



Ministry of Science  
Technology and Innovation

# Ministry of Science

- the Danish example

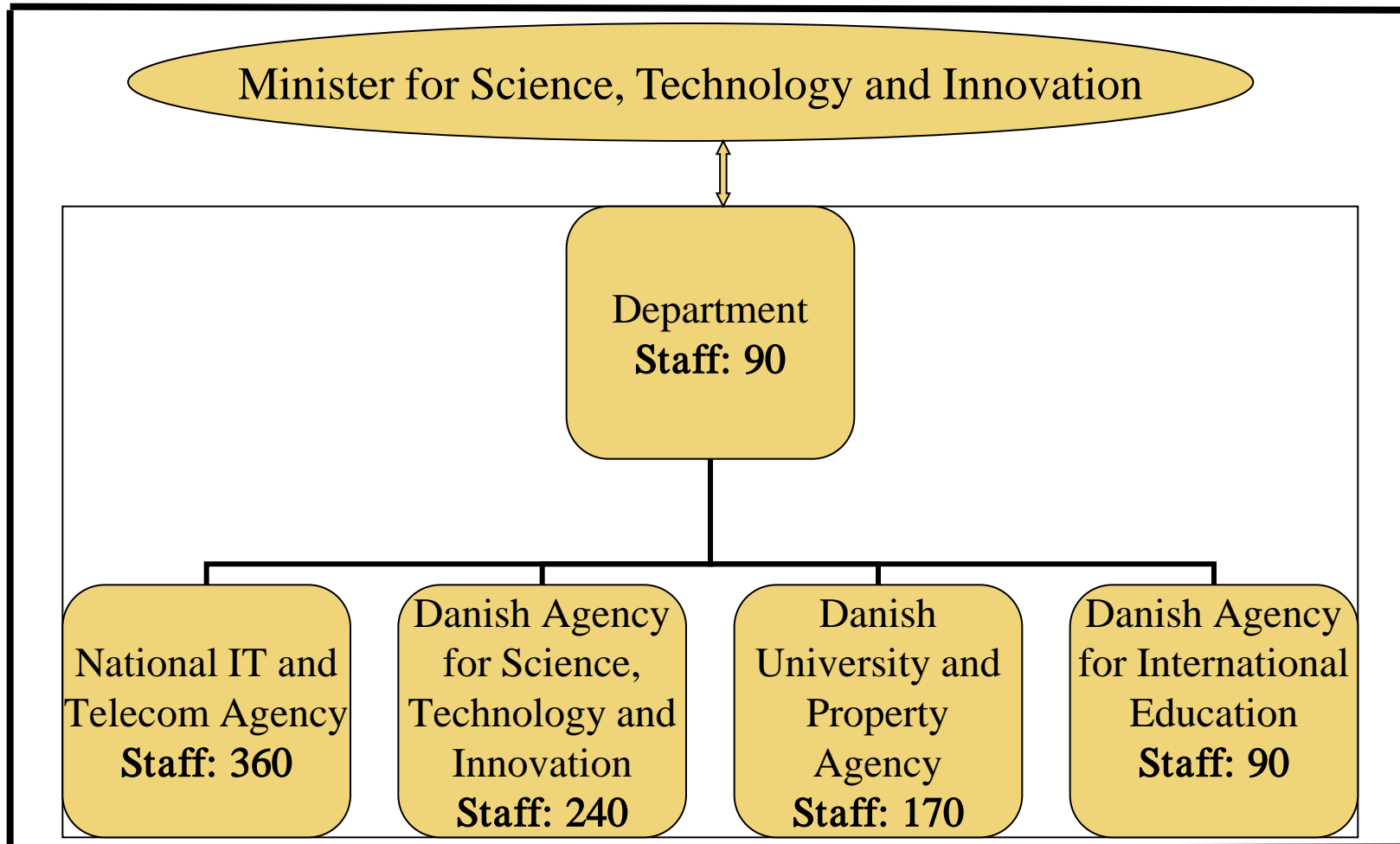
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## Organisation chart – The Ministry





## Context 1 ...

### 2003 University Act

- Enhanced autonomy/responsibility
- From elected management to appointed management
- Introduction of University boards – external majority



## Context 2 ...

### 2007 merger

- From 11 universities to 8 universities
- The majority of Government research institutions merged into the universities
- Results: 25 institutions merged into 11 research/university institutions



**Co-decision:**

- Independent researchers
- Employees
- Student (student's rights)

**Universities:**

- Boards are independent
- Autonomi/responsibility
- Priority setting
- More money
- Academic freedom
- Ownership of buildings

**Legislation and  
government:**

- Parliament
- Government policy
- Ministry of Finance
- Other ministries  
(Research based  
regulation/policy)
- National Audit Office



**Business, institutions  
and the public sector:**

- Research
- Education
- Labour market



# Dialogue between the university sector and the ministry

- Policy level - meetings chaired by the minister:
  - Chairmen of the university boards (4/year)
  - Student organisations (2/year)
  - "On site" meetings by the minister – 1½ day dialogue meeting
- Administrative level:
  - Permanent secretary and university rectors (5-6/year)
  - regular meetings at the level of directors
  - "Development contracts" – framework governance
    - # covering a 3 year period
    - # contracts based on drafts from universities
  - ad-hoc working parties



# Challenges ahead ...

## Main conclusions from the International Evaluation Panel:

- Increased autonomy achieved since 2003, but
- Increased regulation implying more administration and less strategic development
- Need for reformulation of rules on academic freedom
- More focus on co-decision within universities
- Mergers have ignited a dynamic proces, but
- Need for a debate about diversity in university sector.



# What kind of a Ministry are we?

