4th EUA Funding Forum
Frameworks that empower, universities that deliver

Hosted by Ramon Llull University, Barcelona, Spain
18 - 19 October 2018

(draft programme as of 17 September 2018)

Wednesday 17 October 2018

19:00-20:00 Welcome reception

Thursday 18 October 2018

08.30-09.30 Registration

09.30-10.00 **Opening Session**

Josep Garrell i Guiu, Rector of Ramon Llull University, Spain

Rolf Tarrach, President of the European University Association

10.00-11.00 **Plenary session – Funding trends in Europe**

Thomas Estermann, Director, EUA

11.00-11.30 Coffee break

11.30-13.00 **Plenary session – Leaders' panel: "Steering through the storm"**

University leaders will share experiences in positioning their institution on the national, European and global stages while facing increasing financial uncertainty. They will reflect on the challenges leaders must address when steering their institution and bringing the university's constituencies on board, to make the most of increasingly complex and fast-changing environments.

Mikuláš Bek, Rector of Masaryk University, Czech Republic

Francisco Mora, Rector of the Universitat Politècnica de València, Spain

Petra Wend, Principal and Vice-Chancellor of Queen Margaret University, UK

Moderated by Susanne Barta, journalist, Italy

13.00-14.00 Networking lunch

14.00-15.30 **Master Classes**

Participants will be invited to choose one Master Class to attend.

1- **How to become a transformational leader?**

This highly interactive session is exclusively reserved to university leaders (Presidents, Rectors, Vice-Rectors, Heads of Administration, or other practitioners with a clear leadership role in their institution). It will focus on the development of

transformational leadership skills and provide hands-on advice on how to achieve goals more efficiently and what transformational leaders need most.

Claudia Nuss, Business psychologist at Personal Profiler

2- Economic impact studies of university activities

The session will focus on system-wide approaches to assessing economic impact in the university sector. National Rectors' Conferences that have commissioned and exploited such studies will provide insights on the experience and the use of results in the national policy dialogue and communication with stakeholders.

Koen Verlaeckt, Secretary General of the Flemish Interuniversity Council

Marko Niemi, Senior Adviser at Universities Finland UNIFI

Moderated by Pedro Teixeira, Director of CIPES, University of Porto, Portugal

3- Development of income-generating partnerships

What is the potential for income generation by new types of partnerships? The session will provide a framework for analysis and detail approaches adopted by universities that have gone the extra mile to develop income-generating partnerships that support their missions.

Paul Fairburn, Director of Enterprise and Innovation, Coventry University, UK

Christian Vranek, Cultural Management Expert, Culture Creates Values, Austria

4- Designing an institutional efficiency strategy

In this hands-on training session, participants will learn how to use and exploit the University Efficiency Hub, an online tool designed under the USTREAM project and launched at the occasion of the Funding Forum. This tool allows leaders to assess how efficiency is currently supported at their institution in terms of governance, organisation, collaboration, resources and skills, as well as reporting and key performance indicators. The tool also includes benchmarking options and insights on how to forward the efficiency agenda based on the institutional background.

Veronika Kupriyanova, Policy & Project Officer, EUA

5- Research Master Class 1

The session will showcase the latest research findings around Europe in Higher Education and R&I funding and management. This first session will include paper presentations focusing on funding models as well as internal financial management in universities.

Including contributions from: Dublin Institute of Technology, Autonomous University of Madrid, German Centre for Higher Education Research and Science Studies, University of Bialystok, Finnish Ministry of Education and Culture, University of Economics in Bratislava.

Moderated by Julia Iwinska, Director for Strategic Development, Central European University, Hungary

15.30-16.00 Coffee break

16.00-17.00 **Learning café**

Getting the conversation going: participants will be invited to join thematic discussions in smaller groups animated by moderators. Topics to choose from include:

- *Communicating the value of investment in higher education and research*
- *Public funding: all about performance?*
- *Innovative financial management*
- *The next generation of European funding for universities*

17.00-18.00 **Plenary session: conclusions of the day**

Including reporting on outcomes of the learning cafés.

20.00-22.00 Dinner

Friday 19 October 2018

09.00-10.00 **Plenary session: Efficient university management & efficient frameworks**
The session will associate institutional and system-level views on what shapes today's efficiency agenda in the higher education sector. The discussion will review enablers, challenges and lessons learnt from the USTREAM project, and the respective roles of the sector and public authorities. Panellists will explore new perspectives for enhancing efficiency in operational, governance and academic contexts of university management.

Edeltraud Hanappi-Egger, Rector of Vienna University of Economics and Business, Austria

Philip Nolan, President of Maynooth University, Ireland

Moderated by Liviu Matei, Provost of the Central European University, Hungary

10.00-11.30 **Plenary session – An efficient funding landscape: Aligning funders' practices?**
Simplification of the funding landscape for universities is a complex matter, in the national and European contexts. The panel will be an opportunity to have a dialogue with different types of funding organisations on the scope for impactful simplification and potential for channelling resources back to the completion of the universities' core mission in higher education and research.

Yngve Foss, Special Adviser at the Research Council of Norway

Jean-David Malo, Director Open Innovation & Open Science, European Commission

Francesca Maltauro, Policy Officer – Higher Education, European Commission

Fredrik Persson-Lahusen, Research Coordinator, Riksbankens Jubileumsfond: the Swedish Foundation for Humanities and Social Sciences

Moderated by Thomas Estermann, Director, EUA

11.30-12.00 Coffee Break

12.00-13.15 **Reform roundtables**

Participants will be contacted ahead of the event to prepare for these sessions, which will be structured around most relevant issues related to these specific change processes.

1- Funding reform roundtable

The roundtable will gather the participants involved in discussions and implementation of a significant change of the funding model for universities. The goal is to extract good practice and recommendations from systems that have gone through such reforms to support those systems where these processes are either ongoing or being planned. Particular attention will be paid to evolving funding formulae and performance agreements.

Facilitated by Stephen Hwang, Rector of Halmstad University, Sweden

2- Governance reform roundtable

The roundtable will gather the participants involved in discussions and implementation of new governance modalities for universities. The goal is to extract good practice and recommendations from systems and universities that have gone through such changes to support those systems and institutions where these processes are either ongoing or being planned. Discussions will notably explore the increasing role of external stakeholders in university governance, centralisation vs decentralisation governance models, and the evolving role of board-type governing bodies.

Facilitated by Esa Hämäläinen, Director of Administration of the University of Helsinki, Finland

3- The next generation of European funding

In this roundtable, participants will discuss the potential changes and adaptations linked to the upcoming European funding programmes of relevance to universities, which will kick in after 2020 and are subject to negotiations between governments and the European Parliament. How will universities deliver in this future framework?

Facilitated by:

Andrea Bonaccorsi, former member of the European Commission Research, Innovation and Science Policy Experts High-level group and Professor of Economics and Management at the University of Pisa, Italy

Lucyna Woźniak, member of the High-Level Group on maximising the impact of EU research and innovation programmes and Vice-Rector for Science and International Relations, Medical University of Łódź, Poland

12.00-13.15 **Research Master Class 2**

The session will showcase recent research around Europe in Higher Education and R&I funding and management. This second session will include paper presentations focusing on governance and organisational aspects of university management. Impacts of funding models will also be explored.

Including contributions from: University of Saint Gallen, German Centre for Higher Education Research and Science Studies, MESA10, Skolkovo Moscow School of Management, European Commission Joint Research Centre

Moderated by Pedro Teixeira, Director of CIPES, University of Porto, Portugal

13.15-14.15 Network lunch

14.15-15.45 **Expert Rooms**

1- Financial instruments for universities

This session is dedicated to sharing the experience and lessons learned by universities from acquiring strategic investment funds. Panellists will explore new opportunities and pitfalls arising from the use of various financial instruments at the regional, national and European level (e.g. national or EIB loans).

Indriķis Muižnieks, Rector of the University of Latvia

Marianna Bom, Chief Financial Officer at Aalto University, Finland

Moderated by Michael Casey, Director Finance & Operations, Irish Universities Association

2- Efficiency-generating sector collaboration

This session examines the measures that are in place in universities across Europe to enhance efficiency at operational level. The session addresses the question of operational efficiency in universities in a European comparative way, breaking it down into three thematic dimensions: efficiency in professional, operational and support services; efficiency in academic matters, and efficiency through strategic governance.

Julie Lydon, Vice-Chancellor of the University of South Wales, UK

Suvi Nenonen, Adjunct Professor at Tampere University of Technology, Finland

Moderated by Jamie Arrowsmith, Assistant Director, Policy, Universities UK International

3- Investing in students

This session will approach financial questions related to the university's investment in student support. Experts will share insights on how their institutions reacted to policy changes in this field and developed strategic initiatives, implementing new income generation strategies and investing in student support and quality of teaching and research.

Katrina Koppel, Vice-President of the European Students' Union

Daphné Smeets, Director of Finance of VSNU, the Association of Universities in the Netherlands

4- New models to support campus decisions

This session will focus on campus management challenges that European universities are facing and introduce models to support decision-making in this field, to create policy-supportive, meaningful, functional, affordable, resource-efficient and sustainable places to learn, work, innovate, live and visit. The session will focus on enablers, solutions, tools and evidence (including big data) that are instrumental in designing and implementing this integrated vision. It will support participants from a combined practitioner-researcher perspective in their institutional strategic development.

Alexandra den Heijer, Professor of Public Real Estate and Leader of the Campus Research Team at Delft University of Technology, Netherlands, Expert on campuses for higher education

Andrew Burgess, Director of Infrastructure and Commercial Services at Loughborough University, and former Chair of the Association of University Directors of Estates (AUDE), United Kingdom

Kaia Kask, Research Fellow in Finance, University of Tartu, Estonia

15.45-16.45 **Conclusions and closing session**

Conclusions: Liviu Matei, Provost of the Central European University, Hungary

Closing: Maria Àngels Chacón i Feixas, Minister of Business and Knowledge, Catalonia, Spain