



TECHNISCHE
UNIVERSITÄT
DARMSTADT



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Modernising Universities in Europe

Parallel Session – Autonomy and Accountability

Lisbon 06.11.2007

Winfried Heinzel

Director International and External Affairs

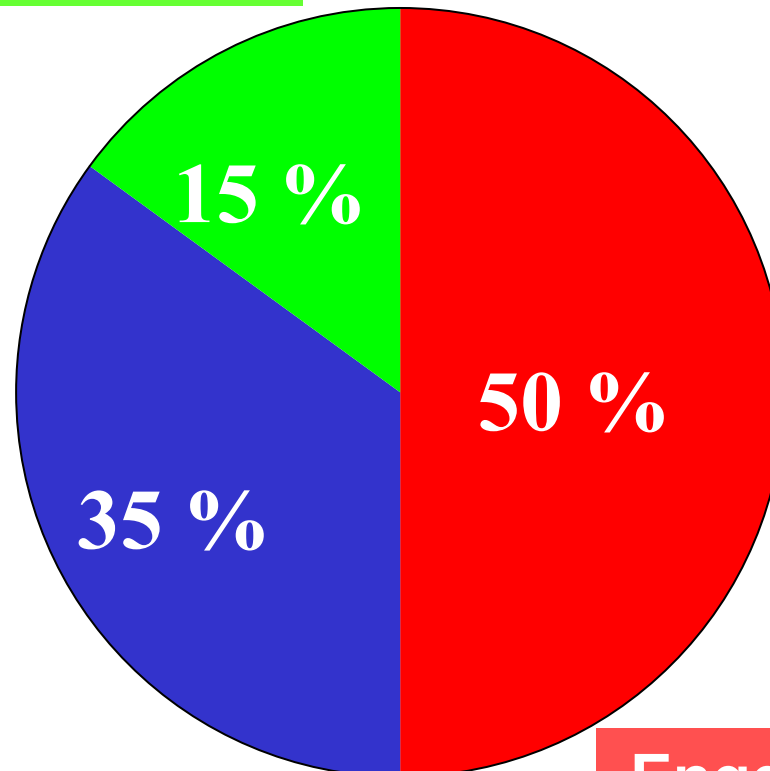
Profile of TU Darmstadt



Roquette



Humanities



Kittler



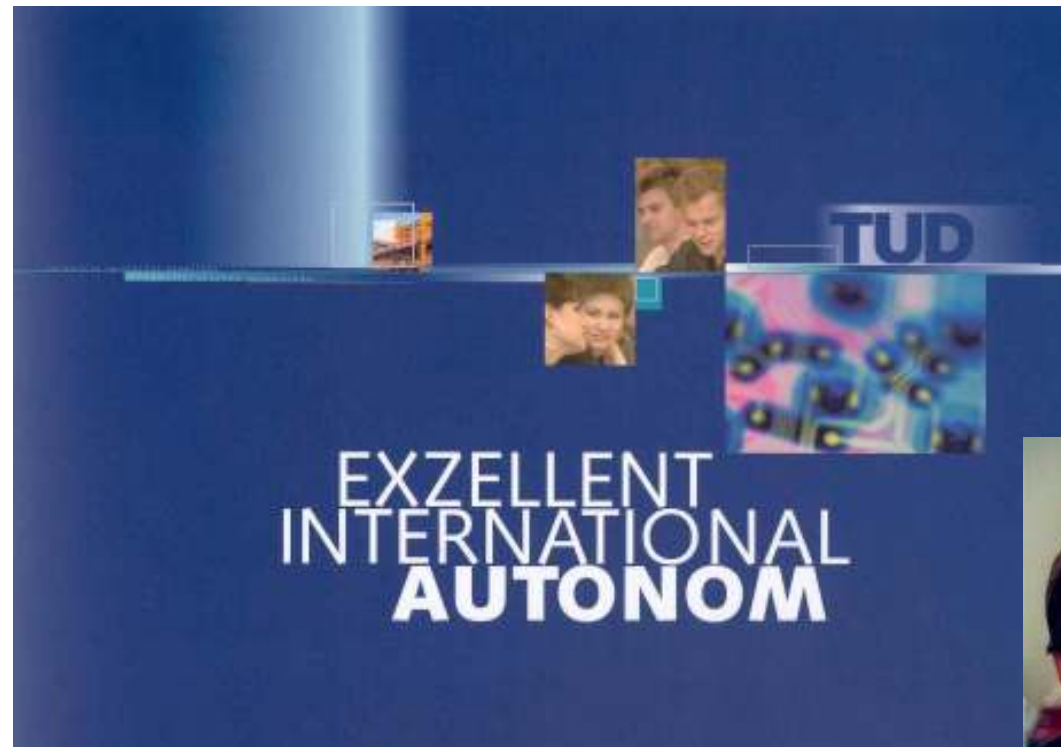
Natural Sc.

Engg. Sciences



TECHNISCHE
UNIVERSITÄT
DARMSTADT

***Since January 1st, 2005
Technische Universität Darmstadt has become
the 1st autonomous University in Germany***



1995-2007 President Johann-Dietrich Wörner





GOALS OF TUD

- **excellent research**

- **excellent education**

- **excellent service**

Autonomy...goals



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Teaching/learning:

- Bologna-process
- graduation ratio

Research:

- publications, 3rd party contracts

Service:

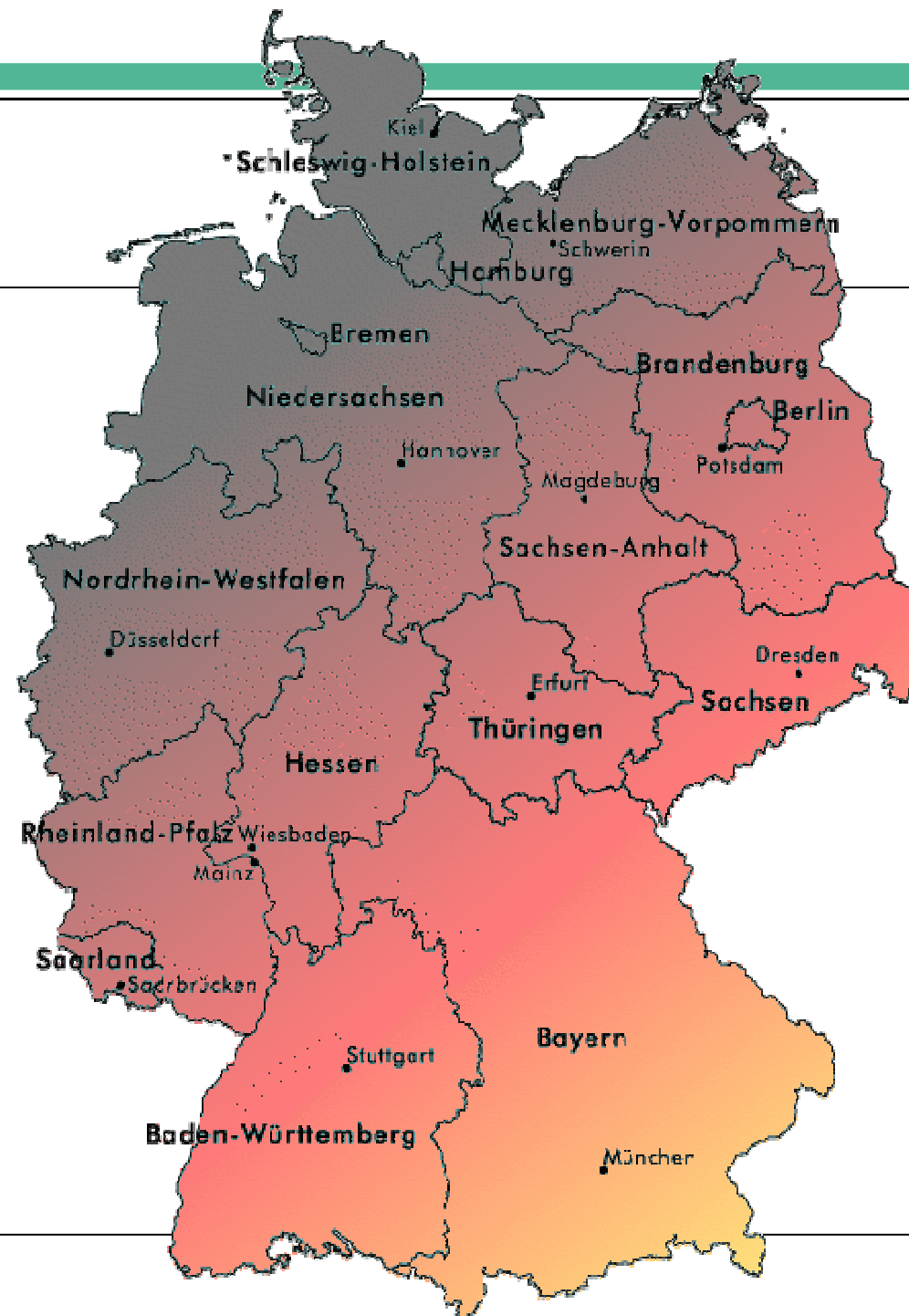
- cooperation science - industry

Structure and administration:

- contracting professors
- internal structure
- internal autonomy



TECHNISCHE
UNIVERSITÄT
DARMSTADT





TECHNISCHE
UNIVERSITÄT
DARMSTADT





TECHNISCHE
UNIVERSITÄT
DARMSTADT

HHG 66

HUG 70

HUG 74

HUG 78

HUG 95

HHG 98

HHG 00

HHG 04

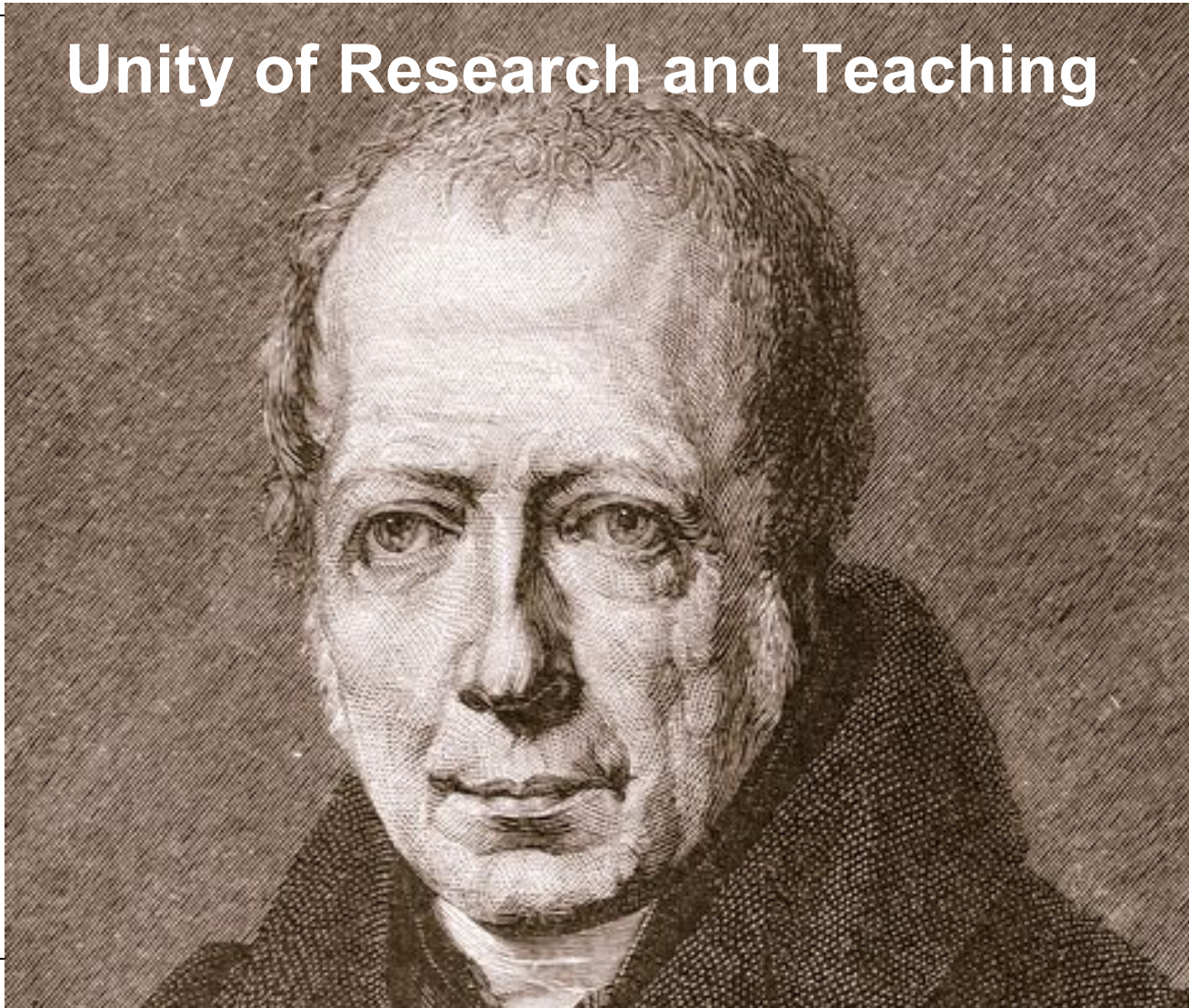


Wilhelm von Humboldt



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Unity of Research and Teaching



Shift of paradigms, examples:



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Repeal of differentiation basic research /
applied research / development

Repeal of differentiation basic study programs
/ life long learning / E-Learning

Research = constitutive element of study-
programs (researching learning...research)

Repeal of separation of disciplines as
constitutive element

Change from input- to output-orientation in
research and education

GLOBALIZATION!

Autonomy ➤ New Paradigm



TECHNISCHE
UNIVERSITÄT
DARMSTADT

**From a State University controlled
by Ministry
(Decision Making Body)**



**To an independent,
self responsible University based
on a public assignment**



TECHNISCHE
UNIVERSITÄT
DARMSTADT

autonomy

HHG 66

HUG 70

HUG 74

HUG 78

HUG 95

HHG 98

HHG 00

HHG 04

Constitution 99/00

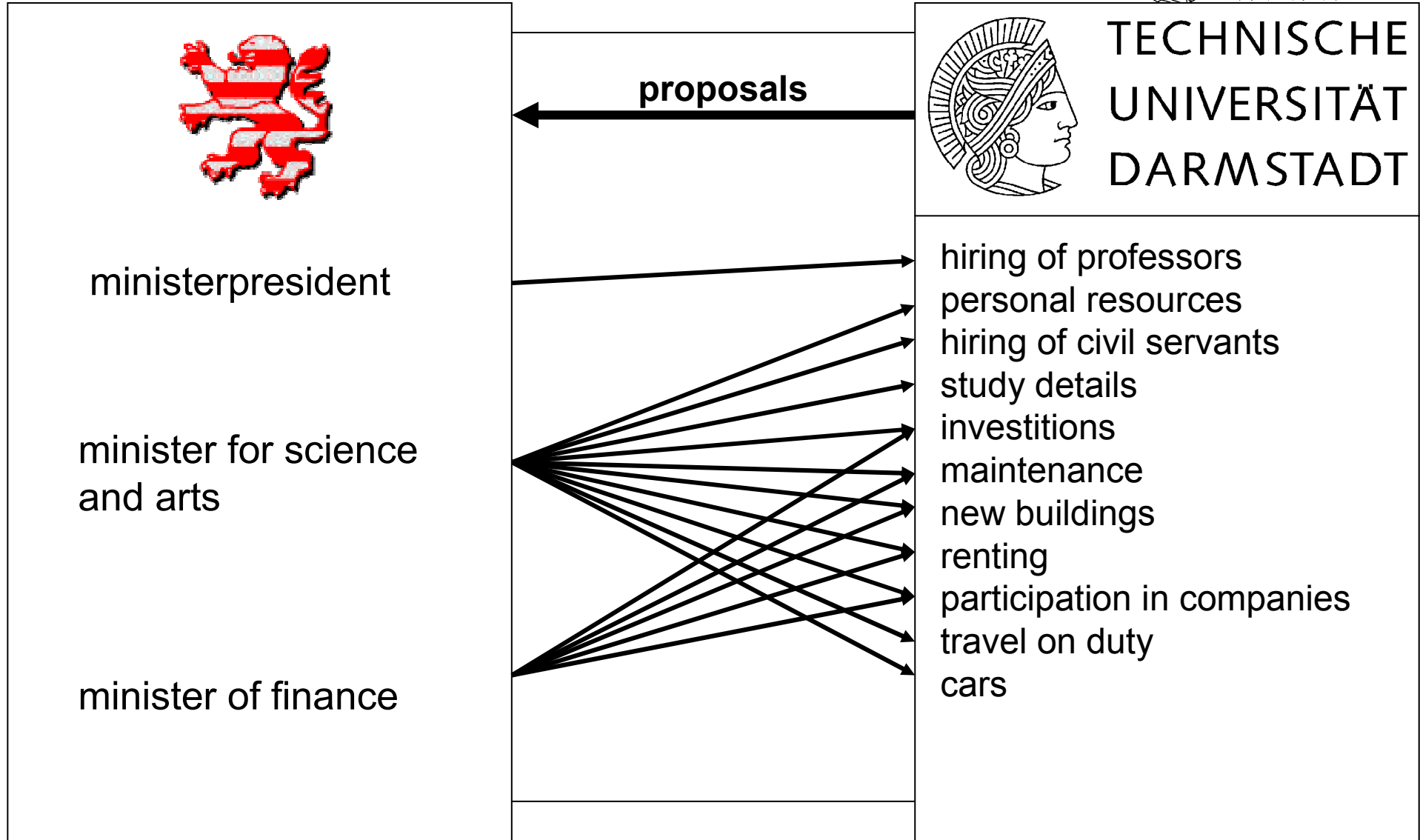
AUTONOMY



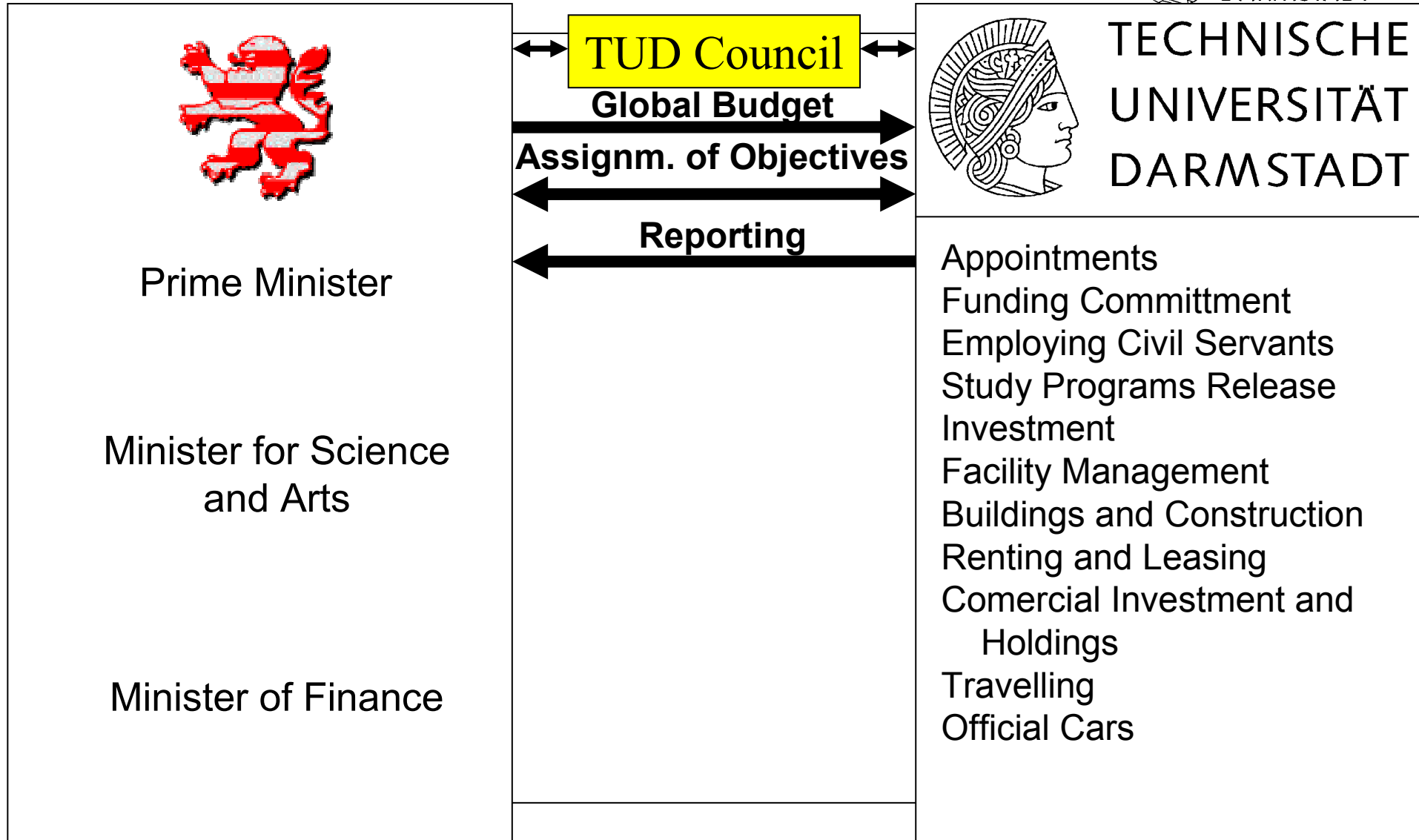
TUD-LAW

1.1.2005

past



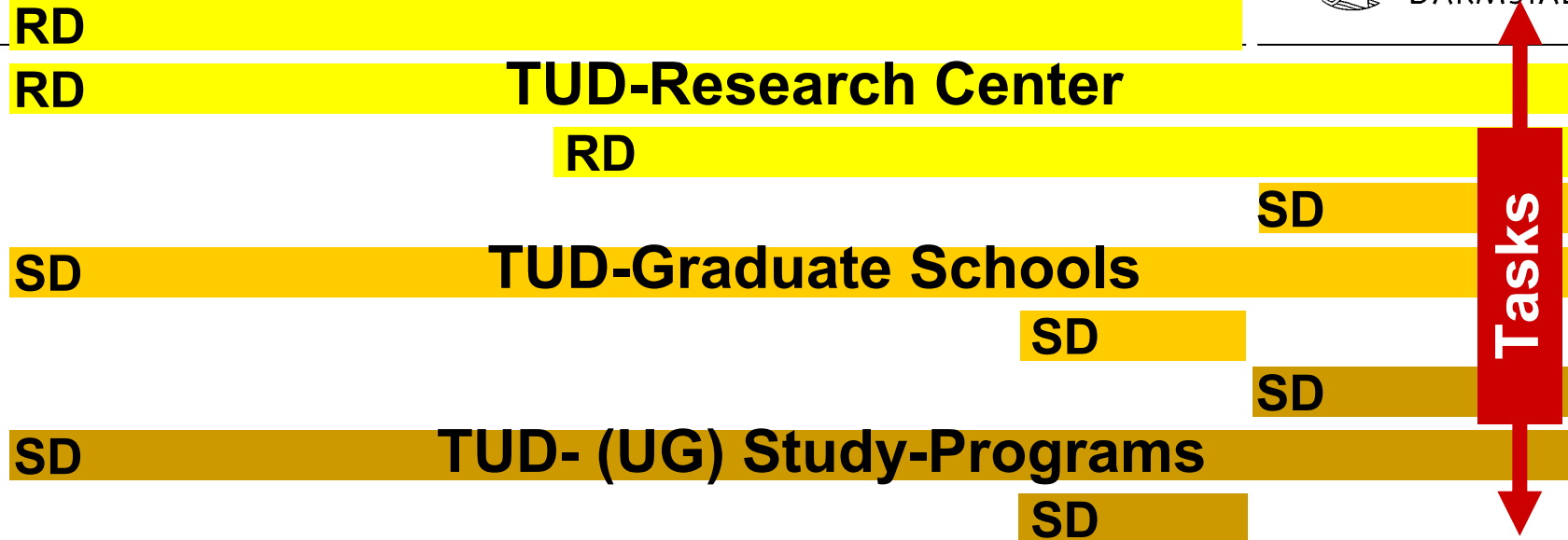
TUD-Law (State of Hesse)



Internal Structure



TECHNISCHE
UNIVERSITÄT
DARMSTADT



humanities

naturals sciences

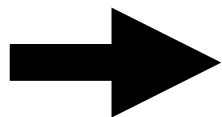
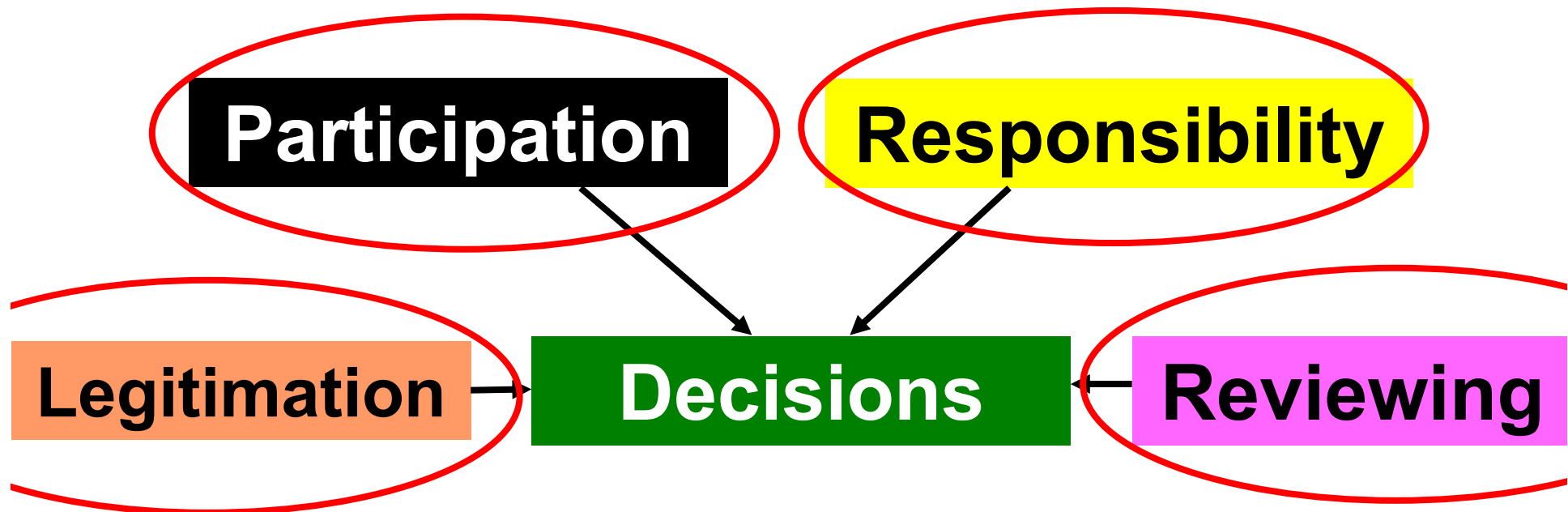
engineering

D: head of department

SD: head of study program

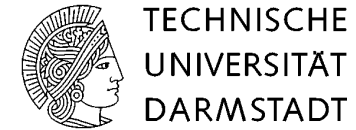
RD: head of research center

New Process of Decision Making



**Change of
Management Structures**

Autonomy Benchmark



Comparison of Experiences from:

Chalmers Techniska Högskola

Danmarks Techniske Universitet

Technische Universität Darmstadt

Technische Universität München



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Final Report February 2007

CHALMERS

Chalmers University of Technology, Sweden



Time scale



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Chalmers:	Initial steps: mid 1980s Decision: early 1990s
DTU:	Initial steps: late 1990s Decision: 2000
TUD:	Initial steps: mid 1995 Decision: 2004
TUM:	Initial steps: late 1990s Decision: yet to happen

Driving forces



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Chalmers:	Government and Institution Setting example, sustain quality
DTU:	Institution and Government Investments, decision making, recruitment of students
TUD:	President Stability, enhance quality, efficiency
TUM:	President, Registrar Entrepreneurial, efficiency, renovation of programmes

Internal support



TECHNISCHE
UNIVERSITÄT
DARMSTADT

- Internal support has been surprisingly strong.
 - Central assemblies have endorsed the change.
 - Resistance from individuals.
 - Special expectations from individuals.
 - Gradual acceptance of the challenge once the decision was taken.
-

Degrees of autonomy



TECHNISCHE
UNIVERSITÄT
DARMSTADT

Chalmers:	Large formal autonomy Limited in practise
DTU:	Autonomous, self owned Manage the challenge
TUD:	Time-limited autonomy Management dependent
TUM:	No formal autonomy Opportunities used

Principle dimensions of autonomy



TECHNISCHE
UNIVERSITÄT
DARMSTADT

- Chalmers: Organisation, staff matters,
available funds, corporate relations.
Tense relations to the Government
- DTU: Organisation, staff matters
Links to the Government strong
Responsibility for buildings
- TUD: Relations to the Government of Hessen,
Transfer of responsibilities in several areas.
Report to the Parliament
- TUM: Links to Bavarian Government
Internal driving forces,
Organisational changes,
Increased personal responsibility
-

Organisation



- Chalmers/DTU: Personal responsibility, more "top-down" yet enabling and empowering.
- TUD: More "in-house" planning and handling.
The President's role is crucial.
Some structures remain.
- TUM: Large changes in organisation,
reducing decision making bodies.
Stream-lined.
"Top-down" enabling and empowering.
-

Results

- Responsibility
 - Transparency
 - Efficiency
 - Dynamics of organisation
-
- Compatibility with current university situation
 - Empowerment of academic staff
 - Improved research, education and services
-

	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S
--	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---	---

	Decide own organisation Hire the Rector/President Decide composition of board Decide new study programme Decide new fields e.g. medicine Decide curricula Decide admittance procedure Decide admittance criteria Hire/fire staff Internal budgeting Ownership of land Ownership of building Tuition fees Invest liquidity in shares/bonds Invest university-money in start-ups Set up subsidiaries																	
--	---	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--

	A	A	(A)	(A)	(A)	A	(A)	A	(A)	(A)	A	No A	No A	A?	No A	(A)	A
	(A)	(A)	(A)	(A)	(A)	A	(A)	(A)	(A)	(A)	A	No A	No A	(A)	No A	(A)	(A)
S	A	A	A	(A)	(A)	A	A	A	A	A	A	A	A	No A	A	No A	A
	A	A	A	(A)	(A)	A	(A)	A	A	(A)	A	A	A	No A	A	No A	A

Autonomy
 Autonomy depending on outside confirmation/decision (e.g. the ministry) or restricted autonomy



structural innovation



TECHNISCHE
UNIVERSITÄT
DARMSTADT

- Profile
- Research and Teaching
- Qualitymanagement
- Internationalisation
- Regional Cooperation
- Continuing education, Transfer...
- Budget, Structure...
- Attractivity, Corporate Identity...

Autonomy!



TECHNISCHE
UNIVERSITÄT
DARMSTADT