

Words of farewell for Carsten Dose on the occasion of the FRIAS Dinner Speech on April 11, 2018

By Bernd Kortmann, Executive Director FRIAS

Dear guests, dear Carsten, dear Daniela and Johanna Dose,

This now is it: the much-feared moment. Many or all of you received the news via our last FRIAS Express: this Friday will be Carsten Dose's last working day at FRIAS, after 10 years and exactly 13 days. Carsten will leave us to take up, on the following Monday, April 16, a high-ranking position at the Ministry of Science, Research and the Arts of the state Baden-Wuerttemberg in Stuttgart. This is a move upon which I, on behalf of all of us, would like to most wholeheartedly congratulate you, Carsten! Respect, you've made it in a certainly VERY tough selection process, and we wish you all the success (and, partly, good luck) you absolutely deserve!

There are many things I could and, probably, should say on the occasion of this little, somewhat semi-spontaneous farewell ceremony, but in order not to turn this into an evening where all of us will be drowning in tears, I'll restrict myself to the following:

If one thinks of the pillars of the FRIAS administration and, much more than that, the heart and soul of FRIAS, the embodiment of FRIAS, everything it stood and especially currently stands for, then – besides Britta Küst – the only candidate one can possibly think of is Carsten Dose. This we can also tell from all the people who joined us this evening not only for Wolfgang Tschacher's dinner speech, but especially for the purpose of bidding Carsten farewell in person, among them Pro-Vice Chancellor Neuhaus, several deans as well as current and former directors of FRIAS.

We are losing no less than Mr FRIAS, knowing full well how much the Institute owes to him, especially (I believe) from 2012 onwards, in the times of the (for quite a while pretty uncertain) transition from FRIAS 1.0 to FRIAS 2.0, when Carsten with all his talents, ideas, and determination only fully came into his own.

Carsten has contributed greatly, and in a great number of ways, to FRIAS' development over the past decade – from day 1 of the institute, 1 April 2008, onwards. Among other things, he authored countless concepts, reports, applications; he's had the unique talent of bringing together people around a table, collect and discuss ideas together in true brainstorming sessions, himself subsequently writing wonderful digests and elaborations of the relevant discussions.

As milestones I will mention only the following: the founding of UBIAS, the global consortium of University-Based Institutes for Advanced Studies, in 2010; the FRIAS 2.0 concept for the ministry; the groundbreaking Berlin conference in 2016 on the role of IASs in the research landscape of Germany; two successful EU-Cofund applications; one successful BMBF application (Merian Centre for Advanced Studies in Accra/Ghana) as well as, most recently, the concept for a centre for knowledge and science reflection at our university. This may suffice – and sufficiently impress the audience.

Carsten has always been much more than a bureaucrat, far more than simply a chief administrator: rather a person with a great intellect, full of good ideas and visions, a strategic thinker always keeping in mind the bigger picture – on a national, European and global level. At the same time, he is a person with a wonderful personal touch, full of warmth, empathy, natural curiosity, original interest in the people around him (both in the admin team and the members of the relevant fellow community); a person who always believes in the good, always thinking positively; 100% reliable and organized, 100%

committed to his work, to this institute and its mission, always putting the interests of and his loyalty to the institute and the university before his own interests; the born moderator, mediator, communicator, networker, and - I am happy to say - travel companion on quite a number of trips to learn about the workings of other IASs and for meetings of the leadership of European and global networks of IASs. And let me briefly report here what I was able to observe many times during those visits: outside of Freiburg, Carsten was not only Mr FRIAS; around the world he was and is also considered Mr IAS, and especially Mr UBIAS: his advice is treasured and highly valued by many high-ranking people.

The two of us have collaborated with each other for more than four and a half years now. A relationship built on trust on both sides, mutual respect, many exchanges on the future of the institute and the best formats for supporting top-level research and thinking out of the box. I would really like to thank you Carsten for this fantastic cooperation!

So, all of us hate to see you go! But it is due to the success not least of all the work you have invested in the past years that the institute is in such good shape. In such a good shape, indeed, that we stand more than a fair chance to see FRIAS shine and blossom in the years to come. Of course: with you at our side we would feel even more confident in tackling the future, in, for example, building the Merian Centre in Accra and securing the existence of FRIAS in post-Excellence Initiative times. But I trust your good spirit in the Ministry will always be with us -- and with yourself and your family in Müllheim for at least a couple of more years, I am also certain you will make a physical presence in this building on occasion. Please note: there will always be a place reserved for you at our lunch tables, our dinner speeches and after-speech dinners on the occasion of our *Freiburger Horizonte* talks!

But, dear Carsten, I have talked so much about our perspective on your leaving the institute. This is a bit selfish. We should not forget about your own perspective on this. After 10 years in the same institution even the most motivated, gifted and successful employee has the right to think about a change, a new challenge, a new career option. And much as we need to congratulate you on the position you will take on next Monday in the Ministry, we also need to congratulate the Ministry for having picked Carsten. To be honest, this decision has really boosted my confidence in our Ministry for Science, Research and Arts: a ministry making such a wise choice cannot be bad. And I am silently hoping that in the years to come it will recruit many more Carsten-like civil servants for its leading positions, people who are clearly more than administrators: creative people who have not lost the interest in and respect for research.

To conclude: In the last FRIAS Express Carsten wrote the following: "Building communities of learning in many different shapes remains a very powerful way of contributing to science and research." And he continued: "... with joint and determined effort, we at FRIAS built up a special place that is here to stay and thrive." This is classic Carsten diction (and conviction). Let me only add to this: it takes special people to build such a special place, and among these Carsten has always assumed a very special position. Thank you for everything, and please accept from all of us the very, very best wishes for your future in Stuttgart!