GEORG-AUGUST-UNIVERSITÄT
GÖTTINGEN

GÖTTINGEN UNIVERSITY: POSITIONS AND PERSPECTIVES 2014–2024

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| GEORG-AUGUST-UNIVERSITÄT GÖTTINGEN

Georg-August-Universität Göttingen is one of Germany's leading universities, acknowledged throughout the world for its excellent research, and for attracting outstanding academics and students from Germany and abroad. Standing in a rich and vibrant tradition embracing the principles of the Enlightenment and autonomy, the University makes a valuable contribution to the advancement of knowledge and to overcoming the societal challenges of the 21st century, pursuing these aims in an active and competent, creative and responsible manner.

Equally committed to research and to teaching, the University can be presented in figures thus: 13 Faculties, 26,000 students and, together with the University Medical Center (UMG), 12,000 employees. This includes 4,200 academic staff, 480 of whom are professors. As a Public Law Foundation, the University and the University Medical Center Göttingen have an annual turnover amounting to 1 billion euros. Financial support is provided through the *Land* of Lower Saxony, third-party funding from various funding agencies and institutions, and Medical Center revenues.

University Aula (Great Hall) Building

| THE GÖTTINGEN CAMPUS

Göttingen University is the cornerstone of the Göttingen Campus, a lively and successful research and teaching partnership with eight excellent non-university research institutions. Beginning more than a decade ago, cooperation agreements were concluded with the five Max Planck Institutes (for Biophysical Chemistry, Dynamics and Self-Organization, Study of Religious and Ethnic Diversity, Experimental Medicine and Solar System Research), the German Primate Centre (Leibniz Institute for Primate Research), the German Aerospace Centre, and the Göttingen Academy of Sciences and Humanities. They joined forces to establish a campus structure at the Göttingen location, a model that is exemplary for the German research system. Since 2006, all partners have been meeting to discuss and agree on mutual objectives in the Göttingen Research Council (GRC). The cooperation is based on the principle of free will and equality. It is founded on the perception that Göttingen can develop its full potential only through close cooperative endeavours. Science and scholarship at the Göttingen location benefit from outstanding third-party-funded collaborative projects and from the 'bridging' professorships between the University and the non-university research institutions. Joint postgraduate programmes and cross-institutional junior research groups are important for the advancement of junior researchers, this successful cooperation extending also into the areas of studying and teaching. Outstanding scientific performance and a living and working environment characterised by diversity and internationality across the entire Campus form the essence of the 'Göttingen Spirit'.

On behalf of the Göttingen Campus, we are committed to further developing joint research cooperations and regional foci and expanding the mutual use of infrastructure specific to the location. In addition to the Campus institutions referred to above, further research institutions, institutions of higher education and private enterprises also belong to the Campus as associate partners. Together, the partners pursue the objective of continual further development of the Göttingen Campus over the coming years, constituting a successful model example of a regional research campus.

| WHERE DO WE STAND?

The strength of Georg-August-Universität Göttingen lies now – as in 1737, the year of its founding as a reform university of the Enlightenment – in the fulfilment of its aspiration to link reason and knowledge pragmatically. As a comprehensive university, it is able to span new bridges between the disciplines in research and teaching. The autonomy of a Public Law Foundation operating with a well-functioning administration guarantees high efficiency, whilst offering freedom for conducting excellent individual research and for innovative research collaborations that transcend subject-related, institutional and national borders. Göttingen University is committed to producing high-quality research and, building on this, to delivering academic teaching that is geared to the future. Its objective is to educate and train competent, critical and open-minded graduates who are especially well equipped to contribute to the advancement of science and scholarship and to further our society's sustainable development. In a process of lively discourse across disciplines, the University fosters the powers of judgement and critical reflection that is needed for the education of the individual, as well as for success in the scholarly and scientific domain.

The interplay of tradition and innovation is further reflected in its conceptual approach to the valuable university collections, and in its pioneering strategy of cross-disciplinary, professional data management. The University is realising its goals by providing the freedom and flexibility for new ideas and innovative changes. Young academics are guided along their career paths in a stimulating environment characterised by diversity, with the University offering them wide-ranging support. Teaching at the Göttingen Campus is research oriented and allows scope for intellectual openness. The Campus is committed to individual initiatives and cross-disciplinary discourse among researchers and students. Moreover, with its many foreign students and visiting researchers, it sees itself as a centre for international exchange.

Göttingen University is linked with other German universities through collaborative projects and, through joint projects and utilisation of resources, recognises particularly in its cooperation with its partner universities in Lower Saxony an important opportunity for overcoming future challenges.

As a significant regional economic factor, Göttingen University maintains close links with the local and regional players in business, politics and culture. In the area of knowledge and technology transfer, the University consults with these partners, as well as advising and supporting scientists and scholars with respect to patent strategies and start-ups.

The University implements a comprehensive gender equality and diversity strategy. It fosters equal opportunities for all its faculty, staff and students irrespective of gender, age, sexual orientation, religion or ideology, handicap or chronic disease, ethnicity and social background. Those in positions of responsibility at the University subscribe to the principles of fairness, respect and trust, and propagate these principles in an active manner. Together with all students and researchers and its employees, the University thus promotes a culture of successful cooperation and mutual esteem.

Göttingen University welcomes competition with other national and international academic and research institutions. Its long-term aim is to remain one of the finest German universities and to hold its place among the world's top one hundred in prominent international rankings.

Learning and Study Building, opened in 2013

| WHAT ARE OUR AREAS OF ACTION?

Göttingen University actively addresses the challenges of today and tomorrow. It is committed to creating the institutional and organisational conditions required to do so and possesses the courage to conduct critical self-reflection and constant renewal. On this basis, Göttingen University has identified the following areas of action:

RESEARCH
Excellent research by individuals and the interconnection of research groups within join projects are of equal importance and serve the objective of enhancing existing strengths in research and further developing the University's research profile.

TEACHING
With a manifest research orientation, didactic quality and clear gearing to suit varying target groups, teaching at the University is designed to foster competencies and communicate up-to-the-minute knowledge.

INFRASTRUCTURE
Top-level international research and modern teaching methods call for future-oriented infrastructures, including IT and digital information systems. Synergies result when the responsible parties on the Campus work together in an orchestrated manner.

PERSONNEL MANAGEMENT
The University seeks to achieve constant improvement in the opportunities for its employees regarding their individual further training and career planning. Personnel development, also in the academic sector, is an ongoing task.

FUNDING
Secure basic funding is essential for any university. Additional financial room for manoeuvre is generated through acquisition of the largest possible volume of third-party funding and through fundraising activities.

COMMUNICATION
With respect to internal communication, motivating employees and showing appreciation for the work they perform take priority. Of prime importance in the context of external communication is the dissemination of scientific and scholarly findings.

GOVERNANCE
Governance is characterised by transparency, participation and responsibility. This includes the balanced inter-gearing of administrative and academic structures.

| WHERE ARE WE HEADING?

At the heart of the University's strategic developments are its people – its faculty, staff and students, who are to be provided with the space and freedom needed to create new ideas and drive change, and an optimal environment for research and teaching. The University's objective is to develop new ideas, maintain its distinctive identity and further enhance its academic profile, through competence, creativity, critical reflection, communication, cooperation and continuity. In research, it is equally committed to increasing knowledge on fundamental questions in the natural and social sciences and the humanities and to making relevant contributions to globally sustainable development. Both basic research and areas of applied research are to be appropriately integrated into the teaching. The University is pursuing the following paths to accomplish these objectives:

ENABLING CREATIVITY
The University creates a research environment designed to give scholars and scientists the necessary space and freedom to achieve the best possible results in research within the disciplines and in interdisciplinary problem-solving. It fosters self-determinant studying and a culture of cross-disciplinary and research-oriented teaching across all University Faculties. By providing

View from the observation platform of the Institute for Astrophysics, Göttingen

gender-equality-oriented and family-friendly study and working conditions, the University creates an environment for all faculty, staff and students that allows their creativity to flourish and encourages them to come up with new ideas.

FOSTERING CRITICAL THINKING AND OPENNESS TO CRITICISM

The road to reliable and established new knowledge requires openness to criticism and the willingness to be self-critical. The University sees the development of critical thinking and the power to make judgements as a prime educational objective. In research, teaching and study, the University guarantees a sheltered environment for constructive criticism, a prerequisite in the search for truth in science. This process is dependent on mutual respect among all those involved, and on taking responsibility for the consequences that scientific work can have on human beings in their social and natural environment.

'Objects of Knowledge' exhibition in the Paulinerkirche

STRENGTHENING COMMUNICATIONS

Communication is a prerequisite for trust. Effective exchange of information, a critical discussion culture and the constructive interaction with those responsible for running the University provide the basis for a cohesive academic community and serve to avoid misunderstandings, intolerance and discrimination. The Presidential Board encourages faculty, staff and students of the University to embrace a culture of open and fair communication.

EXPANDING COLLABORATIVE PROJECTS

Cross-disciplinary collaborative projects in research and teaching as well as regional, national and international partnerships and networks open up additional development opportunities for Göttingen University and its faculty, staff and students. Academics and students alike profit not only from the cooperation on the Göttingen Campus, but also from the many and various collaborative projects with partners in the scientific, business and societal domains. In addition, such collaboration facilitates efficient and responsible use of resources in research and teaching.

BUNDLING COMPETENCIES

Utilisation of synergy effects, learning from one another, providing mutual support, and developing a Campus-wide identity: all these processes strengthen the University and its faculty, staff and students. Bundling competencies is also the objective in the context of all activities across the Göttingen Campus. The University encourages all its members to contribute and develop their strengths in this way, since its most valuable resources are the skills and accomplishments of its researchers, staff and students.

ENSURING CONTINUITY

Dependable framework conditions are essential for the development of research projects with the prospect of long-term success and to ensure that the research-oriented teaching based thereon can be delivered. The University can look back over an impressive tradition of outstanding accomplishments by Göttingen scientists and scholars, and will continue to make such achievements possible, also in the future. Faced with the challenges of a rapidly changing environment and ever-new demands, the University today requires suitable governance structures to ensure reliable framework conditions for research and teaching on a sustainable basis.

| RESEARCH: EXCELLENCE THROUGH INDIVIDUAL RESEARCH AND COLLABORATION

Advancement of knowledge through basic research, continuing further development of existing knowledge bases, application-related research: these are the scientific foundations on which Göttingen University stands. With innovative research approaches and projects, the researchers make a lasting contribution to solving national and global problems.

The University provides researchers working individually with the conditions and freedom to achieve excellent results, as well as opportunities for collaborative interdisciplinary research. In support of this process, constant improvements are being made to the research infrastructures and in the library domain.

Furthermore, the Lichtenberg-Kolleg, Göttingen's Institute for Advanced Study, gives the opportunity for prominent researchers to be invited to Göttingen from Germany and abroad so that they may enter into direct scholarly discourse here.

The research work conducted by doctoral candidates, who make a significant contribution to the advancement of knowledge, is systematically supported through appropriate mentoring and further training opportunities. In particular, the large-scale Graduate Schools provide an outstanding environment for young academics.

In line with its comprehensive internationalisation strategy, the University is intensifying its efforts to support cooperation with foreign partners with a view to achieving optimal scientific and scholarly exchange worldwide. It is expanding support for international projects and encouraging stays abroad. Special attention is paid to early-career scientists and scholars in this context. The 'welcome culture' on the Campus facilitates rapid integration of academics upon their arrival. In unison with its partners on the Göttingen Campus, the University seeks to advance further the process of international networking.

In support of the research process, Göttingen University is building up its research and information infrastructures. Wherever expedient, the University will organise the research infrastructure in Campus laboratories set up as structural, technology-based units bringing together the facilities required within methodological focus areas, and make available appropriately trained technical and scientific personnel for large-scale equipment. The information infrastructures will be developed in a complementary manner, based on a strategic concept designed for the Göttingen Campus as a whole. The concept of computer and data-supported science is to encompass all scientific disciplines on the Campus.

Research focus areas at the Göttingen Campus emerge from cooperation between outstanding scientists and scholars within collaborative projects or centres. In general, centres will be set up on a limited-period basis, supported by an external advisory board and evaluated periodically. The Centre for Modern Indian Studies (CeMIS) and the Centre for Modern East Asian Studies (CeMEAS) specifically promote region-related research.

An important task of the University is to identify new fields of research and foster scientists and scholars in their endeavours to engage with, and pursue consistently, new ideas off the beaten track. Over the long term, this can lead to new profile-enhancing research areas developing at the University as a result of the gain in visibility achieved via large-scale, funded and evaluated collaborative projects.

As targeted instruments for fostering highly novel research ideas, the University is setting up Courant Centres, each with three junior professorships or positions for 'free floater' junior research groups. Via these measures, outstanding junior professors provided with a tenure track option can make their mark as up-and-coming scientists and scholars working in entirely new research areas at the University, while also playing a part in triggering new developments for foci.

As a comprehensive university, Göttingen has the potential to bring together research interests transcending several subject borders, thereby building new bridges in research and teaching. The key research foci set out below vary in terms of the number of researchers involved, the degree to which they have

Historical Observatory, home of the Lichtenberg Institute for Advanced Study

become established, and their visibility in the national and international setting. Yet all of them demonstrate the potential to develop in a manner that will enhance the University's profile in the coming years.

The research foci in the natural and life sciences are characterised by their numerous collaborative activities and the volume of third-party funding. As a rule, the research is performed by scientists belonging to several different Faculties and to non-university partner institutions on the Göttingen Campus. The University Medical Center Göttingen (UMG) plays a leading role in the neurosciences and cardiovascular research foci. Intense subject-specific and methodological exchange takes place among these different focus areas.

NEUROSCIENCES

The Neurosciences focus ranges from basic research at the molecular level – including the Cluster of Excellence 'Nanoscale Microscopy and Molecular Physiology of the Brain' (CNMPB) – to the transfer of scientific evidence into clinical research, diagnostics and therapeutics. In institutional terms, research collaboration within this scientific focus encompasses several Faculties, including the UMG and large parts of the Göttingen Campus (e.g. the German Centre for Health Research on Neurodegenerative Diseases, DZNE).

CARDIOVASCULAR RESEARCH

The focus issues of Cardiovascular Research, carried out primarily at the University Medical Centre Göttingen (UMG), are heart failure and regeneration. Especially notable elements are the Collaborative Research Centre 'Modulatory Units in Heart Failure', an international research training group, and its participation – as one of seven national locations – in the German Centre for Cardiovascular Research. In an alliance of excellent University and non-university partners in Göttingen, research is performed with a view to defining pathophysiologically relevant micro- and nanocompartments inside and outside the myocardial cell as therapeutic targets for treating weak heart muscles and to evolve innovative procedures for myocardial regeneration. Ultimately, the Göttingen Heart Centre is where promising concepts from basic research are translated into clinical practice.

FUNCTIONAL PRINCIPLES OF LIVING MATTER

The Functional Principles of Living Matter focus area covers both molecular research questions and mesoscale processes involved in biological systems

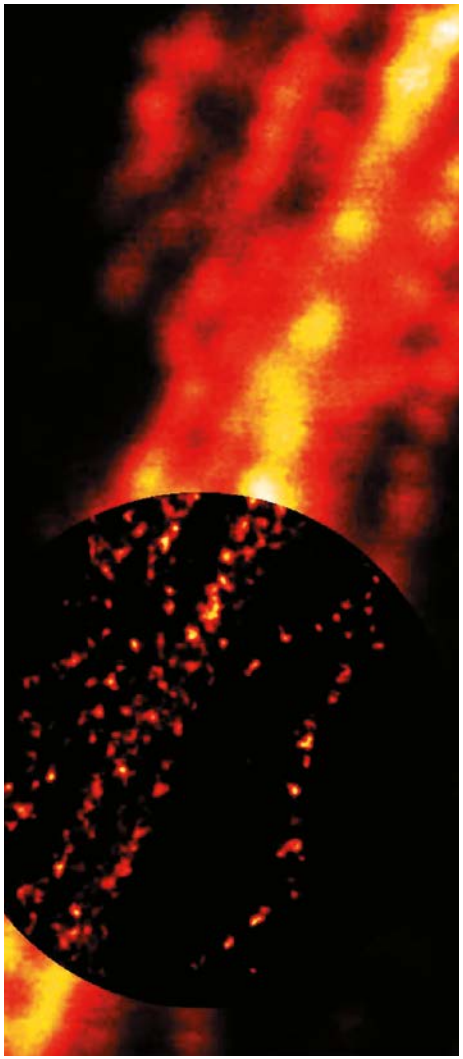
operating far beyond the thermodynamic equilibrium. The focus lies in the development of novel experimental and theoretical methods and models, as well as on the observation and interpretation of complex dynamic processes in both living and model systems.

CELLULAR PROCESSES AND MOLECULAR MACHINES

This research focus links over 30 working groups and seven junior research groups funded as part of large-scale collaborative projects based in different Faculties. The topics addressed in this collaborative research range from epigenetics and chromatin dynamics, intracellular transport and cellular machines, to the interaction and communication between cells. Current and ground-breaking projects involve components of structural biology and of synthetic biology.

ENERGY CONVERSION

The Energy Conversion focus covers basic research in the area of atomic energy conversion and storage processes in complex materials and systems. Several Faculties working in the natural sciences and Max Planck Institutes cooperate in the Collaborative Research Centre 'Atomic Scale Control of Energy Conversion', in the framework of the interdisciplinary 'International Center



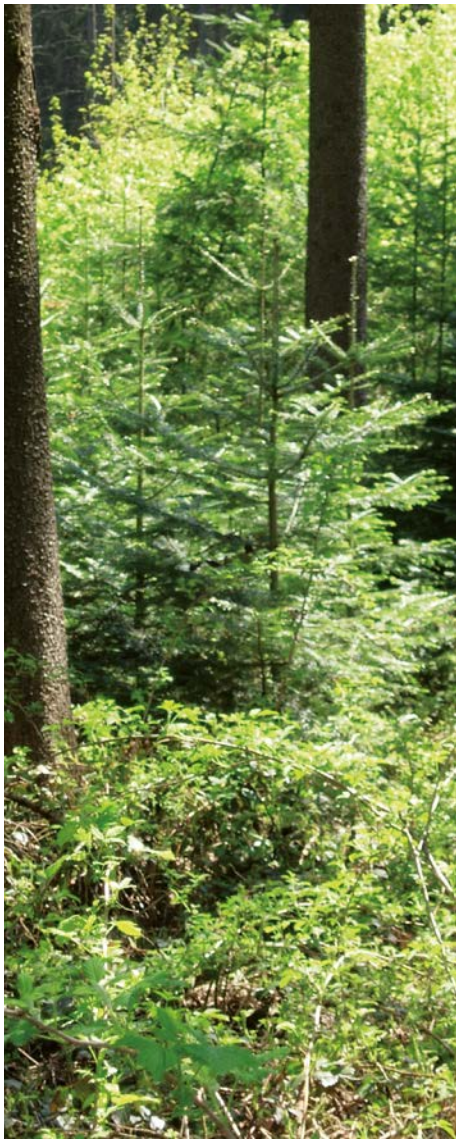
STED (Stimulated Emission Depletion) microscopy, Professor Hell's research group

for Advanced Studies of Energy Conversion' that is currently being established, and in further initiatives in the areas of catalysis, photovoltaics and battery materials including bioenergy.

SUSTAINABLE USE OF NATURAL RESOURCES

In the framework of large-scale transdisciplinary collaborations, biological and sociological methods are used to examine complex problems concerning the sustainable use of natural resources. This focus includes collaborative projects under the overarching roof of the 'Centre for Biodiversity and Sustainable Land Use' (CBL). The projects deal with both the influence of humans on the abiotic and biotic environment and its underlying processes, as well as the use of limited resources and the resulting impact on the environment. Important thematic areas are biodiversity in cultivated spaces (forestry, agriculture) and sustainable food security as a precondition for combatting poverty.

Researchers not only in the natural and life sciences but also from the social sciences and the humanities are working in the focus area Sustainable Use of Natural Resources. In the humanities and social sciences, three additional focus areas have emerged that hold great potential for contributing to the



profile of Göttingen University in the years to come.

RELIGIOUS RESEARCH

Göttingen University has research expertise relating to a large number of the world's religions. The religious studies focus deals in an interdisciplinary, systematic and comparative manner with religious phenomena, processes and transformations in past and present societies. In addition to the respective Faculties, participating institutions include also the Courant Research Centre 'Education and Religion' (EDRIS), the Lichtenberg-Kolleg and the Max Planck Institute for the Study of Religious and Ethnic Diversity.

DIGITAL TRANSFORMATION

This research focus explores how digitization is affecting and changing all areas of society, including culture, education, law, commerce and technology, and indeed science and scholarship itself. In academia and research, the development and application of computer and data-supported methods play an important role for research topics in the humanities and social sciences. The underlying concept of the 'Göttingen Centre for Digital Humanities' (GCDH) is being extended to encompass the broad range of research approaches.

LANGUAGE AND COGNITION

The objective of the Language and Cognition research focus is to learn more about the cognitive language skills of human beings and the manner in which language and text is processed. Arising from the close interconnection between the linguistics chairs in the Faculty of Humanities and the Courant Research Centre 'Text Structures', this thematic area is developing into a highly dynamic forum for the integration of theoretical-analytical and empirical-experimental research on language and its use. Cooperations have emerged involving computer sciences, primate research, psychology, philosophy and behaviour research, to name a few.

| TEACHING: RESEARCH- AND TARGET-GROUP-ORIENTED

Göttingen University is committed to research-oriented teaching and in considering the various target groups is systematically further developing the study programmes on offer. It aspires to deliver outstanding teaching performance, contributing to the transformation of our knowledge society and supporting students in developing their personal talents and skills.

Göttingen University pursues its research-oriented teaching approach together with its Campus partners. Lecturers motivate their students to become enthusiastic about research, attune them to different ways of thinking and solving problems. They also foster their skills in – and enjoyment of – discussion and dialogue. The University seeks to grant students a broad spectrum of methodological knowledge, to foster their analytical thinking and to give them sufficient scope for creativity. As future experts and leaders, they should be equipped to deal adequately and flexibly with ever-changing challenges in their professional lives. In line with the current trends in educational research, teacher training remains an important focus. For the transition from studying at university to employment in a profession outside academia, it offers support through a 'job fair', career service and Faculty-based initiatives.

Recognition of diversity and equal opportunities, support in international mobility, and new forms of teaching are decisive in enabling students to make their way with self-determination. The University is open to all individuals, irrespective of their national, ethnic, social and economic conditions.

Göttingen University is prepared to accommodate a growing student body, also in the coming years, whilst at the same time maintaining its high quality standards. It aims to increase the proportion of those leaving the University with a degree and to improve the staff-student ratio, particularly in the subjects that are in particularly high demand. In this context, it is also optimising its degree programmes and offering dedicated advisory services.

Göttingen University promotes student mobility, supporting the recognition of study credits from other universities and other countries. In terms of course content, the University is facing the challenges of internationalisation by gearing its degree programmes to a globalised world. Particularly in the area of Master's degree and doctoral studies, the University aims to recruit a larger number of engaged and especially able students from abroad. To this end, it is increasing the number of multilingual degree programmes on offer, providing additional German-language courses held alongside university studies, and giving additional dedicated support and supervision. For its own students it seeks to facilitate periods of study abroad that fit seamlessly into the curricula.

A high degree of flexibility within the Bachelor's degree curricula is achieved by integrating courses on key competencies and professionalisation as elective options, particularly within the framework of two-subject Bachelor degree programmes. These enhance the attractiveness of the courses offered by the University considerably, and nurture cross-disciplinary inter-subject exchange among students.

The Faculties are improving the transition between the various qualification levels and thereby removing possible obstacles to recruiting highly qualified young scientists and scholars for degree programmes and doctoral projects. In the Graduate Schools, the doctoral candidates are trained within structured PhD programmes and the terms of their supervision are documented in supervisory agreements.
To attract students from outside the region and from abroad, Göttingen University is developing a tailored degree programme marketing strategy, and offers students a broad range of services and support portfolio. This includes a central facility for teaching languages and key qualifications. Students requiring additional support are offered services tailored to their needs, specific student advisory services, and psychosocial counselling. The universal aim of becoming barrier-free is being addressed in stages.

Göttingen University deems personal interaction between lecturers and students the indispensable core of its university education. In addition to this, it offers its students modern multimedia equipment for e-learning in auditoria and seminar rooms. Electronically assisted learning is increasingly being used for instruction and the University is proceeding with ongoing development in this area.

Göttingen State and University Library on the central campus

| INFRASTRUCTURES: BASIS FOR SYNERGIES AND RENEWAL

Göttingen University supports research and teaching by means of modern, high standard, target-group-specific and cross-disciplinary infrastructures. Locally and in the digital world, it ensures the appropriate spatial and technological infrastructure. Göttingen University views the provision and further development of its infrastructures for research and teaching as an important strategic task. For this reason, it has established this as a new, full-time area of responsibility in the University's Presidential Board. The infrastructure includes buildings, laboratories, large-scale equipment, libraries, collections, energy, IT and data infrastructures.

With the Göttingen State and University Library and the 'Gesellschaft für wissenschaftliche Datenverarbeitung' (Göttingen Computing Centre, GWDG), the Göttingen Campus is already equipped with excellent information infrastructures, as demonstrated by their leading role in national and European collaborative projects. Nevertheless, the research infrastructures require further expansion. To this end, the Göttingen Campus is adopting an overall strategic concept for the location. This includes joint technology-based campus laboratories and the comprehensive further development of the information infrastructure, with IT fit for the future and cross-disciplinary expertise, e.g. in the area of research data management. The objective is to reach out to all disciplines and to accommodate special individual needs within cross-disciplinary solutions, in a resource-efficient manner.

The maintenance and expansion of infrastructures for research and teaching is highly cost-intensive and can be guaranteed only if the federal and state governments make the necessary resources available. Accordingly, in the discourse on science policy, Göttingen University speaks out to promote new investments and secure the maintenance of the necessary infrastructure in all areas through public funding, as well as via partnerships with non-university institutions.

The currently high standard and expanding new course offerings for computer/data science and data analysis also reflect the importance placed on information technology infrastructures in teaching. Göttingen University monitors and tests the possibilities and limitations of international virtual study offerings, such as open online courses, and develops its strategy accordingly. On site, a new 'Learning and Study Building' located on the central campus offers 650 working places in 240 rooms, offering in exemplary manner the possibility for students to work in groups, with a generous allocation of space, or on their own.

Physics Building

| PERSONNEL MANAGEMENT: COMMITTED TO CREATING OPPORTUNITY

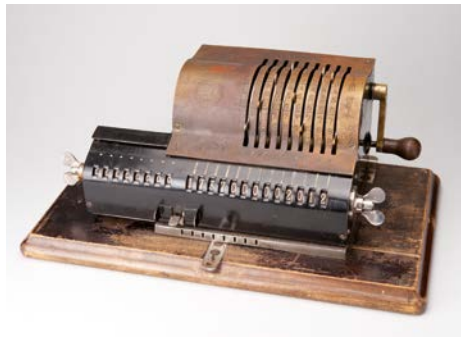
The University shows special appreciation of its employees, offering all groups appropriate further training strategies and career advice. Tailored concepts for fostering young academics are designed to prepare them for careers within and outside university. Providing equal opportunities for all is a paramount principle fostering diversity in the human resources sector.

At Göttingen University, all staff members contribute in their varying positions to the success of research and teaching. The University's Presidential Board supports the senior managerial staff not only to discharge their duties vis-à-vis the employees, but also to shape an optimally functioning organisation and drive the innovation needed to ensure that staff can work together productively. It supports the institutional health scheme and occupational safety.

Recognising the services and achievements of its faculty, staff and students is a key component in the culture of the University. This motivates staff to contribute creatively to the design of working processes. Employees are offered professional training and are assisted in the event of problems and conflicts. Gender equity plays a central role in this context. As a group, postdoctoral academic staff form an important basis for the ongoing performance of research and teaching operations. In the future, academic personal development and transparency with respect to career paths will continue to be a priority within the University. Moreover, the University will offer continuing education regarding careers for graduates outside academia.

At the staff party

| FUNDING: DEPENDABILITY AND NEW ROOM FOR MANOEUVRE



The Brunsviga calculating machine from the Collection of Mathematical Models and Instruments

Also in the long-term, Göttingen University will continue to be funded primarily from the public purse. An important element here is the 'Hochschulentwicklungsvertrag' (Agreement on the Development of Higher Education Institutions). For innovations and initial project financing, the Presidential Board makes resources available from a special fund earmarked for such purposes. Resources becoming available from this fund will be utilised more intensively for measures to raise the profile of the University as a whole. Where such plans involve any reallocation of resources across entities or Faculties, transparent criteria and procedures for reaching reallocation decisions will be developed together with the Faculties and boards.

In the area of attracting third-party funding for research and teaching, the University will continue to participate in the large-scale interdisciplinary calls for proposals issued by the European Union, the German federal government and the *Land* of Lower Saxony. The University's strategic fine-tuning will take account of the new funding measures to be announced after 2016, upon which the forthcoming Excellence Initiative is expected to be based. Scientists and scholars at the University receive significant assistance from the University for their own endeavours to attract third-party funding for research.

The University will develop an overarching fundraising strategy in an intensified effort to raise additional funding from private sources. It is sharpening the profile and focus of activity in fundraising. Close cooperation with the University's partners on the Göttingen Campus is an integral part of this strategy.

One prerequisite for successful acquisition of private funding is that it is implemented exclusively for additional measures and projects, and not as a substitute for public resources.

| COMMUNICATION: MOTIVATION AND POSITIONING

Göttingen University is well aware that it stands in competition with other renowned academic institutions around the world and is consequently reinforcing its position as a university of research excellence. Together with its partners on the Göttingen Campus, the University is sending out clear signals promoting the 'Göttingen research location'. The University is supporting a combined marketing strategy involving all members of the Göttingen Campus and is committed to creating a Campus-wide joint identity.

The University's overall concept for outward communication is borne by good internal communication among faculty, staff and students. The Göttingen Campus offers additional potential in this context to enhance the profile of the research location.

The public rightfully expects science and academia to share insights and disseminate information about research content and the findings resulting from projects. That is why the University – together with its other partners on the Göttingen Campus – believes in open communication and exchange with the public, thereby pursuing a dialogue with external partners from business, politics and the society at large.

At the 'Day of Collections'

The publicly accessible academic collections open up insights into the history of science and academia, while current research projects are showcased at events such as 'The Night of Knowledge'. In setting up Forum Wissen the University plans to create a place where in future the general public will be able to take a look 'through the window' into the University and find out how novel scientific ideas come into being.

Internal communication based on participation and transparency in practice is one of the central instruments for forging cohesion within a large organisation such as a university, whilst at the same time cultivating its image externally in a positive manner. The University hence intends to devote special attention to its internal communication processes and is utilising the new media for internal information-sharing across all status groups. It regularly disseminates information about the central issues concerning the University and the Campus, and gives the student body the opportunity to participate actively in communication and information processes.

In its press and public relations work, the University of Göttingen seeks to fulfill the claim that its scientists and scholars make a contribution to the challenges facing today's society. It encourages its scientists and scholars to engage in public debate and promote knowledge transfer.

| GOVERNANCE: TRANSPARENCY, PARTICIPATION AND RESPONSIBILITY

The model of a university in the form of a Public Law Foundation provides good institutional and organisational conditions that are both suited to the conducting of research and well adapted to societal developments. Decision-making processes and their communication are to be organised in a manner that maximises freedom and flexibility in research and teaching.

Maintained as a Foundation, the University of Göttingen enjoys a high degree of autonomy marked by five central features: the right of appointment, the employer or principal status, financial autonomy, its status as a building contractor, and the expertise of the Foundation Council. This enables the funding of research and teaching at an internationally competitive level. The decision-making capacity of all bodies and committees of the University is characterised by clear communication and transparency designed to generate a culture of trust. Through the continued development of standardised procedures and unambiguous regulations, the efficiency of decision-making processes now needs to be raised yet further.

The Foundation Council, which is composed with a majority of external members, is the foundation body that decides on matters of fundamental significance, contributes its expertise in a scientific, socio-political and economic perspective, and provides thereby important impulses for shaping the University's strategy.

The Presidential Board is organised according to the principle of 'areas of responsibility' under the President's authority to lay down guidelines. The composition with three full-time and three part-time members has proved its merits: on the one hand, it ensures continuity, whilst, on the other, promoting renewal processes and strengthening linkage with the Faculties.

The Senate and Senate Committees are composed according to the group university model, thereby bringing together lecturers and students as well as academic and technical personnel. These are thus key players in consensus building and balancing the various interests at the University, and they are also especially well placed to contribute to bottom-up processes for developing novel foci and approaches. Models for procedural arrangements in the interaction between the Presidential Board, the Senate and its committees, and the preparatory work performed by Central Administration, are to be further developed.

The Faculties are and will remain the most important pillars supporting research and teaching; their hallmark is the balance between autonomous decision-making and responsible action within the definition of a comprehensive university. To improve the continuity and professionalism of the deans' offices, the terms in office of part-time deans have been extended and positions created for deans of studies and full-time Faculty managers.

As cross-faculty organisational units, the University's centres constitute interdisciplinary research structures, which, in interplay with the Faculties, form a perfect matrix for the further development of research and teaching.

The Central Administration sees itself as a service provider to the Presidential Board, the committees and the academic institutes. It is involved in the organisational work of the Presidential Board, constantly liaising with administrative units of Faculties and other non-central units. The scope of responsibilities and cooperation between Faculty level and Central Administration level is to be further developed with a view to achieving greater workflow efficiency. This

also applies to the cooperation with the Equal Opportunities Officers and the Staff Council, who are involved in all relevant procedures.

As a part of the Foundation that is largely independent in legal terms, the University Medical Center Göttingen is organised in an integration model consisting of the Faculty of Medicine and the University Hospital. This structure has proved its merits; it guarantees independence in economic issues, whilst at the same time enabling the greatest possible interlinking with the University in research and teaching.

As the committee steering the strategy of the Göttingen Campus, the Göttingen Research Council consists of an equal number of members from the University and from the non-university research institutions. It constitutes an essential instrument for the further development of the Göttingen Campus and is a model for campus structures throughout the German research landscape.

Faculty Club

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