility management:

Development planning and redesign of outdoor spaces

Geographic concentration

- Improving and changing the usage of physical assets as well as preserving building value**
- Improving structural condition*
- continuous improvement of conditions for research and teaching
 - optimizing operating costs
 - maintaining and improving structural conditions and building value (including protection of historic monuments)
 - sustainable energy management
- Concentration and consolidation**
- Consolidating the campus*
- giving up external locations (in Mitte, for example)
 - giving up and selling villas
 - ending contracts for rental properties
 - geographic consolidation of departments/research clusters at the main locations of Dahlem, Düppel, and Lankwitz
 - geographic consolidation of similar functions (such as area libraries)
- Architecture and urban planning**
- Increasing awareness*
- improving the internal footpath system
 - increasing Freie Universität's visibility in the cityscape
 - creating an effective location in terms of urban planning (new Kleine Fächer building)
 - maintaining Freie Universität's responsibility to its architectural legacy

10.1 Use of management tools for land-use and campus development

Improved usage of spaces and resources

The higher education contract's call to introduce an incentive system for optimal land usage was fulfilled by creating additional steering tools. The land-use procedure already used by the technical department for regulating appointment processes and for consolidating physical assets – including usage-appropriate integration planning, project-related allocation of facilities, and the introduction of common-use rooms (such as laboratories and workshops) – has proved to be an effective tool. In terms of the space- and resource-optimizing steering process, precise data must be collected on buildings and their users in order to recognize and implement savings potentials.

Freie Universität Berlin's authorization to sell certain buildings, using the proceeds to invest in existing buildings, has already created an efficient incentive system. It encompasses both the cost-effective management of spaces and the location development plan as well as the scholarly require-

ments that have been deemed necessary for the further development of teaching and research. These considerations then become part of the negotiations between the Executive Board and the departments.

The costs resulting from the usage of university buildings (15 million euros annually) are critically evaluated and continually optimized to benefit the university's core tasks.

Examples of cost reductions for buildings

- The costs of maintenance and glass cleaning were reduced by 45 percent in 2005, from 5,548,440 euros to 3,050,000 euros per year.
- The cost of security in the university buildings was reduced by 18 percent, from 219,230 euros to 181,580 euros per year.
- From 2003 to 2006, five more rental buildings were vacated, or the contracts terminated. Freie Universität is thus under the 1-million-euro limit for buildings still being rented. Outlay for rental properties in 2006 was reduced to 991,470 euros.

The property sales begun in 1999 continued steadily during the process of concentrating the campus. From 2003 to 2006, 15 additional properties were sold.

Examples of sales

An investor was successfully found for a conference hotel on the university campus. Negotiations regarding the sale of the property at Hechtgraben 11 where a conference hotel is to be constructed have gone on for several years and are not yet complete. This is delaying the opportunity to significantly improve Freie Universität's attractiveness as a site for national and international events.

The university's transformation from a villa-based to a campus-based university by combining the departments and research clusters can also be seen in individual completed, ongoing, and planned construction projects.

Freie Universität's distribution across several locations, along with its peripheral and local physical development, limited the university's public image and created day-to-day obstacles to cooperation and learning because of the distances between individual properties. There was no visible address. Therefore its architectural responsibility also applies to the urban planning dimension; the university's integration into the district of Dahlem is drawing particular interest because of the design of the buildings and outdoor spaces.

Increasing the site's attractiveness with a conference hotel

Visible address

10.2 A selection of completed construction projects



The new East Asian Seminar building

East Asian Seminar, Ehrenbergstraße 26-28

The East Asian Seminar, which was housed in the rental building at Podbielskiallee 42, had its rental agreement terminated in the fall of 2004. At short notice, alternate facilities were needed for the employees and the library; space was found in Freie Universität Berlin's buildings. Ehrenbergstraße 26-28 – where portions of the Biology Department were also housed – was completely cleared. Book inventories in the Education Library were sorted out and stored in order to make room for the East Asian Library. Within seven months, all of the necessary measures had been planned and implemented (clearing the building, usage planning, structural modifications, moving). The East Asian Seminar was able to resume operations in the new building in the 2005 summer semester.

A modern laboratory building



The Institute of Pharmacy site



Institute of Pharmacy, Königin-Luise-Straße 2-4

The complete renovation of the Institute of Pharmacy was completed in 2005. This was the first major construction project with a cost volume of more than 4 million euros for which Freie Universität Berlin acted as building owner. The conclusion of this project, during which the technical department had exclusive control over the project management tasks, can therefore be seen as a particular success. Pharmacy now has access to a modern laboratory building that completely fulfills technical and scholarly requirements for teaching and research, both currently and in the future.



The Philological Library

Philological Library and institutes at Habelschwerdter Allee 45

In September, 2005, Freie Universität Berlin's partial move into the Philological Library concluded another important phase of the overall renovation of the complex at Habelschwerdter Allee 45. The air conditioning and heating system (a combination of concrete core heating and ventilation along with valve control and natural ventilation) in the architecturally outstanding library still has flaws, and has therefore not yet been included in Freie Universität's operational management system. Despite repeated expressions of con-



The Philological Library is actively used

cern from the technical department, the joins in the building's façade were not modified by the Senate Department. At present, the façade is still not completely watertight. The Senate Department is therefore planning a renovation project to address this.

Redesigns in the Mensa II building complex

A new seminar center for Freie Universität with an unusual “retro-style” design was created in the former cafeteria, which was given up by the student union. It was opened for the 2006 summer semester. The space not only fills the additional teaching space needs of the attached departments, but because of its location and fixtures, it also creates a center for special events held by Freie Universität Berlin and can be rented for smaller meetings and conferences at Freie Universität Berlin.

In addition to the seminar center, the foyer of the main dining hall will also be redesigned. This public traffic area provides access to the lecture halls at Habelschwerdter Allee 45 and the attached usage areas in the Mensa II and the seminar center. In addition, new facilities (cafeteria, kiosk, sales booths, Info-Point) are planned to improve the building's functionality and quality.

Furthermore, like the completed redesign of the cafeteria counter, the dining hall upgrade was begun in the middle of 2006, with better lighting, new flooring, and a new color scheme.



Simulation of the new seminar center



Plans for the foyer



The upgraded cafeteria

Cafeteria in the Department of Economics

The interior of the cafeteria in the Department of Economics was made more pleasant in 2003, in conjunction with the energy saving measures taken. Simple methods, such as rearranging the room with new furniture and creating a contemporary color scheme, created a friendlier and more amenable atmosphere. Separating the space from the cafeteria counter meant that it could also be used for student work or events (with WLAN and electrical outlets) outside of opening hours.

Outdoor facilities at Habelschwerdter Allee 45

The goal of the redesign was to significantly improve Freie Universität's public image and to create an appropriate localization in the cityscape by developing a visible address. This plan emphasized the function of the main entrance to one of the most important buildings at Freie Universität Berlin.

Between the L and K corridors, a generous space was created with stepless access, planted sparingly with deciduous trees and outfitted with benches and bicycle stands. The entrance area directly facing the K corridor was expanded to the right. To provide a border on the side, a barrier was installed

Simulation of the main entrance at
Habelschwerdter Allee 45

that could be used as a bench, becoming a wall when it reaches the sidewalk. "Freie Universität Berlin" is inscribed along its side, and the parapet of the building says "Habelschwerdter Allee 45." In addition to the new seminar center, a permanent network of walking paths is being established, analogous to the former dirt trails.

Landscape redesign of the Lankwitz campus

In addition to improving the general atmosphere of the outdoor spaces, the landscape redesign of the Lankwitz campus primarily serves the purpose of environmental relief. To this end, automobile traffic was restricted, green ar-

areas expanded, paved surfaces significantly reduced, and a rainwater management system was introduced.

The project is supported by the environmental relief program, and at the same time it contributes to a lasting reduction in operating costs, for instance by reusing rainwater. It was implemented at the same time as the partial renaturalization and the renovation and redesign of the parking garage in 2006.



Landscape redesign of the Lankwitz campus

10.3 Ongoing construction projects

Henry Ford Building

The complete renovation of the Henry Ford Building, in consideration of its status as a historic monument, is independently planned by Freie Universität Berlin's technical department. The first construction phase began in 2005 with the façade renovation. By the 2007 summer semester, the building will be complete and ready for use again. At the same time, the surrounding outdoor areas were reconstructed in keeping with the original concept for the 1951 core campus. The Henry Ford Building has historic significance for the university, both as a piece of architecture and as a central international event center, making it one of the most important buildings at Freie Universität.

The Henry Ford Building in the 1950s





The exterior renovation of the Henry Ford Building



Simulation of the Academic Senate's conference room

The building, completed in 1954, is a protected historic monument. It was not only a central university building, but it also established the basic concept for the entire “old campus” that still applies today. The outdoor areas are therefore an integral component of the Henry Ford Building. After more than 50 years of use, signs of wear are especially noticeable in the building's interior. In addition to design flaws resulting from changes in usage, there are also flaws in the postwar design that are physically problematic from a current standpoint and have even led to damage.

The first renovation phase completed the façades and the outdoor areas. At the beginning of the semester break during the 2005/2006 winter semester, a complete renovation was begun for the interior, with close attention paid to the needs of future users and the official requirements. A significant component of this phase, in addition to preserving the historic nature of the building, was to optimize lecture-hall and circulation areas to increase the flexibility of the building's use. As of April, 2007, the plan is to house the “Zukunft von Anfang an” (Future from the Very Beginning) exhibit about Freie Universität (see Chapter 11.4) in the former textbook storage area. The completed renovation will create contemporary spaces for the university's teaching, conferences, and receptions. This will provide the university with a high-tech, multifunctional event facility.

The Large Tropical Greenhouse



Complete renovation of the Large Tropical Greenhouse in the Botanic Garden

The steering committee of Berlin's House of Representatives transferred responsibility for the planning and basic renovation of the Large Tropical Greenhouse to Freie Universität Berlin. In 2005, an EU-wide selection process was undertaken to choose a construction supervisor, and the construc-

tion plans needed for the process were created and evaluated. Financing for the 16-million-euro construction project is provided by special funds from the European Union's environmental relief program (UEP), from the State of Berlin, Lotto income, and from the higher education construction fund.

In recent decades, no technical improvements were made to the Tropical Greenhouse. Its operation demanded enormous amounts of energy because it lacked regulation technology, and because of its outdated, dilapidated exterior. The outdated building technology presented a large risk of outages, which posed a danger to the cultivated plants. Therefore it was determined that the exterior of the building should be completely replaced, and the technology updated or replaced in keeping with ecological and economical goals.

10.4 Planned construction projects

Veterinary Medicine campus in Düppel

Two construction projects are planned for the Veterinary Medicine campus in Düppel: the *Forschungshaus Molekulare Veterinärmedizin* (Research House for Molecular Veterinary Medicine, FMV) and the *Weiterbildungszentrum Düppel* (Düppel Continuing Education Center). An EU-wide selection process was carried out for the new Research House for Molecular Veterinary Medicine in Düppel. In an advance planning process, the selected construction supervisor optimized the program's needs in consultation with the user and the project steering committee (project planning). This not only reduced the total area required, but also created improved research conditions by defining common and project-related functional spaces.

*Building the Research House for
Molecular Veterinary Medicine*

The new Research House for Molecular Veterinary Medicine serves five scientific institutes within the Department of Veterinary Medicine:

- Institute of Virology,
- Institute of Immunology and Molecular Biology,
- Institute of Microbiology and Epizootics,
- Institute of Animal Hygiene and Environmental Health,
- Institute of Parasitology and International Veterinary Medicine.

The objective is to create a common center for the research-intensive microbiological, bacteriological, and virological institutes with classrooms for student training. Currently, the institutes in question are still in Berlin Mitte, in buildings and parts of buildings that were previously part of Humboldt Universität's Department of Veterinary Medicine. The FMV construction project has a number of characteristic qualities:



The Düppel campus

- In four of the five planned institutes, new appointments will be made before the building is complete. These will result in changes to the institutes' research emphases that cannot yet be entirely predicted by the Department of Veterinary Medicine.
- In the future, Freie Universität will reduce the proportion of institute-bound areas and – to a greater degree than before – will grant temporary workspace to individual research projects. This will permit savings in terms of setup and operations, particularly in the costly spaces with extensive equipment.
- The five institutes, which work with various infectious agents, will be required to create sufficient separation from one another, both to protect their research results and to protect employees and the public from contamination.

Design for the Continuing
Veterinary Education Building

*Continuing education for veterinarians
in the states of Berlin, Brandenburg, and
Mecklenburg-Western Pomerania*

The Department of Veterinary Medicine at Freie Universität Berlin will provide continuing education for veterinarians, as per the agreement made with the Veterinary Boards of the states of Berlin, Brandenburg, and Mecklenburg-Western Pomerania. The Düppel Continuing Education Center will be housed in an expanded and rebuilt former horse stable.

The building will contain a dissection room for practical training, a lecture hall for about 80 people, and areas for administration and infrastructure. The exterior design will correspond to the protected architectural ensemble of the former Düppel estate. The implementation of this design, will create high value areas without expanding the existing buildings.

Dahlem campus

In 2005, the technical department announced an EU-wide architectural competition for the design of the new Kleine Fächer building at the Obstwiese on Fabeckstraße, at the corner of Otto-von-Simson-Straße; the competition was successfully completed with the acceptance of architect Florian Nagler's design. The intent is to combine the following departments:

- Egyptology,
- Ancient Near Eastern Studies,
- Near Eastern Archaeology
- Institute of Prehistoric Archaeology,
- Institute of Classical Archaeology,
- Institute of Social Anthropology,
- East Asian Seminar,
- Near Eastern Studies,
- Institute of Islamic Studies,
- Institute of Semitic and Arabic Studies,
- Institute of Iranian Studies,
- Institute of Turkic Studies,
- Institute of Comparative Religion,
- Institute of Jewish Studies,
- Seminar for Catholic Theology.

The local libraries, which currently have relatively short opening hours, will be centrally located in a new building that will be attached to the Education Library and accessible from there. This will optimize the organization of the libraries for users in particular. The new Kleine Fächer building means an opportunity for Freie Universität Berlin to create excellent study conditions for students at a central location, and to realize the idea of a campus-based university. The new building is also necessary in order to give up and sell additional villas.

The plans for the Kleine Fächer building and the Molecular Veterinary Medicine research center have been advanced for 2006, and the necessary building paperwork has been obtained.



Simulation of the Kleine Fächer building

Renovation of the University Library

After the renovation of the Henry Ford Building has been completed, the planning, complete renovation, and improved usage of the University Library will upgrade another of Freie Universität's historically significant central buildings to meet current requirements, in keeping with its protected status as a historic monument. In addition to the obvious renovation needs after 50 years of use, some of the library's main functions no longer

The University Library



suit the technological advances that libraries in particular have faced in recent years.

Goßlerstraße 2-4: renovation and housing of the Confucius Institute

The Institute of English Language and Literature has been housed in the building at Goßlerstraße 2-4, a former Wilhelminian-era girls' home, until the completion of renovations to the building complex at Habelschwerdter Allee 45. Because of its size and structure, the building has remained an important site despite its peripheral location. The spaces that became available after the library's move to the Philological Library were used to physically integrate the new Confucius Institute. The institute was opened in the spring of 2006 – an institution of Freie Universität that will expand in the future. This decision regarding the location is supported by the nearby Sinoology department on Ehrenbergstraße. The building will be further utilized as the villas continue to be vacated.

Department of Biology, Chemistry, and Pharmacy: Takustraße 3 and Fabeckstraße 34-36

Complete renovation of the Chemistry and Biochemistry building

On the basis of space surpluses discovered in Chemistry by the Higher Education Information System (HIS), a planning process was initiated in 2004 that would determine the calculated space reserves and apply them to conversion or subsequent-use projects. This consolidation plan also took into account the requirements of the 2009 structural plan, which was not yet created at the time of the HIS analysis. The changed requirements suggest giving up the Natural Science locations outside the central area and consolidating the common functions (such as internship facilities).

In 2005, the Institute of Chemistry and Biochemistry finished evaluating the consolidation and gradual renovation of the two large building complexes. Both Takustraße 3 and Fabeckstraße 34-36 were in urgent need of a complete renovation. The next phases will be securing financing and agreeing

upon the process with the Senate Department of Education, Science, and Research, in the context of the modified law regulating construction at institutions of higher education.

The buildings from the 1960s to 1970s have outdated building systems; these have reached the end of their maximum life spans, and also use a disproportionate amount of energy, in part because they lack regulation mechanisms. The building material, which is also in need of renovation and will require some necessary changes, is still fundamentally suitable for Natural Science research today. Special features are the large stacked internship facilities in the high-rise at Fabbeckstraße 34-36, and the laboratory structure at Takustraße 3.

The smaller Chemistry buildings in the immediate vicinity were largely renovated in recent years. The urgent projects related to the complete renovation of the two building complexes simultaneously make use of the extra spaces determined by the HIS and help improve facility use. Up-to-date and cost-effective concepts must be developed for the research labs and internship facilities. Creating multifunctionality and optimizing the laboratory classification, which can be applied to the entire space or to individual workplaces, have significant effects on economical usage and operating costs.

New building for the Institute of Chemistry and Biochemistry, Takustraße

After the building at Takustraße 6 had been intensively used for 30 years as a site for mineralogical research, this field was moved to Lankwitz. Because of upcoming new appointments to the Institute of Chemistry and Biochemistry,



New equipment in the Chemistry department

this building is to be made functional for the new personnel. Therefore the building is gradually undergoing a complete renovation. The requirements of working groups researching in the areas of Biochemistry and Genetics increased the building's technology level.

The pipework renovation, and the additional unforeseen user requirements resulting from new appointments, also significantly restricted day-to-day operations.

The construction process and research work had to be coordinated. In this regard, Takustraße 6 has become a reference point for renovations to existing buildings.

Renovation of smaller Chemistry buildings



Renovated hallway at Takustraße 6

10.5 Site development for Freie Universität Berlin

Overview

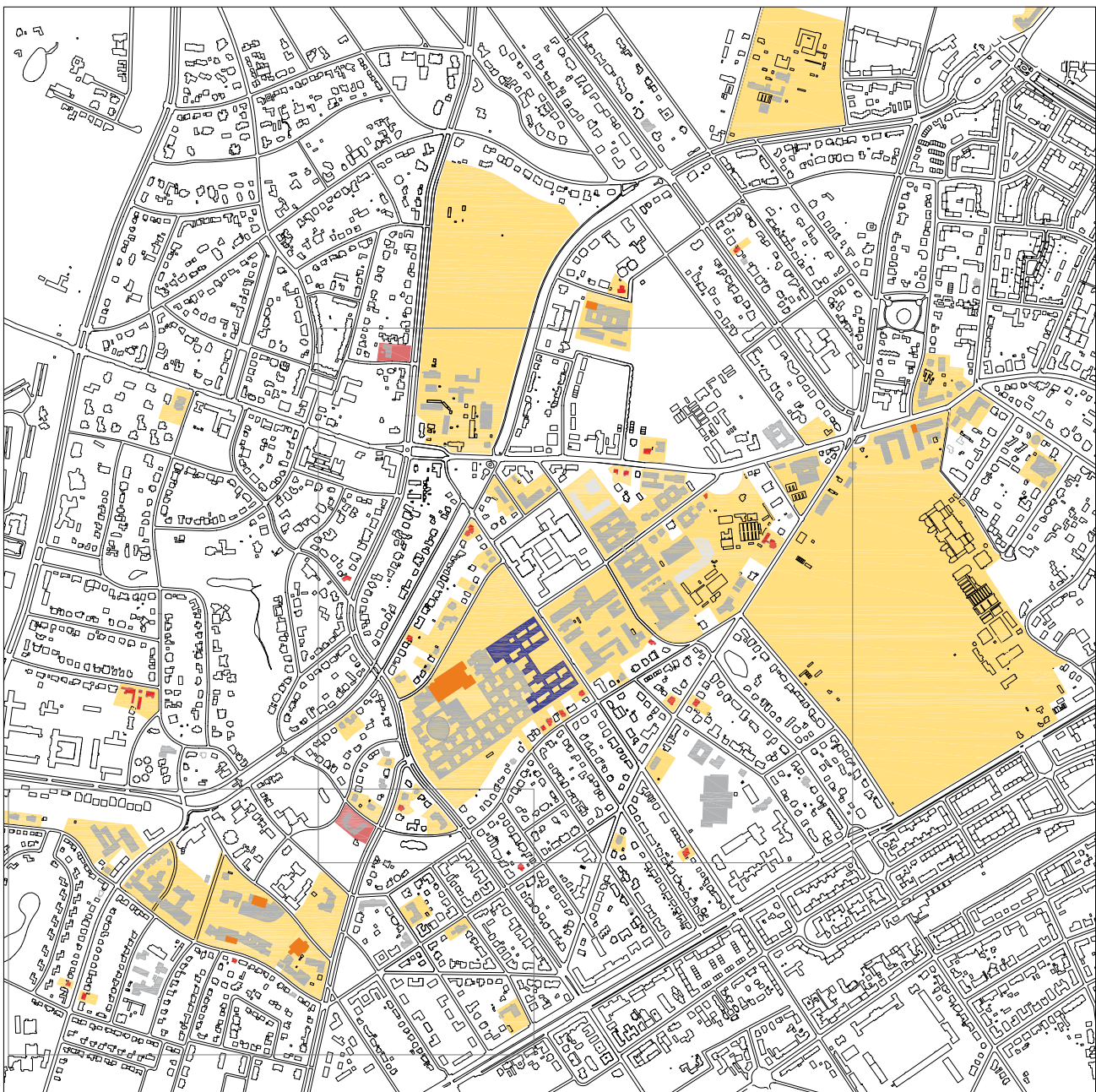
Lankwitz sites



Düppel sites



Main sites in Dahlem

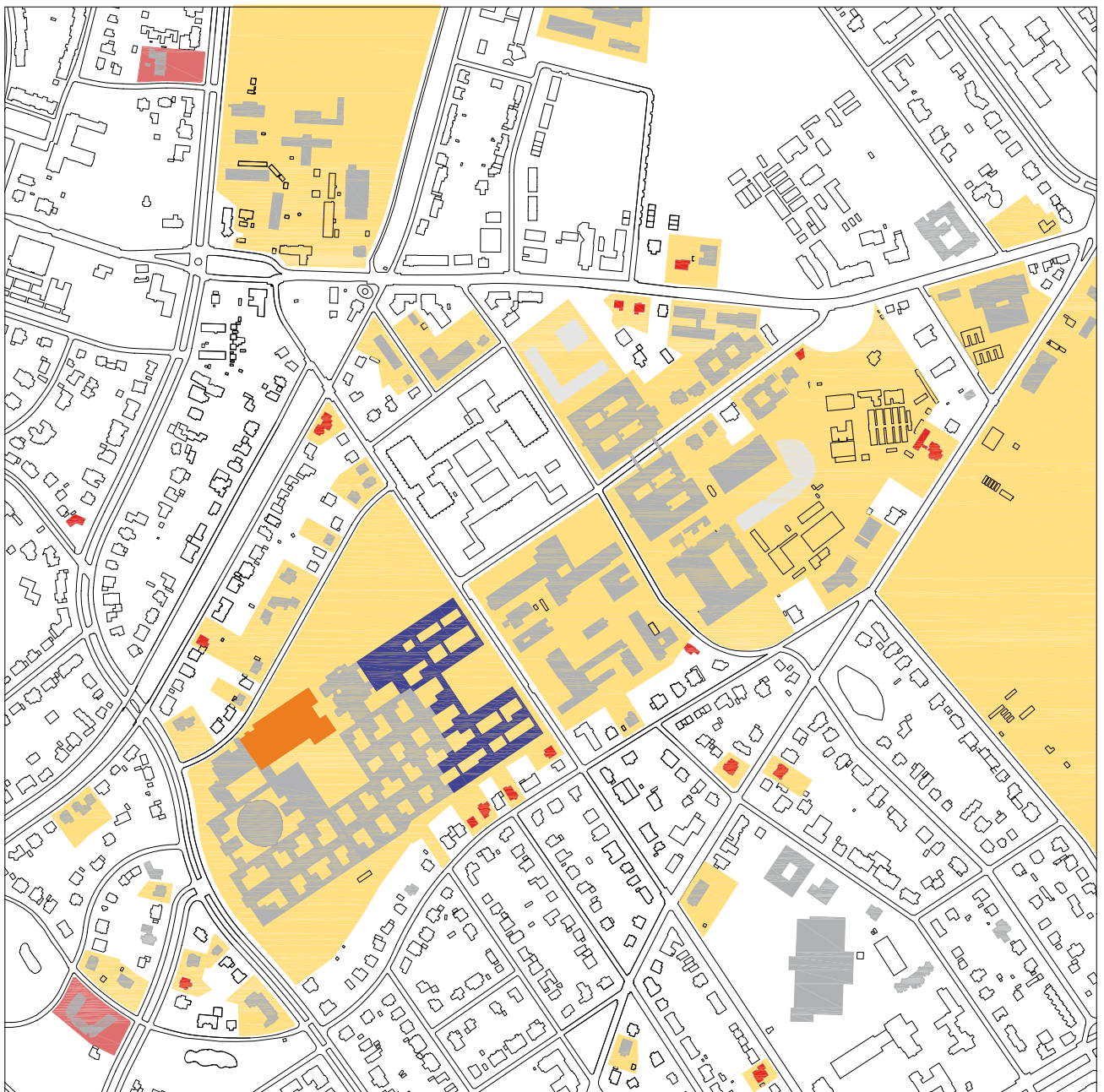


New Dahlem campus

Key

- Freie Universität Berlin buildings
 - buildings partially used or intended for use by Freie Universität Berlin
 - dining facilities
 - State-owned properties
 - properties belonging to Freie Universität Berlin
 - properties given up by Freie Universität Berlin
 - buildings planned by Freie Universität Berlin
- * partially used by other institutions such as TU, HU, TFH, Stiftung Stadtmuseum

Main sites in Dahlem



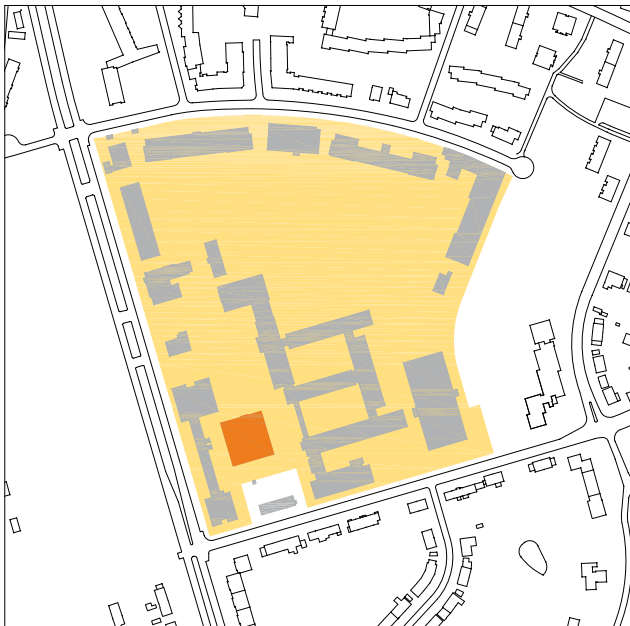
Old campus: Dahlem/Düppel/Lankwitz

Key

- Freie Universität Berlin buildings
- buildings partially used or intended for use by Freie Universität Berlin
- dining facilities
- State-owned properties
- properties belonging to Freie Universität Berlin
- properties given up by Freie Universität Berlin
- buildings planned by Freie Universität Berlin

* partially used by other institutions such as TU, HU, TFH, Stiftung Stadtmuseum

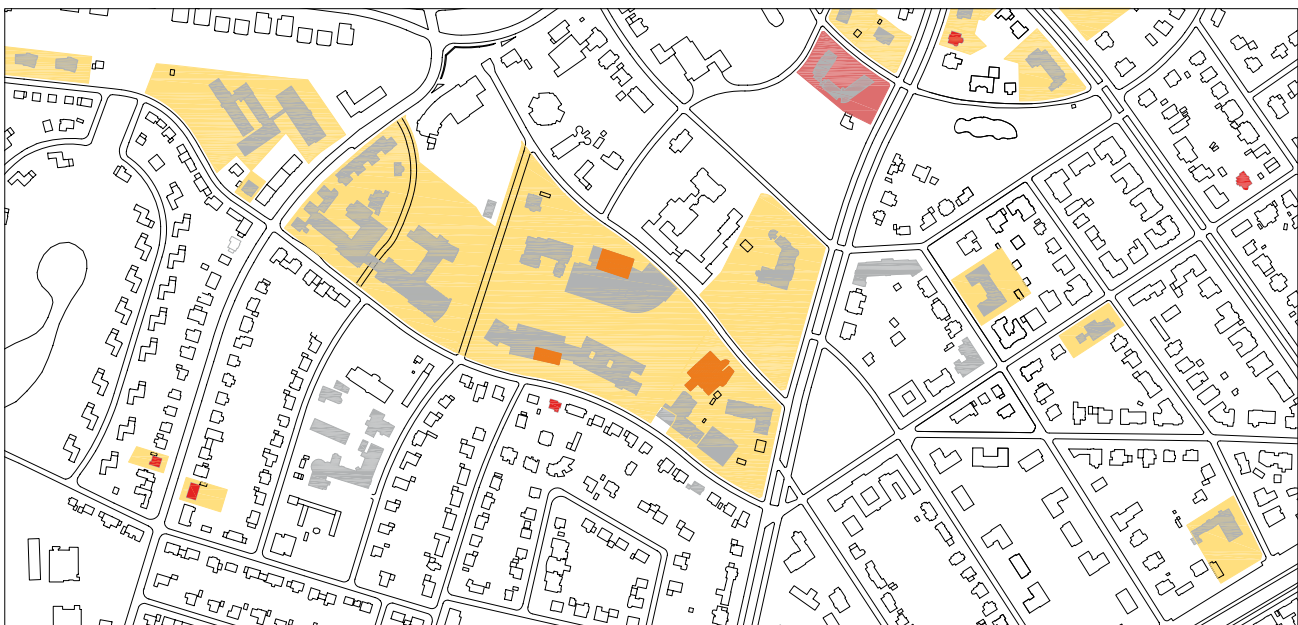
Lankwitz sites



Düppel sites



Main Dahlem sites



11. Public relations

11.1 Growth

Within one year, Freie Universität Berlin was recognized with two prizes for its successful public and press relations. In November, 2005, it received the “Prize for the Best German Higher Education Magazine,” granted for the first time by the German Rectors’ Conference (Hochschulrektorenkonferenz, HRK), the weekly newspaper “Die Zeit,” and the Robert Bosch Foundation; more than 100 colleges and universities from all over Germany had applied for this award. In October, 2006, the university received the “University Communicator Award,” also a first-time competition, awarded by the Bonn media research institute, Media Tensor. In order to determine the winner, the institute carefully evaluated and compared the media image of 30 universities in Germany.

Two prizes for public and press relations

These awards demonstrate the successful growth of press relations at Freie Universität Berlin. They confirm the aptness of the strategy introduced in 2003, dividing press relations into two independent, but closely cooperating units; while the President’s press officer is responsible for information regarding higher education policy decisions and internal university developments, the team at the communications and information office (PKI) primarily concentrates on press and publicity work in the areas of scholarship and research, as well as representing Freie Universität Berlin as an institution.

New strategy for communications

The communications and information office, which forms the focal point of public relations, provides information and knowledge. The public is informed about Freie Universität’s achievements and the broad spectrum of its offerings, either through the media or directly. This includes the effective public presentation of the latest research results, announcing current (public) events and new appointments. In addition, the communications and information office creates various brochures and informational materials, maintains contact with media outlets, provides experts to respond to journalists’ questions and advises its own scholars in matters regarding the “marketing” of scholarly results and conferenc-

Public information



Expert forums on current events

es, and in creating publications. Since the successful reforming of the public relations department, the communications and information office sees itself as a service institution, both for members of its own institution and for the general public and media representatives.

11.2 Journalist services – providing expert analysis

The increasingly important tasks of the communications and information office include providing expert analysis for media representatives, mostly on a temporary basis. Expert analysis can be provided as a response to journalists' inquiries, or as "expert services" published by the communications and information office on relevant topics and made available to journalists. In addition, Freie Universität invites journalists to special "expert forums" on current media-relevant events and developments. Scholars from various disciplines provide nuanced and generally comprehensible evaluations in individual interviews as well as in public forums. In 2001, Freie Universität organized the first expert discussions for journalists, and partly also for the general public (September 11, BSE, hoof-and-mouth disease), in order to meet the high demand for fact-based information. During the reporting period, the frequency of expert forums has increased; moreover, renowned institutions have agreed to act as cooperative partners for the events.

During the reporting period (as of October, 2006), expert forums were held on the following topics and events: "2004 US Presidential Election" (in cooperation with the American Academy); "2005 German Bundestag Elections" (with the Deutsches Institut für Wirtschaftsforschung, DIW); "PISA Study" (with the Max Planck Institute for Education Research); "Bird Flu" (with the Robert Koch Institute), "Youth Violence"; and "Berlin House of Representatives Election." Freie Universität's expert analyses have become a fixed part of its public relations program, and their positive feedback is consistently growing. Media outlets that regularly turn to the communications and information office in their search for competent spokespeople include the public legal stations ARD, ZDF, and the regional channels, private television stations, renowned radio stations, national newspapers and magazines as well as regional media. In order to simplify journalists' searches for spokespeople, more than 200 topic lists can now be found on Freie Universität's home page: www.fu-berlin.de/expertendienst. The lists are regularly updated and expanded to include new topics and spokespeople.

There is a wide spectrum of informational and profile materials available. On the one hand, the communications and information office sends out traditional press releases; the "news service" reports on special

events, and the “scholarly news service” describes current research results in popular science articles. On the other hand, the communications and information office also publishes brochures such as the “Kurzporträt” (brief portrait); in addition, the scholarly magazine “fundiert” and the “Tagesspiegel” special supplement “Freie Universität Berlin – Neues aus Wissenschaft und Forschung” (News in Science and Research) both appear regularly.

11.3 Products

Tagesspiegel supplement

Since October, 2004, a special supplement produced by the PKI team has appeared eight times a year in the Berlin “Tagesspiegel” instead of the “FU-Nachrichten” (FU News). The supplement is included in the national edition of the “Tagesspiegel” (circulation: 140,000 copies). The “Tagesspiegel” supplement allows Freie Universität to inform a wide readership both outside and inside the university about current developments in teaching, research, and university policies, as well as selected events (such as honorary doctorates or official graduation ceremonies), the academic reform, external funding received, and other news.



“fundiert” scholarly magazine

The scholarly magazine “fundiert” appears once or twice yearly, with a press run of 5,000 copies, and addresses a different topic in each issue. The most recent issues addressed “Networks” and “Work.” Earlier magazines addressed topics such as “Security,” “Water,” “Age and Aging,” “Light and Darkness,” and “Epidemics and Plagues.” “fundiert” focuses on readers interested in scholarly topics both outside the university (in the press, politics, and economics) and within it (students, professors, and academic employees). The magazine is not intended to be a specialized magazine, but aims to present the scholarly achievements of Freie Universität Berlin to a broad public in the context of its public relations program. In order to make the networked thought processes taking place at Freie Universität Berlin transparent, particularly the cluster process, the editors choose interdisciplinary em-



phases that are illuminated from unusual and varied angles. The editors prioritize comprehensible language and a popular rendering of the topics in order to ensure that readers enjoy the magazine.

Freie Universität Berlin: A brief portrait

The communications and information office publishes individual brochures that portray various aspects of Freie Universität. The “Kurzporträt” (brief portrait), which concisely presents the history, structure, and profile of Freie Universität along with current statistics, data, and facts (such as the number of DFG collaborative research centers and research groups as well as the number of graduate seminars and library holdings). The brief portrait is available in German and in English, and additional translations are planned.

Television and radio partnerships

After the successful cooperation with the “Tagesspiegel,” Freie Universität was also able to gain a partner in the field of visual media, and to carry out a project with them. A new talk show was created in cooperation with Rundfunk Berlin-Brandenburg (RBB): “Kluge Köpfe – Der Uni-Talk mit Jörg Thadeusz” [Great Minds – The University Talk Show with Jörg Thadeusz]. The first two broadcasts were recorded in the Philological Library. The first show was broadcast on June 8, 2006. Addressing the topic “Was muss man wissen? – Vom Bildungsbürger zum Google-User” (What do you need to know? From the intelligentsia to the Google user) were Professor Dr. Elsbeth Stern (then at the Max Planck Institute for Education Research, now at ETH Zurich), Hatice Akyün (journalist), Professor Dr. Christoph Stölzl (historian), and Professor Dr. Dieter Lenzen (President of Freie Universität Berlin). The second broadcast on June 22, 2006, addressed German-American relations. The discussion was held by Irene Dische (author), Professor Dr. Ursula Lehmkuhl (Freie Universität), Professor Dr. Paul Nolte (Freie Universität), and Peter Schneider (publicist and alumnus of Freie Universität).

In addition, a new talk show was created, “Das Hochschulquartett” (Deutschlandfunk and “manager magazin”); the President of Freie Universität is one of its regular members. A talk show with a news station is currently in the planning stage.



The first broadcast: June 8, 2006



The second broadcast: June 22, 2006

Imagefilm

In order to make Freie Universität Berlin even more visible in the public eye, a short film was created in October, 2006. The 100-second film presents the motto of Freie Universität, “Zukunft von Anfang an” (Future

from the Very Beginning) along with its founding principles, “freedom” and “internationality.” The film premiered during the official graduation ceremony at the beginning of the 2006/2007 academic year.

11.4 Exhibition: *Future from the Very Beginning*

In 2003, it was suggested that Freie Universität find a way to depict its history and its future in a visible manner, both to those inside the university and to the outside world. An experienced team of external exhibition curators – Katharina Klotz, Doris Müller-Toovey, and Wilfried Rogasch, who had worked for the Deutsches Historisches Museum, among other places – was tasked with creating an exhibition entitled *Future from the Very Beginning*. In honor of the 50th anniversary of the Henry Ford Building, the first new building at Freie Universität Berlin, the exhibition opened on October 16, 2004, in this historically significant building. The exhibition covered a total of 1,200 square meters and showed Freie Universität’s influence on scholarship and social policies, both nationally and internationally. Emphasis was placed on Freie Universität’s founding as a reaction to the expulsion, arrest and murder of democratically-minded students in 1948; on its role in the 1968 student upheavals; on the after-effects of the fall of the Wall in 1989; and on future plans for the Dahlem site. Other thematic emphases were the university’s architectural landscape, with its buildings from six different centuries; the broad spectrum of disciplines; campus life; and the habits and rituals of academia then and now. Numerous charts, a “mobile” of Freie Universität’s prominent members and friends, some previously unreleased photos and other objects made *Future from the Very Beginning* an informative trip through the university’s scholarly history.

The Future from the Very Beginning exhibition lasted through February 20, 2005, and will become a permanent exhibition housed in the Henry Ford Building starting in April, 2007, after a thorough structural renovation. The exhibition also did some traveling: from June 2-30, 2005, it was displayed in the Berlin House of Representatives, and in October, 2005, it was in Beijing.

11.5 Landmarks in the Land of Ideas

In the nationwide competition “365 Landmarks in the Land of Ideas,” which was first put on in 2006, Freie Universität Berlin was distinguished



A “mobile” of members and friends of the university



Actor Frank Deesz in the play “Der Aufstand”

twice – both the Philological Library and the Botanic Garden were chosen to represent aspects of Germany, each for a different day in 2006.

In honor of its selection as a “Landmark in the Land of Ideas,” the Philological Library, designed by Lord Norman Foster, held an open house on April 11, 2006, to present the widely varied holdings of the eleven departmental philological libraries. The high point of the evening was the world premiere of a play: “Der Aufstand” (The Insurgency) by American playwright C.J. Hopkins. The library’s architecture inspired the New York writer, playwright, and director, who has been based in Berlin for several years, to create a play set and staged in the library.

The Botanic Garden opened its doors from June 10-12, 2006, as a “Landmark in the Land of Ideas,” offering visitors an extensive entertainment program supported by numerous sponsors.

11.6 Internet

In recent years, the extensive use of online resources has become a matter of course, and the Internet has become one of the most important public-ity tools available to companies and public institutions.

In this context, the university management created the necessary conditions, through organizational and structural decisions, to use this medium in a forward-looking way. This includes the decision to use Infopark’s “Fiona” Content Management System (CMS) as a technical basis. The system allows the relevant central and local areas to prepare and maintain information in an efficient and user-friendly way, and to publish it online in a timely manner using the Corporate Design. In the medium term, after a three-year introductory period, the objective is to generate a majority of the available information through this system. At the same time, new application areas are to be made available for the university’s internal and external communications activities.

The Executive Board provides the departments and institutions with a support program to help them make the necessary transitions during the project phase. Numerous areas, such as the Department of Veterinary Medicine, have already completely switched over to the CMS or are preparing to do so. By participating in training sessions, more than 500 people are now qualified to use the CMS. Participants in these sessions focus on their shared need to communicate information in a current, complete, reliable, target-oriented, and active manner. The acceptance of the introduction strategy, and the system itself, confirms the effectiveness of this approach.

Professional Content Management System

Implementation support

Within a year of introducing the new system, the university's web site showed visible improvements. The new design was being used throughout all the departments, and the available information was noticeably expanded as well as qualitatively improved. The improvement was also noted in third-party opinions about the home page as compared to its competitors. According to these, www.fu-berlin.de is one of the best higher education web sites in Germany and Europe in terms of its visibility and structure. The "Mainz Experimental Psychology Reports" (11/06) rate the web site as "excellent." In the "Webometrics Ranking of World Universities," Freie Universität Berlin is ranked 10th in Europe – as the best university in Germany – and 69th worldwide, also as the best-ranked German university.

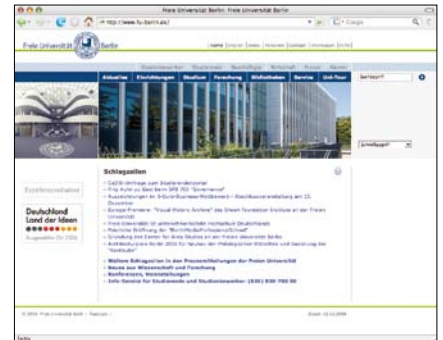
Parallel to the ongoing implementation phase – intended to ensure that the CMS and the new Corporate Design are used throughout the university wherever possible – the next phase will create new application areas for the Internet and the CMS within the university. It will identify areas where technology and organization can be optimized for internal and external communication as well as for administration.

11.7 New Corporate Design

Because of increasing competition in the national and international academic arena, it is becoming more and more important for individual colleges and universities to create unmistakable identities for themselves. While the university's public image is primarily shaped by its scholarly achievements, the "branding" of a university also determines the extent to which these achievements are acknowledged by the public.

Since November, 2005, Freie Universität Berlin has had a new standardized logo. It draws on a number of visual elements that have long influenced Freie Universität Berlin's communications, and combines them into a new whole. The official colors remain the same, as does the Freie Universität seal from 1948. Combined with a modern font, the seal forms the new logo for Freie Universität Berlin.

The new Corporate Design determines the design for all visual communications from Freie Universität Berlin – from its departments, institutes, and other institutions. The university's web site plays an especially important role in the use of this design. As the medium with the broadest reach – the www.fu-berlin.de site is accessed approximately 30,000 times a day – Freie Universität Berlin's web site is key to disseminating the new Corporate Design.



The new home page

Unmistakable public image

Traditional seal with a modern font

11.8 Botanic Garden and Botanical Museum

World-class botanical paradise

The Botanic Garden in Dahlem has been a central service of Freie Universität Berlin since 1995 – a world-class botanical paradise that draws upon a tradition going back more than 300 years. In 1679, on the Great Elector's orders, a model landscape garden was planted on the site of the current Kleistpark; over time, it developed into a botanical garden in the real sense of the term. After being established there for more than 200 years, it was re-located to Dahlem at the turn of the century because of space constraints.

Up to half a million visitors annually

Each year, the Botanic Garden attracts up to half a million visitors and scholarly guests. When the garden's existence was threatened in 2003, 105,000 residents signed a petition to preserve it.

Location for a wide range of events

In 2004, the Botanic Garden celebrated its 100th anniversary in Dahlem as well as its 325th anniversary in Berlin. The official celebration in June of 2004 drew thousands of guests. But even on "normal" days, the Botanic Garden hosts numerous events, exhibitions, workshops, courses – and, since 2003, weddings. Couples can now say their vows surrounded by thyme, lavender, date palms, laurels, and myrtle in the Mediterranean Building. The number of civil ceremonies increased from 34 in the first year to 48 in 2006.

Since 2003, the Botanic Garden has also offered plant sponsorships, for which sponsors pledge 250 to 1,500 euros a year. In 2003, 55 sponsorships were granted, and 94 in 2006. The sponsors include such prominent figures as Nina Ruge, Wigald Boning, and Renate Künast.

Numerous exhibitions

Numerous exhibitions are held in the Botanic Garden and Botanical Museum every year, from informational and sales expos to artistic offerings and practical garden shows. These include exhibitions of botanical watercolor paintings, gouaches, mixed media, stone sculptures, porcelain painting, photography, installations, and flower-arranging masterpieces. Important information was provided about squashes and other useful plants, and there were orchid and cactus shows, art and topiary shows.

Hundreds of guided tours a year

From May through October, the institute provides Berlin and Brandenburg residents with mushroom identification free of charge. For a fee, visitors can take a guided tour through the garden and the museum, up to 350 days a year. In addition, there are approximately 90 special tours offered, i.e. during the Open House, during the "Dahlemer Winternachtsträume," and during Botanic Garden Week.

These special tours are also offered to selected target groups, such as representatives of the International Garden Show, sponsors and ambassadors, the Ministry of Foreign Affairs, nonprofit organizations, and wedding couples.

Every year, several thousand children and their parents attend the Nature Workshops, or celebrate their birthdays in the Botanic Garden. Other recreational programs are also in high demand, for visitors both old and young: the offerings range from painting, drawing, and sculpting classes to courses in photography and creative writing to seminars on yoga and on plant identification. The annual summer concerts and other musical performances are especially successful.

Recreational offerings for old and young

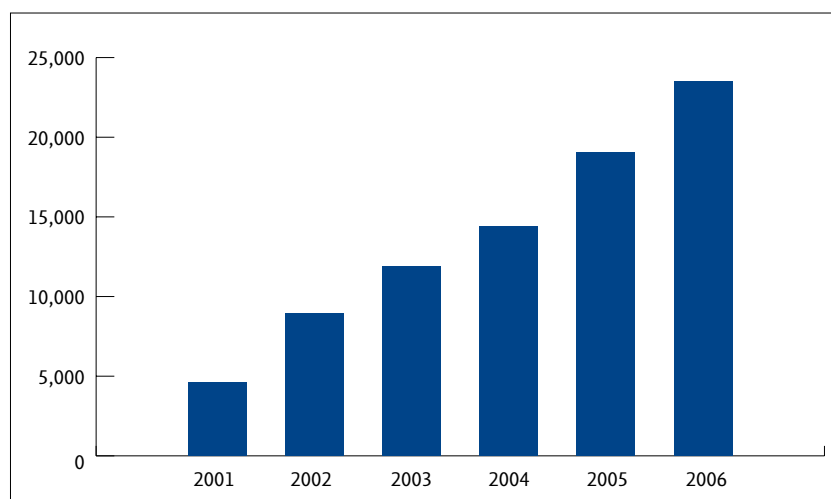
The Botanic Garden's recognition as a "Landmark in the Land of Ideas" confirms its success – both in terms of its variety and its attractiveness for scholars and residents.

11.9 Lange Nacht der Wissenschaften

Berlin's scholarly institutions join forces once a year to hold the *Lange Nacht der Wissenschaften* (Long Night of the Sciences), a late-night open house, to introduce the general public to their institutes and their research. More than 60 institutions, colleges, universities, and non-university research institutions from Berlin and Potsdam now take part. With more than 1,600 programs offered and more than 8,000 scholarly participants, this is the largest event of its kind in Germany. The event is hosted by the Executive Board of the Lange Nacht der Wissenschaften, made up of representatives from the participating scholarly institutions.

In 2005 and 2006, the President of Freie Universität was chosen as the chair of this board. Freie Universität took responsibility for the event office, managing and coordinating the project.

Management and coordination



Visitors during the Lange Nacht der Wissenschaften

The success of the Lange Nacht der Wissenschaften increased significantly in 2005 and 2006: the number of visitors increased noticeably during this period, with a 45-percent increase in 2005 compared with the previous year. With approximately 138,000 individual visits in 2006, the event was better attended than the Lange Nacht der Museen at the beginning of the same year.

Beginning with its first event in 2001, the project set a high standard; at the urging of the chair of the Board of Trustees, the programs' quality was ensured by introducing quality standards, among other things, and the annual event's financial stability was assured as of 2005.

The smartest night of the year

The chair of Freie Universität's Board of Trustees focused particularly on the programs for families, children, and youth, which were listed separately in the program brochure. The newly developed slogan "Die klügste Nacht des Jahres" (the smartest night of the year) helped Berlin's Lange

Number of visitors to Freie Universität Berlin

Location	Visits
Ancient Near Eastern Studies/Near Eastern Archaeology	201
Biochemistry	
Botanical Museum	673
Chemistry	1,307
Didactics of Biology/Animal Systems and Evolution	446
Future Educational Research	135
Dept. of History and Cultural Studies	736
Human Biology and Anthropology	272
Computer Science/Mathematics	1,635
Japanese Studies and Sinology	831
Jewish Studies	
Classical Archaeology	846
Institute for Latin American Studies	442
Meteorology	
Music Studies and German-Dutch Languages/Literature	346
Philosophy	266
Dept. of Physics	3,099
Prehistoric Archaeology/Egyptology	669
Dept. of Law	
Habelschwerdter Allee 45 (23 departments)	5,533
SFB 700: Governance	
University Archive	
Continuing Education Center	196



The illuminated Philological Library

Nacht der Wissenschaften distinguish itself as a scholarly event among the other national Lange Nacht events.

Freie Universität Berlin has participated in this nighttime scholarly presentation since 2001. During the event's first year, 14 institutions in 13 buildings provided insight into current developments in basic and applied research. In 2006, 74 institutions and departments participated, in 33 buildings in Dahlem and D ppel as well as at the Benjamin Franklin campus in Steglitz and, for the first time, at the Geo-Campus in Lankwitz.

The high number of participants from Freie Universit t demonstrates a high level of interest in sharing the results and activities of scholarship and research, and in creating a dialogue with the public. This dedication applies equally to Freie Universit t's natural sciences, social sciences, and humanities, and the "smartest night of the year" showcases the diversity in the departments and the wide variety of research activities carried out at the university. In addition, the participation of seven non-university research institutions also demonstrates the close relationship between university and non-university institutions at Dahlem.

Visitor interest in the Dahlem campus has increased consistently since the event's first year. Freie Universit t alone saw a 23-percent increase in visitor numbers on May 11, 2006, as compared with the previous year. This growth rate is even greater than the average citywide increase of 20 percent in 2006.

Of the approximately 138,000 visitors counted in total at the locations in Berlin and Potsdam, 27,400 were at the Dahlem site, accounting for a

Increasing participation by the institutions

Public dialogue

23 percent more visitors

fifth of all visits. The newly occupied, illuminated Freie Universität building complex at Habelschwerdter Allee 45 proved to be a particularly strong draw, with 5,500 visitors.

11.10 University marketing


Public representation of the performance profile

The academic reform, the increasing level of competition and the desire to guarantee performance in scholarship and research require German institutes of higher education to create distinctive profiles. The challenge of focusing the performance profile, and presenting it effectively to the public, is becoming increasingly important for universities.

University marketing forum

Given this context, the Executive Board has declared the implementation of university marketing at Freie Universität Berlin to be a central task. The university management is working closely with the university marketing forum to implement this process; along with the university's executives, departments and institutes and their employees and students, a comprehensive marketing concept is being developed for Freie Universität Berlin, to be completed in March, 2007.

In the 2006 winter semester, the university marketing forum will carry out a survey and analysis of current activities and their support needs. In the spring of 2007, a catalog of measures for the next three years will be determined on the basis of the status-quo report, the need formulations, and a comparative analysis with other national and international institutes of higher education. The thematic and organizational coordination of this central task, performed in close communication with the Executive Board, is the responsibility of Professor Dr. Klaus Siebenhaar, the chair of the Institute of Culture and Media Management (IKM).



Freie Universität Berlin
Kaiserswerther Straße 16–18
14195 Berlin

E-mail: info@fu-berlin.de
www.fu-berlin.de

Future from the Very Beginning

