

Statement Peter Heil

How self-governed are the planning processes of the individual institutes within the various scientific societies?

The management of a Leibniz institution is responsible for the development of an overall plan for the individual institute. The plan must be able to maintain a strong position before the Science Council and the Board in terms of content and structure. In addition, it is also assessed within the framework of an external evaluation (cf. [www.leibniz-gemeinschaft.de / evaluation / senate statements](http://www.leibniz-gemeinschaft.de/evaluation/senate-statements)). Regular evaluation by the Leibniz Senate serves the Federation and Federal States in determining whether joint funding should be continued or terminated.

How influential is the Federal Ministry of Education and Research (BMBF) and its foresight processes?

Leibniz institutions ordinarily receive fifty per cent of institutional funding from the Federation and fifty per cent from the Federal States. Major decisions concerning the budget amount are made by the Joint Science Conference. The country of domicile and the Federation are represented on the Board of a Leibniz institution.

Due to this structure, the provisions of a single state actor which are implemented through funding decisions play less of a role in the institute's development than they would in those institutions which are primarily funded by one actor (for example the BMBF).

How successful is the development of strategies? What is the input on the operational/institutional level?

The evaluations by the Leibniz Senate show that a distinct profiling and strategic orientation clearly lead to better academic and scientific performances. Strategic development is not "l'art pour l'art".

Institutional forms of organization and structure are necessary to foster the development of a strategy that will impact performance. One is constantly reminded that adapting structures to meet new objectives is a very arduous but rewarding task.