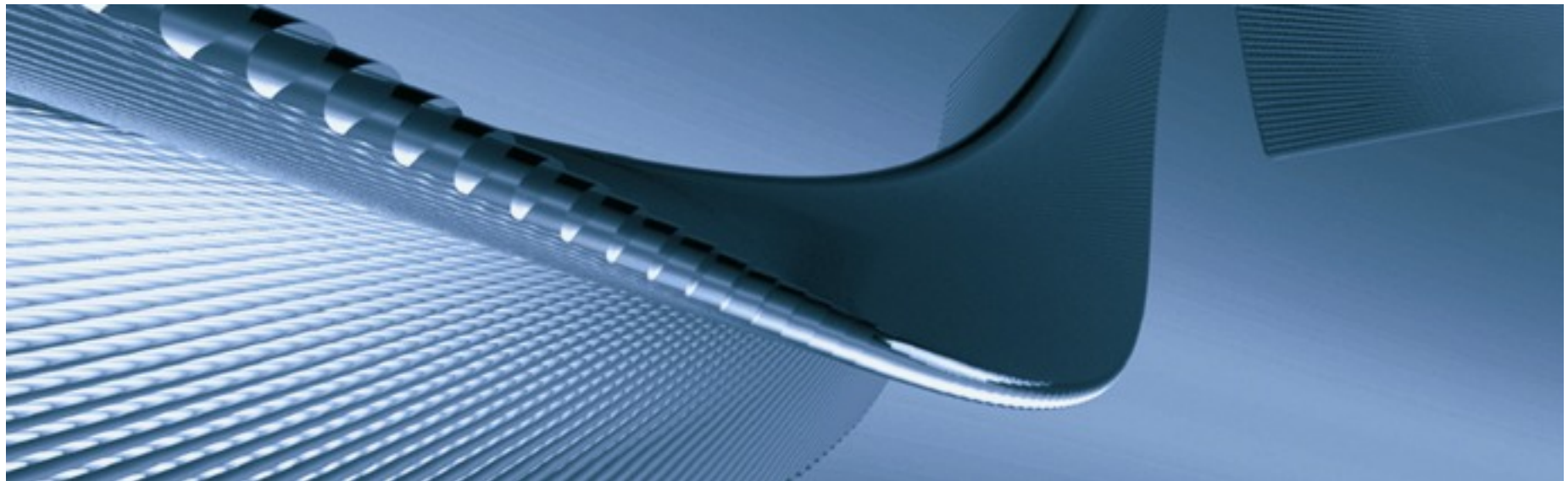


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Together to the Top or a Clash of Civilization?



Initial Situation

October 2006:

The Universität Karlsruhe (TH) wins the 2006 Excellence Initiative launched by the Federal Republic of Germany and the federal states and is awarded the elite status.

Reason of the judgment of the experts:

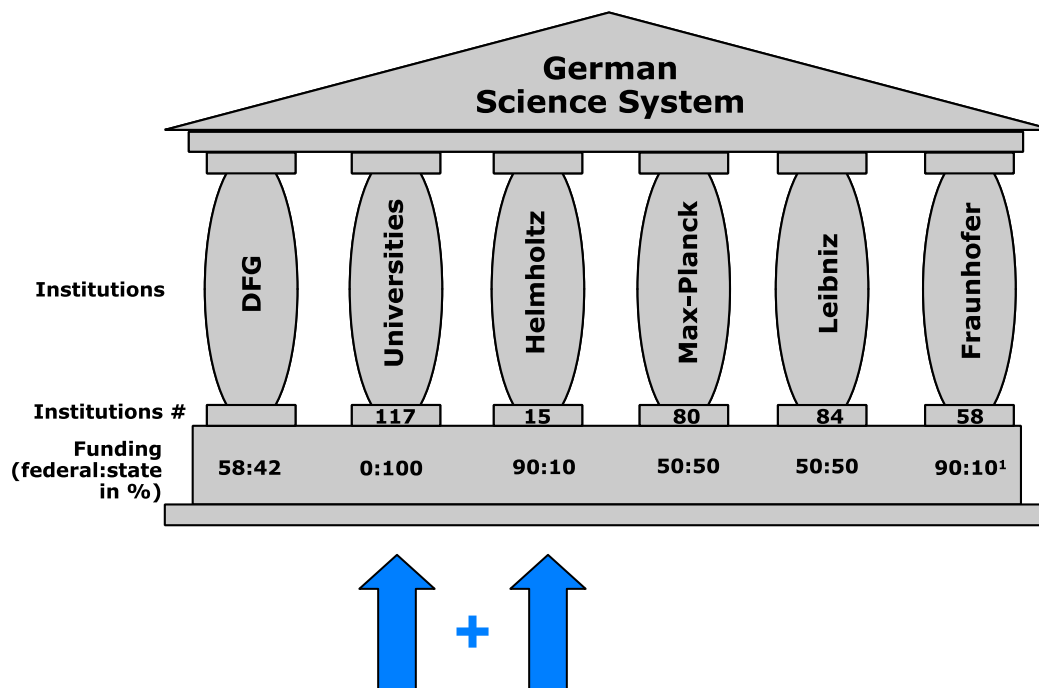
The concept for the future **KIT** – the merger of the Forschungszentrum and Universität Karlsruhe to an excellent research campus ranking among the top institutions worldwide.



Regulatory Framework in Germany

German Constitution, federalism & financing of research

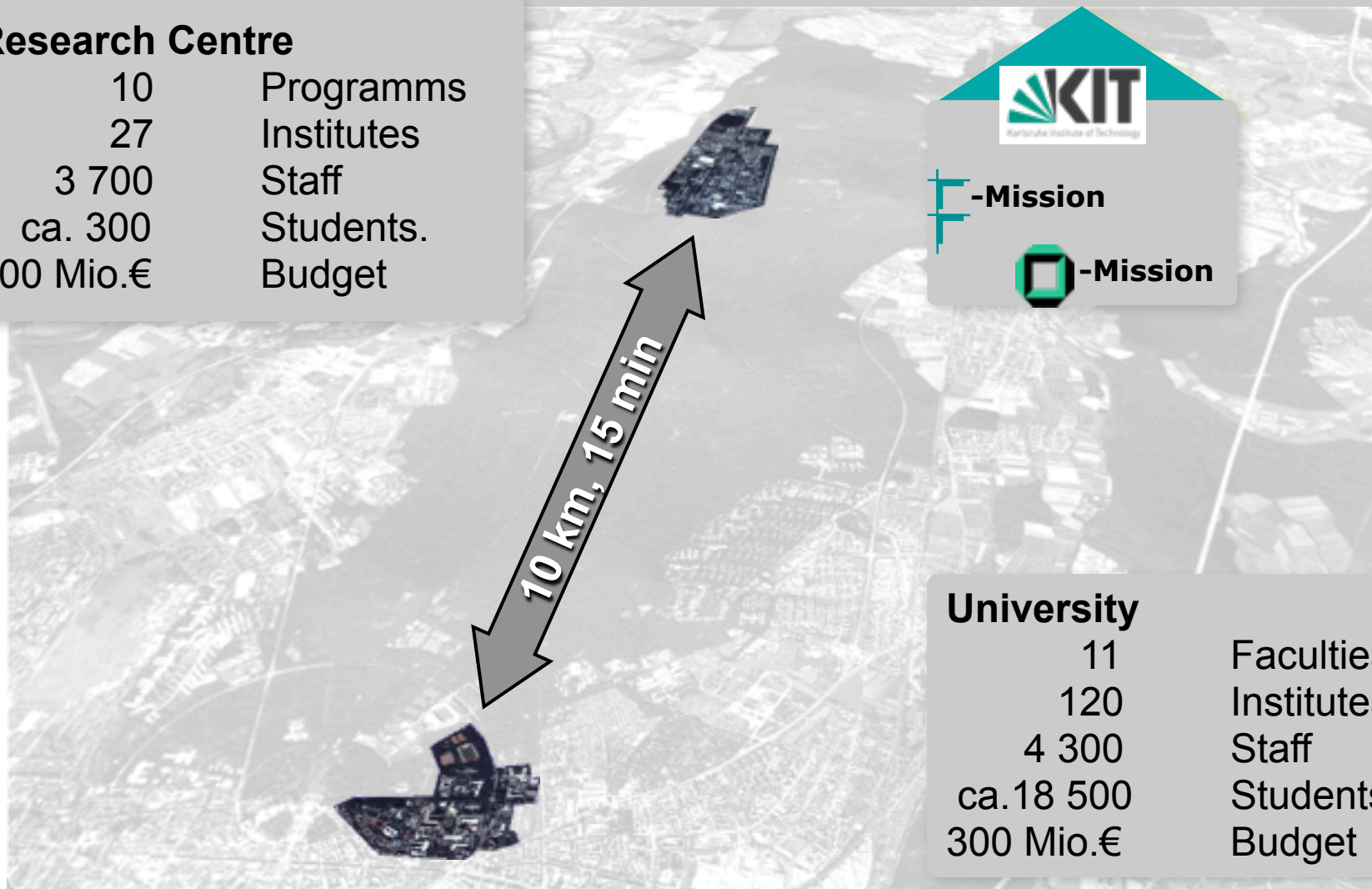
German Federation vs. German State



The Task: Creation of KIT

Research Centre

10	Programms
27	Institutes
3 700	Staff
ca. 300	Students.
400 Mio.€	Budget




F-Mission

O-Mission

University

11	Faculties
120	Institutes
4 300	Staff
ca.18 500	Students
300 Mio.€	Budget

The Partners

Forschungszentrum Karlsruhe

- Program-based research of top international level
- One of the largest and most successful natural and engineering science research institutions in Europe
- Member of the Helmholtz Association of National Research Centers

Universität Karlsruhe (TH)

- Winner of the 2006 Excellence Initiative launched by the Federal Republic of Germany and the federal states
- One of the universities strongest in research worldwide
- Highest acquisition of DFG third-party funds per capita



Budget

	KIT	Universität Karlsruhe (TH)	Forschungszentrum Karlsruhe
Expenses in Million €	676	268 *	408*
Income in Million €	707	299	408
Federal Funds	287		287
State Funds	229	195	34
Third-party Funds	191	104	87

Expenses KIT



Income KIT



*Forschungszentrum, including Decommissioning Division

Research Approach



Research Center

Top-down driven
large-scale research



University

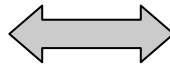
Bottom-up driven
“free” research

The Problem

Research Center

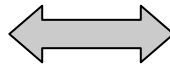
University

Managerial culture



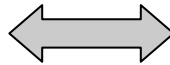
academic self governance

Full cost accounting



basic government funding

Permanent staff culture



5 years research contracts

Managerial culture vs. academic self governance

Research Center

University

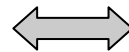
President



Rector

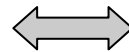
Vice-President Finance

Vice-President HR



Kanzler

President is „line manager“ of
Deans and Professors



Rector is senior colleague and
primus inter pares

Administration screens articles
prior to publication



Scientists have freedom of
publication

Company structure

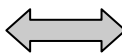



Holding structure


Full Cost Accounting vs. Basic Government Funding

Research Center

University

Scientist pay for management 
 budgeted

Programme orientation;
 All funds can disappear when 
 programme ends

80% overhead on third party 
 income

SAP 

Administrative pots are
 separately

long term financed
 committment by the state;
 constitutional right to financing
 support and infrastructure

10% overhead on third party
 income

HIS

Administrative Services

Research Center

University

Services devolved to board members



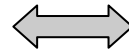
Administration reports to Kanzler

Administration in private law structure (Ltd. Company)



Administration as part of academic self governance

Federal ministry



Land ministry

The Dangers

Qualified administrative leave chaos

Academics concentrate on third party research and forget about the institution

The Solution

Communication



Communication



Communication



The Process

