

Annual Report by the Rector

1st October 2010 - 30th September 2011

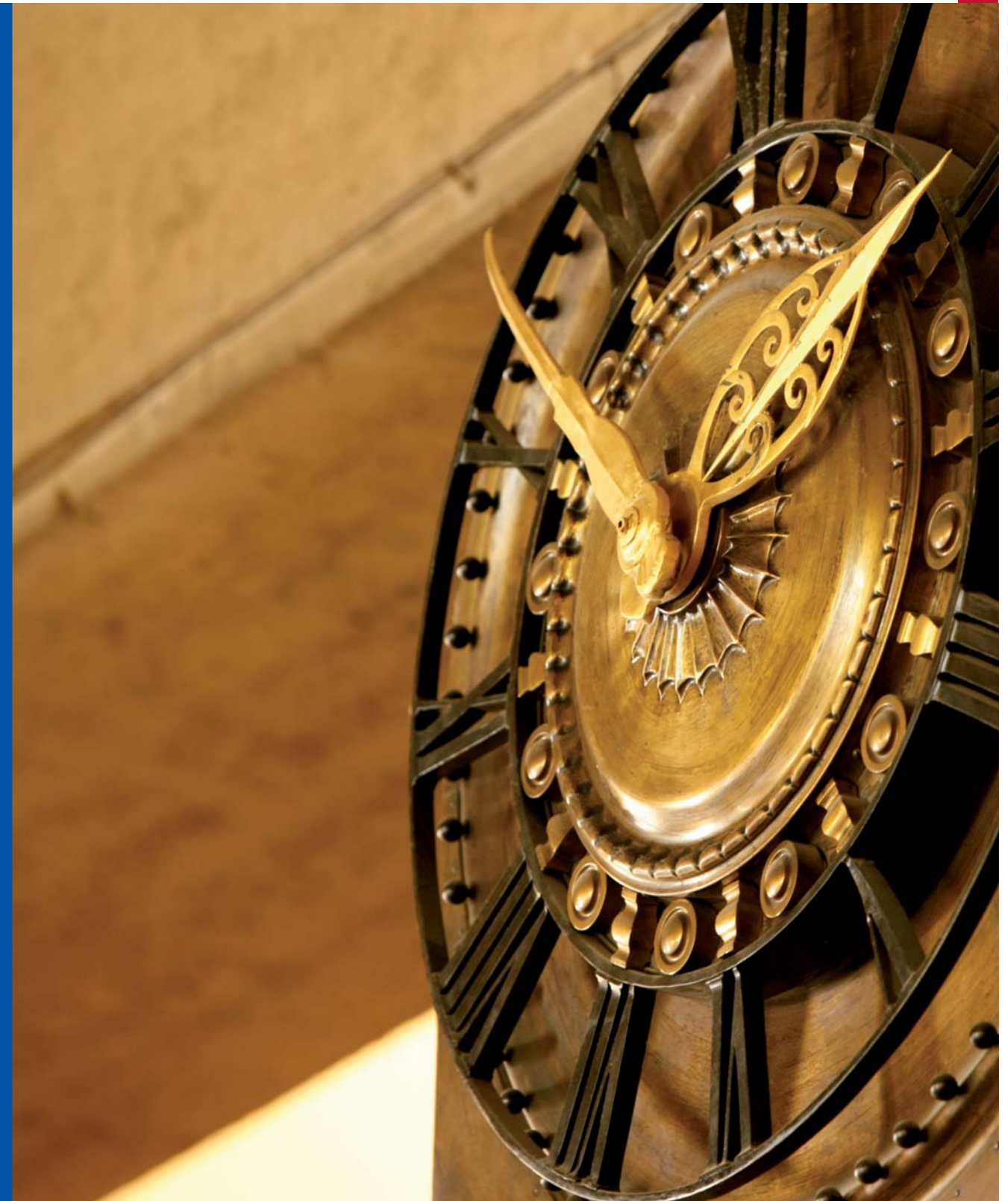
Albert-Ludwigs-Universität Freiburg

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**UNI
FREIBURG**

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Annual Report by the Rector

Prof. Dr. Dr. h. c. Hans-Jochen Schiewer

presented to the University Council session of 10th November 2011

Reporting Period: 1st October 2010 - 30th September 2011

Ladies and Gentlemen,

While it is my obligation as University Rector to submit to you today my annual report on the development of the University of Freiburg during the period 1st October 2010 to 30th September 2011, the progress and the successes of this last year have turned the obligation into a pleasure. This must be seen against the background reality that our successes also represent a burden, and a degree of exhaustion: for the chronic structural underfunding of the university remains unchanged. It can still be said that success has brought some slight relief on this front: in the performance-related allocation of funding among the universities of Baden-Württemberg, this university was awarded the highest payment in absolute terms of all universities across the State. In relative terms, as a share of the total State subvention, the allocation to the Albert Ludwig University, at 845,782 euros, was the third largest, after Konstanz and Mannheim.

In the report which I now present to you, I shall cover the following major topics:

1. Excellence Initiative
2. Research
3. Teaching and learning
4. Continuing education
5. Appointments to Chairs
6. Staff development
7. Equality measures & family services
8. Public outreach
9. External cooperation programmes
10. Internationalization
11. Medicine
12. Budgetary position
13. Renovation and construction works

1. The Excellence Initiative

Since 2005, the “Excellence Initiative by the German Federal and State Governments to Promote Top-Level Science and Research at German Universities” has remained a constant and dominant theme in our work. In the run-up to the applications deadline for the 2nd funding period, this theme took on renewed dominance. Even with this challenge to meet, we committed much energy and effort to the competitions in the Learning and Teaching area, and submitted applications both in “Qualitätspakt Lehre” (Quality Pact: Teaching) and in the “Offene Hochschulen” (Open Universities) competition.

In the first stage of the two-stage application procedure, the university submitted applications representing four graduate school initiatives and two cluster initiatives, and continuation applications for BIOS, SGBM and the institutional strategy. The decision came on 2nd March 2011: of 98 new applications for graduate schools, 25 were invited to continue to a full application, and of 107 applications for research clusters, 27 were invited to continue to a full application. In Baden-Württemberg, applications were authorized for 6 new graduate schools and 3 new research clusters. The University of Freiburg was successful with its draft application for the Cluster of Excellence “BrainLinks – BrainTools”, which was then worked up into a full application. All applications were submitted in Bonn and Cologne on 31st August, ahead of the deadline, and were duly passed on for evaluation, without query.

Our continuation application for the “Windows for Research” institutional strategy was drawn up in consultation with the entire university, as represented by its Committees. With regard in particular to the SWOT Analysis required by the German Research Foundation (DFG), we accordingly took a considered decision not to engage an outside agency, and compiled the SWOT analysis ourselves under the aegis of our Innovation and Dialogue Workshop. Here the central impetus came from ten half-day discussion forums at which a total of 219 individuals from all status groups and the Universitätsbeirat (university advisory council) worked intensively for ten sessions totalling 50 hours, debating with great frankness on the strengths and weaknesses of the University of Freiburg and on the opportunities and dangers ahead.

The institutional strategy was drawn up as the outcome of an intensive consultation and voting process involving the university’s committees and our external advisory boards, the Advisory Committee and the Exzellenzrat (Excellence Council), and was then, on 25th July, presented to the university at large. The Senate, at its meeting on 13th July, unanimously resolved to submit the institutional strategy to the DFG.

The model of the New Universitas in an alliance of Faculties, Centres and research-based intra- and interdisciplinary teaching concepts, and the creation of “Windows for Research” in the Freiburg Institute for Advanced Studies (FRIAS), remain the successful concept for the continuation planning stage of the institutional strategy. The principal elements of this continuation planning stage of our institutional strategy may be summarized as follows:

- Profiling top-level research – the Freiburg Institute for Advanced Studies
- Profiling the Freiburg Centres concept
- Profiling the Faculties – Junior Research Group Programme
- New: profiling young researchers – the Freiburg Nachwuchskarriere (Young Research Careers) Concept (FACTS – Freiburg Academic Coaching, Training, and Services)
- University College Freiburg

- Freiburg Academy of Science and Technology: continuing education through research conducted jointly with the Fraunhofer Institutes

A central guiding principle during the preparation of our applications has been the profiling and refining of the design of a full-range university for the 21st century. At the same time provision had to be made to ensure the long-term continued freedom of action of the University of Freiburg in a period of structurally difficult funding conditions. It was against this background that the Rectorate convened the **Zukunftskommission 2022 (Commission for the Future 2022)**. This body has the formidable task of working through a consensual strategic dialogue of Deans, Directors of Centres, and the Rectorate towards defining a resource pool, budgeting models, and a governance structure that will by 2022 guarantee the university's strategic freedom of action both on centralized and decentralized levels, and additionally continue to make this possible in the long term. Under the 1st and 2nd funding lines of the Excellence Initiative we submitted applications in respect of the following projects:

- Spemann Graduate School of Biology and Medicine, SGBM (renewal proposal)
- Centre for Biological Signalling Studies, BIOSS (renewal proposal)
- BrainLinks – BrainTools (initial proposal).

2. Research

At the present moment, **10 DFG Collaborative Research Centres (SFB)** are active at the university, 4 of them Transregios. In the Humanities and in Social Sciences, real dynamism and some extremely positive developments have been observed. In July this year, the proposals from SFB 913, under the title “Urbanitas. Manifestationen des Wissens in Mittelalter und Früher Neuzeit” (Urbanitas. Manifestations of Knowledge in the Mediaeval and Early Modern Periods) were subjected to audit, and the project was recommended for a grant. Approval by the DFG's Grants Committee is still awaited. Two further draft SFB proposals in the Humanities, applications SFB 948 (Helden – Heroisierungen – Heroismen) (Heroes – Heroicizations – Heroisms) and SFB 1015 (Kulturen der Muße) (Leisure Cultures) were invited during the reporting period to proceed to a full application, and are scheduled for audit during 2012. The same applies to SFB 992 (Medizinische Epigenetik; MEDEP) (Medical Epigenetics, MEDEP). Another Humanities SFB draft project (SFB 1046, Prekäre Sprach-Räume) (Endangered Linguistic Areas) was discussed at an advisory consultation in Bonn on 29th September. A decision for or against proceeding to a full application will be taken in mid-November. SFB/TR 14 “AVACS” underwent audit on 15th/16th September, and was recommended by the auditing team at the highest level of priority for funding for its third and final support phase. No further funding support was recommended for SFB 780. Also active currently at the university are **7 DFG Research Units** und **9 DFG Research Training Groups (GRK)**, including three International Research Training Groups (IRTG) in collaboration with Strasbourg and Basel. GRK 1767 “Faktuales und fiktionales Erzählen” (Factual and Fictional Narration) was recommended on audit in July 2011 at the highest level of priority for funding; likewise, on 28.09.2011, the application for GRK 1821 “Kohomologie Methoden in der Geometrie” (Cohomology Methods in Geometry), which was rated excellent in the on-site assessment.

The outstanding results achieved in the previous reporting year through the university's participation in **European Support Programmes** have actually been bettered by our university during the current year. The latest available external funding statistics issued by the Baden-Württem-

berg State Statistical Office, admittedly dating from 2009, show us occupying second highest place in terms of funding from EU support programmes in the state of Baden-Württemberg.

In the EU's programmes of basic research support funding in particular, the so-called **ERC Grants**, our researchers scored notable successes in obtaining further exceptionally well-funded contracts. During the reporting period, 6 starting grants and 1 advanced grant were approved, two of the seven in response to applications from the Faculty of Medicine. The success ratio for Freiburg applications was 33%, far above the average figure of 13%. Overall, since the end of the previous reporting period, under this outstanding EU support programme alone, the sum of 9.8 million euros has been awarded in grants to our university.

The excellent progress made in teaching and research finds further confirmation in the various university ranking tables. Particularly worthy of mention here is the **Research Rating Elektrotechnik und Informationstechnik** (Electrical and Electronic Engineering and Information Engineering) of the Wissenschaftsrat (German Council of Science and Humanities). While the Wissenschaftsrat does not rank institutions listed, the number of top ratings cited indicates that the Albert Ludwig University is placed third – after the Rheinisch-Westfälische Technische Hochschule in Aachen and the Technische Universität Munich.

During the reporting period, too, the **Zentrenkonzept** (Centres strategy) was thoroughly revised. The main thrust in further strengthening and profiling the Centres will be the steady continuance of evaluation and the establishment of sustainable business concepts. Key points in the revised Centres concept are the distinction between Programme Research Centres and University Centres, assignment of research projects to Centres, the concluding of target agreements between the university and the Centres, and the creation of advisory boards, their membership to include Deans of the Faculties concerned. A prototype of the business concept will be evolved using the Zentrum für Biosystemanalyse (ZBSA) (Centre for Biosystems Analysis) as a model

3. Teaching and learning

The University of Freiburg is one of only two universities, and the only full-range university, to have succeeded in all three contests in excellence, namely for research (Excellence Initiative), teaching (Excellence in Teaching, Higher Education Pact) and continuing education (open universities). Under the **Higher Education Pact** programme we succeeded in attracting funding of 6.2 million euros as a result of our application entitled “Windows for Higher Education”. In all, then, either at the application stage or already receiving funding, there are seven projects targeting quality improvement and strategic further development of teaching. A key concern here is the implementation of **University College Freiburg (UCF)** as a Centre for Interdisciplinary Teaching; preparations for its inauguration are under way. The function of the UCF will be to deliver interdisciplinary, research-oriented teaching of world-leading standard. The concept at the heart of UCF is the launch of a new Bachelor's degree course, taught in English, in “Liberal Arts and Sciences”. With this four-year international course of studies in place, the university aims to recruit students of exceptional promise and qualify them from undergraduate level upwards for problem-oriented interdisciplinary work in the sciences, research, the economy, and society. The first intake of students will be in the winter semester 2012/13. Further measures under the Qualitätspakt Lehre are:

- The “Money Follows Students” overload compensation fund

- “Kompetenznetzwerk Studierendenmentoring” (Student Mentoring Competence Network) in the faculties
- The “Instructional Development Award” for innovation
- “Werkzeugkasten Lehrevaluation” (Teaching Evaluation Toolbox) as support for the Faculties
- The “Business-Intelligence-System Lehre” (Teaching)

Hochschulprogramm 2012 (University Programme 2012) will enable us to create 902 additional student places in three tranches (WS 2007/08 – WS 12/13) in subjects encountering particularly high demand (normal support and overload). Syllabus consolidation is also progressing. In this connection intensive discussions have been held with various Faculty Boards. The extension area in the subjects covered by the Joint Commission of the Faculties of Philology, Humanities, and Economics and Behavioral Sciences (Geko) is set to begin in summer semester 2012. The building works required for the Student Service Center have been further delayed, owing to an unexpected need for restoration and repair work. Handover is now scheduled to take place on 16th March 2012.

In the Faculty of Engineering, test running of the HISinOne campus management software has begun. From 2012 onwards HISinOne will replace its obsolescent predecessor HIS system university-wide, and will be the system used in future for exam administration, events planning and room allocation.

Student fees will be abolished from 2012 onward. While the State government has now fixed the level of compensation funding to be paid (280 euros per student), it has given no commitment over how long the payments will continue. But this is a matter of great importance, with bearing for instance on the drawing up and extension of contracts for the many university institutions reliant for their funding on student fees or compensation payments as the case may be, and also on medium-term expenditure planning.

4. Continuing education

In the field of continuing education, we participated successfully in the competition entitled “Aufstieg durch Bildung: offene Hochschulen” (Career Success through Education: Open Universities). Our concept, which features cooperation with the Fraunhofer Society, was one of the 25 projects selected by an international panel of experts from a national total of 169 draft applications, and will receive a total of 3.6 million euros of funding (university: 2.7 million euros, Fraunhofer Society: 0.9 million euros) over the next five years.

The jointly run project “**Windows for Continuing Education**” has two main elements, reflecting the application’s statement of objectives:

1. Establishment of a range of modular continuing education courses created by developing existing Master’s (online) degree courses into continuing education courses, development of continuing education courses by Freiburg’s Fraunhofer Institutes and integration into the university programme of continuing education in science (with special emphasis on safety systems technology and energy systems technology).
2. Setting up of the Freiburg Academy of Science and Technology (FAST). Under the slogan of “Continuing Education through Research”, a continuing education concept based on educational research and focusing on research-and-innovation culture is to be trialled and in due course developed into a marketable product

5. Appointments to Chairs

In response to competition among universities for top-quality staff, the University of Freiburg has further optimized its procedures for filling Chairs, and has laid down the procedural etiquette to be observed by all in offering appointment to a Chair. The rules are summarized in the **Berufungsleitfaden** (Guidelines for Professorial Appointments) and serve quality assurance, accelerated processes and consistent focus on success. The Guidelines also document the efforts made to ensure that procedures will be service-oriented and transparent. Additionally, rules governing incentives for gender equality in professorial appointment procedures will be introduced to reinforce the efforts already being made in this field.

During the reporting period, **34 appointments to Chairs** were completed. Of these, 24 were for W3, 3 for W2 and 7 for W1 professorships. 10 of these appointment procedures - 7 of them for W3 professorships – involved the Faculty of Medicine.

The total number of professorial appointment offers during the reporting period was 41; 16 of them (39 %) went to women. Of the 16 appointments offered to women, 4 were to Junior Professorships. It is good to report that 12 of these 16 invitations related to areas in which women have hitherto been under-represented, particularly among the professoriate (Theology 2; Natural Sciences 4; Medicine 6).

32 Professors (10 men and 22 women) accepted appointment at Freiburg during the reporting period – 6 of them in Medicine. 11 Professors (8 men and 3 women) declined the offer, 5 of them (1 woman and 4 men) in Medicine.

The net outcome with regard to new professorial appointments is thus a positive one – both in itself and in comparison to last year’s figures (October 2009 – September 2010: 28 appointments accepted, 16 declined, including 6 acceptances and 4 refusals in Medicine).

The decisive factor behind the success of the negotiations has been the combined efforts of Rectorate and Faculties to offer attractive working conditions in both research and teaching to those called to fill Chairs. It must be added that the Dual Career Service and the University’s Family Service, which provides assistance with child-minding services and the creation of family-friendly working environments, both contributed substantially to our ability to put together genuinely competitive offers of employment.

While maintaining compliance with the university’s internal guideline barring chairholder retention negotiations in the three years following acceptance of appointment, and with the prior consent of the Faculty Boards concerned, negotiations were conducted and brought to their conclusion with 6 of the 12 W3 professors who had been offered appointments at other universities. All six sets of negotiations were successful.

In our efforts to establish externally funded Chairs, we have had two successes: (1) A first for Baden-Württemberg: we were able to secure a Robert Bosch Junior Professorship for Dr. Pieter Samyn of the Fakultät für Forst- und Umweltwissenschaften (Forest and Environmental Sciences). (2) With a view to strengthening the “Freiburger Schule” and continuing to develop and enhance the University of Freiburg’s existing research and teaching strengths in the field of ordoliberal and competition policy, the University Council President and the Rector secured a Wilfried Guth Foundation Chair with an endowment amounting to 4.5 million euros.

6. Staff development

There has been major progress in implementing the staff development concept, the credit for which is due to the staff development working group: following intensive preparation, and in close cooperation with the staff council, the University of Freiburg has introduced staff appraisal interviews on a systematic basis. Essential preparatory steps included dialogue with all individual personnel and the appropriate training of all senior staff, including those attached to the Rectorate. A further stage in the professionalization of our administrative and strategic work was represented by a compact professional development and extended education programme entitled “Moderierter Erfahrungsaustausch” (Moderated Experience Exchanges) provided for Faculty Board members in cooperation with the Zentrum für Wissenschaftsmanagement (ZWM, Centre for Academic Management), Speyer. We shall be continuing this event format in the year ahead with a sequence of targeted addresses. The staff development concept is to be extended during 2012 to cover the University Library, the Computing Centre, and the 11th Faculty as a pilot faculty.

7. Equality policy and family services

The DFG has once again confirmed that the university's equality policy is conceptually sound and is in general being implemented successfully. It assessed the implementation of **research-oriented standards on gender equality** in relation to the other German universities as outstanding, in both 2010 and 2011. However, this assessment was accompanied by the criticism that in regard to the numerical representation of women among Habilitationen (qualification to teach at professorial level) and professorships the university had not as yet submitted satisfactory figures. Following the purchase of a building at Burgunderstrasse 5a for the provision of 40 new child day-care places and the signing of the building contract for a new child day-care centre on the Faculty of Engineering campus, we shall be in a position by the end of 2012 to almost double the number – currently 89 – of regular childcare places administered by our Familienservice gGmbH. An additional 120 places are available for students' children in nurseries run by Student Services. Over and above these advances in family-friendliness, we have also been able to further extend and improve our existing programmes of support for the partners of newly appointed university staff. Last December saw the signing of a Declaration of Intent for the “**Dual Career Netzwerk Oberrhein**” (Upper Rhine Dual Career Network), in which the network members committed to supporting the work-seeking efforts of partners of new employees. The network is coordinated from the University of Freiburg.

8. Public outreach

To enable the public to see the university from the inside and experience research at first hand – these were once again the aims of the Science Market, which was held on 8th and 9th July 2011, and for the first time ever on the Freiburg Münsterplatz. In collaboration with FWTM [Freiburg civic trade/tourism organization], and with the participation of neighbouring universities, non-university research institutes and leading companies based in the surrounding region, research was presented as a hands-on experience. The event proved a resounding success.

A further element of our successful publications and communications strategy takes the form of the new science portal, “**Surprising Science**”, which the university has now launched. Unusual

research findings are made available on the website, generally in multimedia form. Our new event format, “Freiräume für Politik” (Scope for Politics) offers members of the Federal German Parliament the opportunity, at a regularly scheduled Parliamentary Breakfast in Berlin, to acquire detailed background information on a currently topical issue from one of the university's academics.

9. External cooperation programmes

In the cooperation between University and city, a new milestone has been reached: for the first time ever, the two sides have signed a joint **Innovationscharta (Innovation Charter)**, creating a basis for further intensification of the cooperation between the University and the City of Freiburg. This advance will help drive forward the future-focused development of Freiburg as a centre for industry, commerce and science. In relation to key areas such as sustainability, the life sciences, healthcare, and the attraction to the region of high-tech companies, City and university share the common objective of bundling competences and jointly driving innovation forward. The Innovation Charter sets out the guiding principles and organisational structures underlying the cooperation, and also details specific individual projects and new areas of cooperation.

During 2011, in order to enhance cooperation with regional SMEs in Südbaden, the University of Freiburg, acting in cooperation with the Industrie- und Handelskammer Südlicher Oberrhein (IHK, Southern Upper Rhine Chamber of Industry and Commerce) and the Wirtschaftsverband industrieller Unternehmer in Baden (wvib, Confederation of Industry in Baden), founded the “**Knowledge Management Service**”. It is to be staffed by selected retired Professors whose role will be that of “**Wissensagenten im Auftrag der Universität**” (Knowledge Agents for the University).

Cooperative relationships with non-university research institutes based in and around Freiburg were strengthened in 2011 by the decision to set up a shared **Welcome Center** for international scientists visiting the university and the Max Planck Institutes. Another trail-blazing step was the signing of an agreement with the Fraunhofer Society on enhanced cooperation in research, in innovative educational research projects, and in extended education in the sciences. We shall be working together on the practical implementation of a model that makes extended education through research possible: the **Freiburg Academy of Science and Technology (FAST)**. Collaboration in the field of biomaterials and regenerative medicine has been institutionalized by an agreement on cooperation with Freie Universität (FU) of Berlin and the Helmholtz-Zentrum Geesthacht. This cooperation has led to the foundation of a virtual Helmholtz Institute. The prime objective of the cooperation is to develop a national centre for translational biomaterials science. Our efforts to encourage “Industry on Campus” projects have brought further successes in the development and expansion of the **Merck-Lab** (Prof. Dr. Ingo Krossing) and the instituting of a European Postdoc Centre jointly with **BASF** at the Freiburg Materials Research Centre).

An industrial cooperation of key importance and of a special nature is that agreed between the “Centre for Security and Society” and the **IBM** corporation. This is a new type of collaboration between security research and the industrial sector. The aim, using an interdisciplinary approach, is to research the implementation and acceptance of new security technologies. The principal research focus will be on the topic's legal and behavioural aspects.

10. Internationalization

In the area of **Internationalization**, further steady progress has been made in developing **privileged Partnerships**:

(1) It has been agreed with **Harvard University** to implement the Harvard-Europe-Program in the form of a pilot project. Up to twenty Harvard students, accompanied by a professor, will come to Freiburg for six months, during which they will work through a programme entitled "European responses to the problems of the modern world". In return, a Freiburg University professor will go to Harvard. After attending introductory seminars, language courses and a custom-built academic course programme, the Harvard students in Freiburg will participate in the regular summer semester taught courses. The classes offered by the visiting professor from Harvard can be attended by Freiburg students.

(2) With the **University of California**, an "Agreement of Friendship and Cooperation" has been concluded with the aim of enhancing cooperation both at university level and at faculty level. An example of this is provided by the concrete agreements on an initial networking in the field of "Solar Energy Harvesting", agreements arrived at in a joint memorandum with UCB and the renowned Lawrence Berkeley National Laboratory (LBL).

(3) Yet another far-reaching partnership agreement was concluded with **Penn State University** (PSU). The agreement means that the University of Freiburg will become the European partner in the internationalization programme of Penn State University, an exceptionally well-placed institution which is planning a "Global Engagement Network" (GEN) with one partner on each continent.

(4) In Asia, with the help of contacts, particularly at Faculty level, we have achieved purposeful further advances in our "Core Partnership" with **Nanjing University** and in the joint planning for a postgraduate conference (to be held in Freiburg in December 2011).

The process of **internal internationalization** of our university's teaching and research community has likewise advanced appreciably: altogether there are now individuals from 123 nations engaged in study, teaching or research at the University of Freiburg. The Excellence units have on average well over thirty per cent representation of non-German academics at all levels. During the period from 2007 to 2011, the proportion of foreigners among W3 chairholders rose by 6.5%, while among W1 and W2 categories it rose from zero to 18.5%. Approximately 36% of our doctoral candidates come from abroad.

11. Medicine

The **Universitätsmedizinengesetz (University Medicine Act)**, which provided for the amalgamation of the University Hospital and the Faculty of Medicine to form a Körperschaft für Universitätsmedizin (KUM, Corporation for University Medicine) as a corporation under public law, came into force on 15th February, but is now to be repealed following the change of State government.

One very regrettable decision from Freiburg's point of view concerns the Ludwig Heilmeyer Comprehensive Cancer Centre – CCCF. The Deutsche Krebshilfe e.V. organization has decided that sponsorship should cease for the time being. However, the existing structures will be preserved; the concept of integrated cancer medicine continues to be consistently followed in practice; and work on drafting a follow-up application is already in progress.

Negotiations on the founding of the **Universitäts-Herzzentrum Freiburg - Bad Krozingen (UHZ, University Cardiac Centre)** were successfully completed. The relevant contracts were initialled on 17th March 2011 by the future contractual partners – the Benedikt Kreutz Rehabilitations-Zentrum für Herz- und Kreislaufkranke Bad-Krozingen e.V. (BKEV), the University Hospital and the University of Freiburg. The **Universitäts-Herzzentrum Freiburg - Bad Krozingen GmbH (UHZ)** was officially founded on 19th August 2011.

The Supervisory Board of the University Hospital appointed Prof. Dr. med. Dr. h.c. Jörg Rüdiger Siewert as the new Medical Director, for a period of office of three years, and Dipl.-Kfm. Reinhold Keil (Essen-Duisburg University Hospital) as Managing Director, for a period of five years.

12. Budgetary position

In the area of **external funding** the upward trend has continued. Once again, external funding income has risen sharply in comparison with the previous reporting period, and the figures now show a global total for 2010 of 115,546,999,50 euros (incl. the University Hospital). Prompted by the growing administrative challenges arising from this massively increased **external funding inflow**, a start has been made on restructuring the external funding administration processes within the university's central administration. Following a comprehensive analytical procedure designed to optimize the crucial business processes and structures, we expect to complete the restructuring process during the first quarter of 2012.

To ensure the balancing of **the budget** for the year 2011 it proved necessary to utilize whatever financial leeway and savings potential could be identified. Funding allocations had to be restricted to ninety per cent across the board, relative to the 2010 allocation. Pending the introduction of a budgeting model, the policy of non-filling of posts adopted in October 2009 and the consequential rise in capitalization yields represent an indispensable platform of support for the budget. While numerous exceptional circumstances saw to it that the capitalization yields fell short of the original target figures, the annual capitalization return in 2010 improved by approx. 1.0 million to 6.3 million euros, and the figure is expected to show a slight further increase in 2011. The University Council on 26th July 2011 accordingly resolved to continue the non-filling of posts for a further two years, up to 30th September 2013.

One positive development is that, with effect from the year 2011, certain research projects supported by the BMBF (Federal Ministry of Education and Research) will now receive a project lump sum amounting initially to ten% of the overall project allocation, and rising from 2012 onward, for newly contracted projects, to 20%. For the budgetary year 2011 a total of about 1.15 million euros is expected, of which 30 per cent is to be distributed directly to the faculties. This funding growth will to a certain extent offset the funding cuts affecting the faculties. At the same time, thanks to the 70% share paid into the Rectorate, it has proved possible, following the zero contribution in 2010, to once again fund an **investment round** of 500,000 euros and raise the allocation of performance-related funding support to the faculties from 500,000 euros in 2010 to 750,000 euros in 2011.

In connection with an inter-university collective project in which the University of Freiburg is the lead partner, a successful funding application was made to the **Innovations- und Qualitätsfonds des Landes** (IQF, State Innovation and Quality Fund) to subsidize the systematic further

development on a joint basis of the design of the university's accounting systems with a view to forward planning and project management. This will involve the development of shared, non-normative strategies for budgeting, medium-term financial planning, product budget, quality assurance and reporting obligations, and ultimately the deployment of professional business tools and the option of converting the universities into a commercially run State enterprise. The project begins in autumn 2011. For the University of Freiburg this is the first step in its **conversion to commercial accounting**.

13. Renovation and construction works

Building requirements over the period confronted Dezernat 4 (Division 4 [Buildings Management]) and the University's Works Dept. with fresh challenges on a daily basis. The **alterations to the university library** – this is the largest of the current building projects – are progressing largely according to plan.

A piece of good news for the university has been the Finance Ministry's go-ahead in July 2011 for the 1st building phase, costed at 15.2 million euros, of the **refurbishment of the chemistry building**. This means that the refurbishment of the building's east tower and of certain central installations can start in line with the current construction schedule in April 2012 and can move progressively upwards, a storey at a time.

A second refurbishment project is progressing to schedule: the finishing work on the **anatomy lecture hall** is expected to be complete by 1st December 2011.

With a view to ensuring the necessary efficiency in the use of space available and an orderly transition to a more ambitious budgeting structure for faculty affairs, a university-wide policy on floor-space management has been drawn up in collaboration with HIS-GmbH. An introductory seminar in October 2011 for all Deans will be chaired by HIS-GmbH.

In the field of **energy saving**, the University of Freiburg has been able, with the help of its employees and students, to record some notable successes. For the second year running it has proved possible to reduce the university's energy consumption: under the project "Dezentrale monetäre Anreize zur Energieeinsparung" (DezMon, Decentralized Financial Encouragement of Energy-Saving), in which 15 institutions have participated this year, the emission of 584 tons of CO₂ has been avoided. Savings were recorded likewise in electricity consumption and in the consumption of energy for heating and refrigeration purposes. Since 2010 a Climate Protection Manager has been working systematically on this important issue alongside the Sustainable University Working Group. Sustainable consolidation and expansion of energy-saving structures will continue to be prioritized over the year ahead. The aim – to be realised if possible jointly with the University Hospital – is to progressively reconfigure the university's energy infrastructure in the interests of greater efficiency.

The impressive dynamism characterising the university's development, a matter of record for years now, has continued undiminished throughout the present reporting period. We can be rightly proud of what has been achieved, and we look forward to the future with confidence and with zest for action. The year ahead of us will be a decisive year. When the results of Excellence Initiative II are announced, the course of the university's subsequent development will be set. Beyond all doubt the university is excellently positioned, and I have great confidence that our

strategies will stand up to the rigorous scrutiny of the assessors.

I should like to express my heartfelt **thanks** to all those individuals who by their commitment and their enthusiasm have enabled us at this point to look back over a year of successes.

