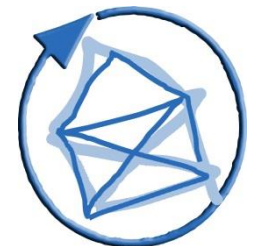


EGNATON WG 5 Universities –
Meeting LMU Munich , Nov. 07, 2014

**Construction and facility management –
organisational structures and processes**

Ralf Tegtmeier



Introduction

- ❑ HIS was founded in 1969 by the Volkswagen Foundation as a non-profit organisation to support the German universities and universities of applied sciences
- ❑ August 2013/December 2014: HIS was divided into:
 - HIS eG: the former department HIS-IT
 - DZHW: the former HIS-Institute for Research in Higher Education
 - HIS-HE: the former department Higher Education Development
- ❑ HIS-HE is jointly owned by the Federal States of Germany
- ❑ HIS-HE is situated in Hanover, Lower Saxony
- ❑ Staff: HIS-HE has 45 academic employees and consultants

Introduction

- ❑ HIS-HE supports institutions of higher education (universities, universities of applied sciences, research center e.g. Helmholtz, Max-Planck) and their administrations as well as higher education policy-makers in their efforts to fulfill their tasks effectively
- ❑ We conducted Projects and consulting for about 150 universities, universities of applied sciences and research center in Germany, Switzerland, Austria and Luxembourg
- ❑ The focus of our work is on the central topics of higher education organisation, management, infrastructure, construction and building...

Introduction

...in 3 divisions:

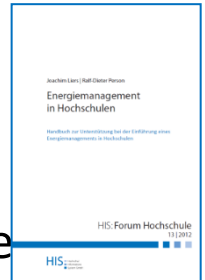
- ❑ Constructional development in institutions of higher education:
Space requirement analysis, utilisation concepts, usage planning, space management, library planning etc.
- ❑ Construction and facility management, health and safety:
Strategic planning and surveys, benchmarking and quality circles, process analysis, organisational development, evaluation, reengineering, adoption of CAFM-systems and building automation, fire protection, occupational health and safety, environmental and climate protection, sustainability.
- ❑ Higher education management (other admin., faculty admin.)
Optimisation of organisational structures and processes, program planning, structure development, quality management, supervising the cooperation and merging of universities

≥

Introduction

References (small selection)

- ❑ Constructional development investigations in about 100 universities and UAS
- ❑ Organizational development at universities, e.g. RWTH Aachen, TU Kaiserslautern, U Ulm, U Saarland, U Wien
- ❑ Benchmarking-clubs of facility management with about 80 universities and research centres
- ❑ „Energy controlling and energy efficiency“ with 31 universities and research centres; energy management in universities (Manual)
- ❑ Implementation of strategies for sustainability in business processes at TU Darmstadt; climate protection concept at U Bremen
- ❑ Implementation of EMAS (Eco-Management and Audit Scheme) at the universities of Tübingen and Kassel
- ❑ Evaluation of scientific workshops



Introduction

Ralf Tegtmeyer

Head of division “Higher Education Infrastructure”

Since 1996 at HIS/HIS-HE

Responsibilities (on aspects of building and facility management):

- Organisational development, evaluation, reengineering
- Strategic planning and surveys
- Benchmarking and process analysis

Academic studies:

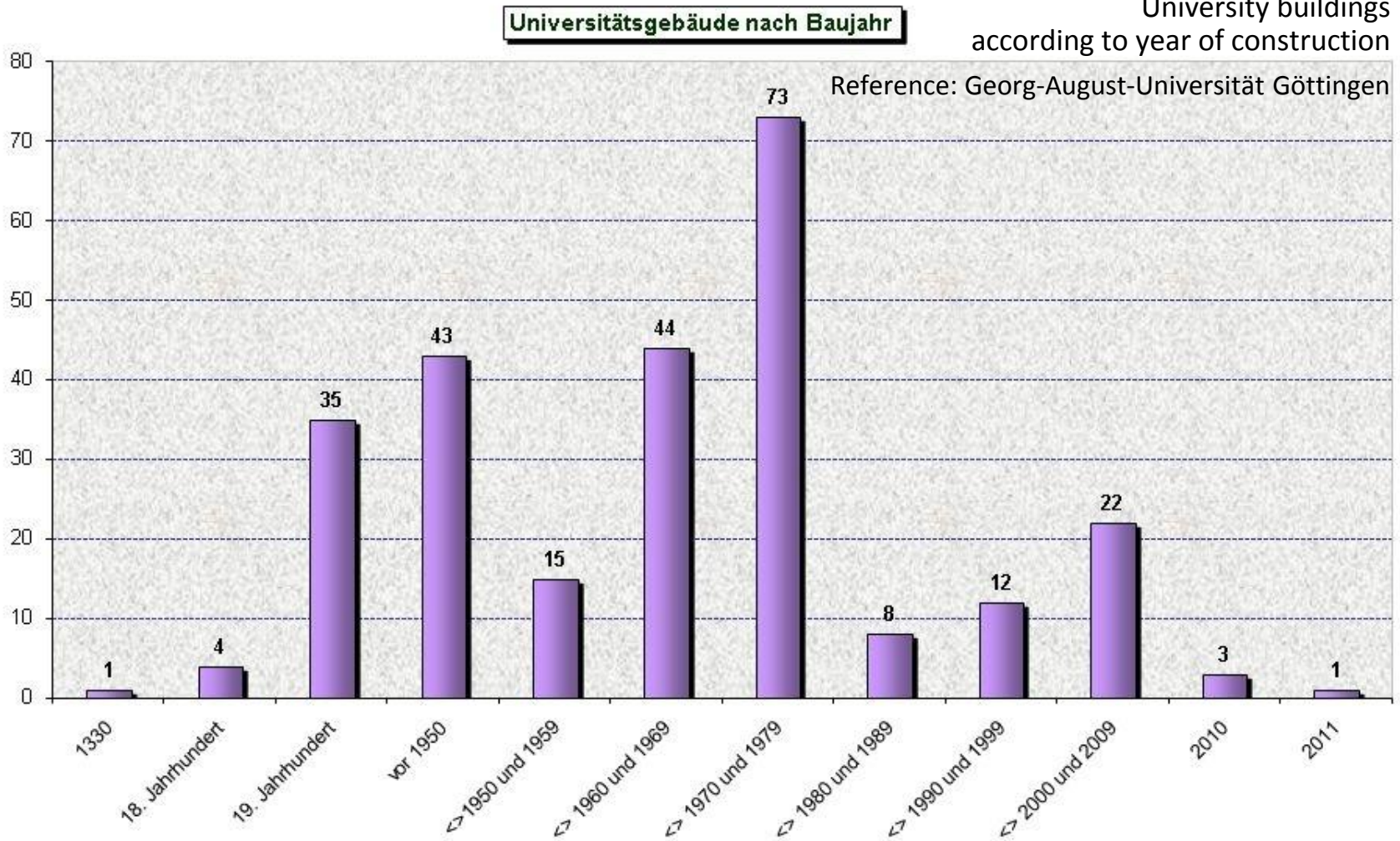
- Agricultural science (University of Göttingen, Germany)
- Interdisciplinary work and industrial science (continuing education, University of Hanover, Germany)

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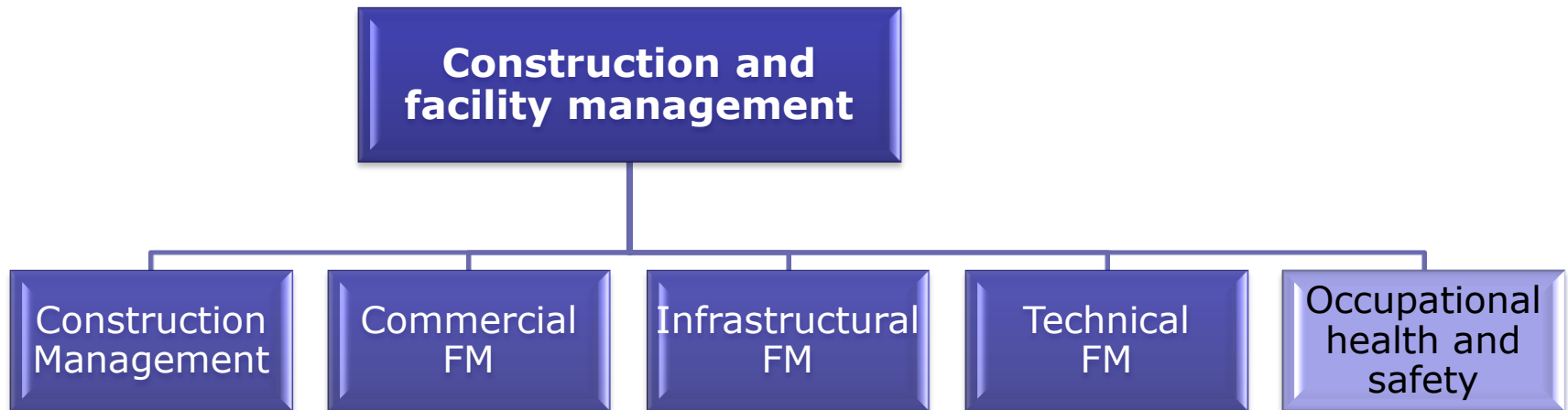


University buildings

University buildings
according to year of construction

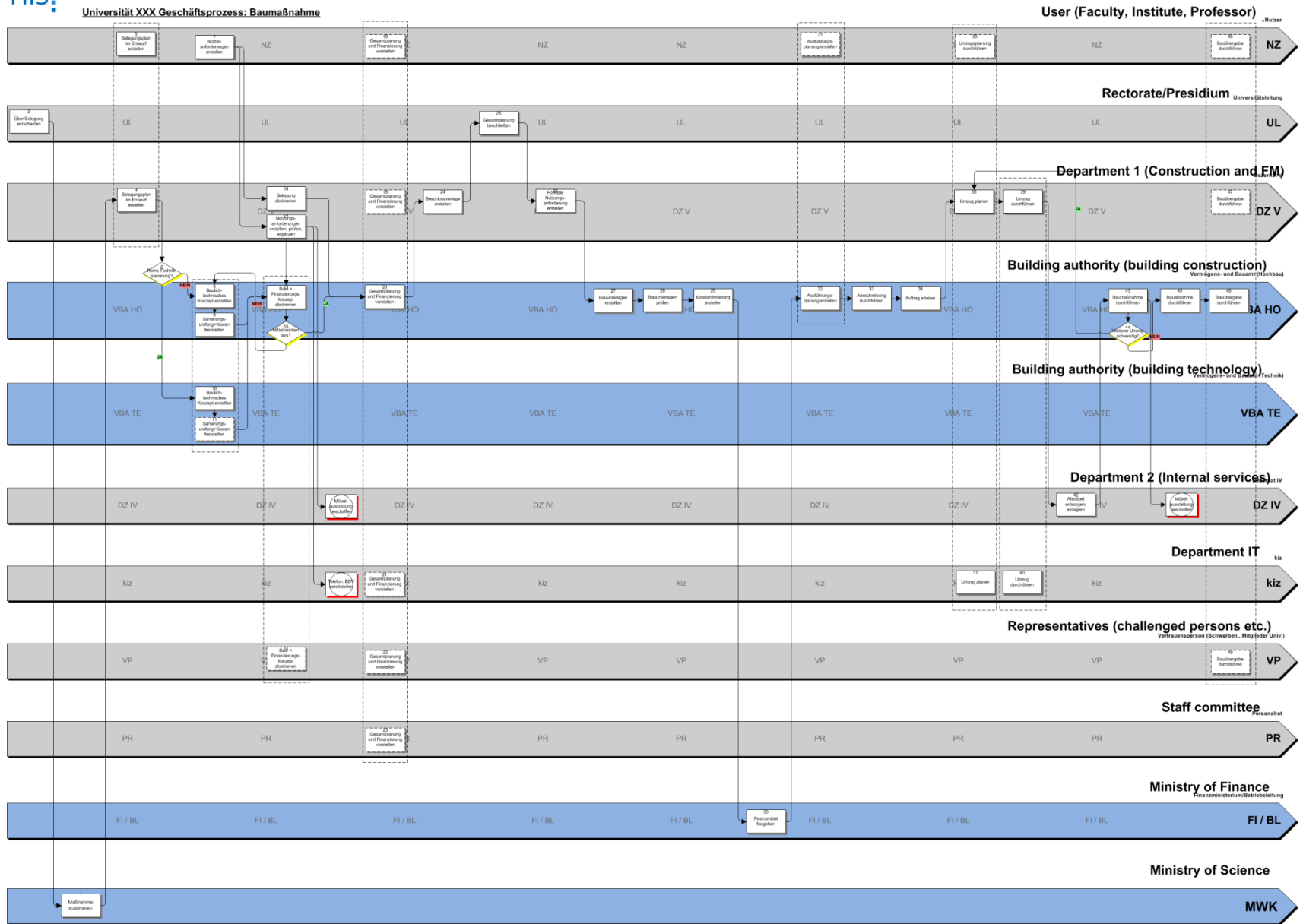


Organisational structure of construction and facility management in universities



Area of tension: Construction management between universities and federal states/government

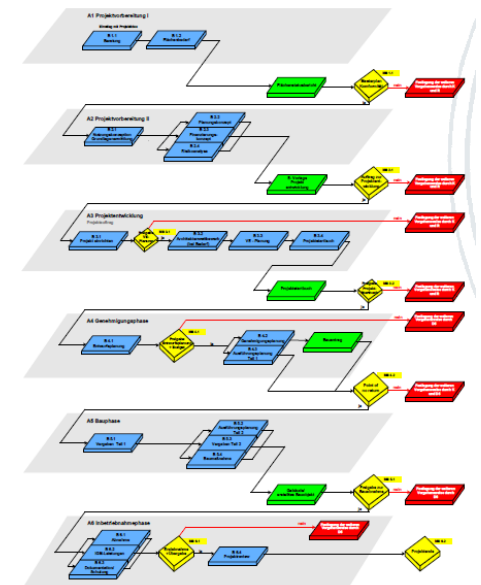
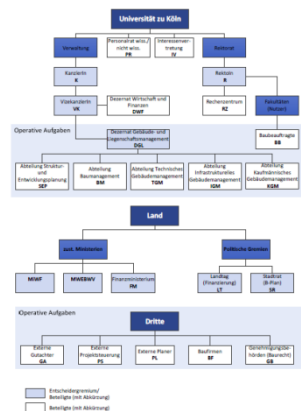




New construction process at University of Cologne

Objectives:

- ❑ Unambiguous definition of internal processes
- ❑ Unambiguous and transparent communication between all relevant actors
- ❑ Transparent delegation of responsibility



Responsibilities and competences in construction and facility management in universities in Germany

Model	Role of the universities
1	Universities without decision-making authority regarding to construction and facility management; less operative tasks (caretaker)
2	Universities with decision-making authority regarding to facility management but without in construction management
3	Universities with decision-making authority regarding to facility management and restricted decision-making authority in construction management (value limits)
4	Universities with autonomy regarding to real estates via management service agreement; decision-making authority regarding to construction and facility management
5	Universities with autonomy regarding to real estates as owner; decision-making authority regarding to construction and facility management

Responsibilities and competences in construction and facility management in universities in Germany

Model	Owner	Decision on construction projects			Operative tasks		
		Major projects	Minor projects	Building maintenance	Building owner	Construction	FM
1	State	State			State	State/ Ext.Partners	State
2	State	State			State	State/ Ext.Partners	Univ.
3	State	State		Univ.	State/ Univ.	State/Univ./ Ext.Partners	Univ.
4	State	State	Univ.		Univ.	Univ./ Ext.Partners	Univ.
5	Univ.	State	Univ.		Univ.	Univ./ Ext.Partners	Univ.

Responsibilities and competences in construction and facility management in universities in Germany

Model	Federal states
1	Baden-Württemberg (UAS), Sachsen
2	Baden-Württemberg (Univ.), Brandenburg, Mecklenburg-Vorpommern, Schleswig-Holstein, Rheinland-Pfalz (UAS), Hessen
3	Bayern, Berlin, Hamburg, Niedersachsen, NRW, Rheinland-Pfalz (Univ.), Saarland, Sachsen-Anhalt, Thüringen
4	Bremen, Hessen (TU Darmstadt), NRW (UAS Bonn-Rhein-Sieg)
5	Niedersachsen (Public Law Foundation), NRW (University of Cologne), Hessen (Public Law Foundation Frankfurt/Main [without operative tasks of construction]), Brandenburg (Public Law Foundation Frankfurt/Oder [without operative tasks of constr.]), Saarland (Univ.)

Building ownership

Because of the dissatisfaction of quality and duration of the construction processes several universities wish to get the building ownership

Q & A

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