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The main message of my statement: Keep research policy and planning cautious and “reflexive” and use Strategic Intelligence accordingly! In Germany, as in many other countries, the governance of higher education and research organisations has changed a lot during the last two decades. We see measurement and evaluation procedures on all levels, increasingly the funding of creative activities of academics (in research and education) is based on proven performance and “excellence”. Clearly, this has increased the transparency allocation mechanisms and enhanced competitiveness. At the same time though organisational slack, a major resource for serendipity and creativity, has almost disappeared: All sorts of “Excellence derivatives” emerge; reputation races are organised; top researchers are traded like football stars; the promise is “high funding = high-tech”. Alternatively, reflexive research planning and strategic intelligence would know: Key resources for vivid and creative science in society are conditions that allow for experimentation, variation, plurality, even redundancy.