

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 2 October 2018)

THURSDAY 18 OCTOBER

08.30-18.00 **Registration/information desk**

09.30-10.00 **Opening Session**

- Josep Garrell i Guiu, Rector, Ramon Llull University, Spain
- José Manuel Pingarrón Carrazón, Secretary General of Universities, Spanish Ministry of Science, Innovation and Universities
- Rolf Tarrach, President, European University Association

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

- Thomas Estermann, Director, Governance, Funding and Public Policy Development, European University Association

Interviewed by Susanne Barta, journalist, Italy

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, Masaryk University, Czech Republic
- Francisco José Mora Más, Rector, Universitat Politècnica de València, Spain
- Petra Wend, Principal and Vice-Chancellor, Queen Margaret University, United Kingdom

Moderated by Susanne Barta, journalist, Italy

13.00-14.00 **Networking lunch**

14.00-15.30 **Master Classes**

Participants are 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, Personal Profiler, Austria

Moderated by Thomas Estermann, Director, Governance, Funding and Public Policy Development, European University Association

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, Flemish Interuniversity Council
- Marko Niemi, Senior Adviser, Universities Finland UNIFI

Moderated by Pedro Teixeira, Director, 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, United Kingdom
- Christian Vranek, Cultural Management Expert, Culture Creates Values, Austria

Moderated by Enora Bennetot Pruvot, Deputy Director, Governance, Funding and Public Policy Development, EUA

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 session will feature the experiences of University College Dublin and Ghent University in designing and implementing institutional efficiency strategies.

- Veronika Kupriyanova, Policy & Project Officer, Governance, Funding and Public Policy Development, EUA

With additional contributions from:

- Mark Rogers, Registrar of University College Dublin, Ireland
- Jeroen Vanden Berghe, Chief Logistics Administrator of Ghent University, Belgium

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.

Contributions:

- *Should employers be asked to fund Higher Education?*
Deirdre Lillis, Head of Computer Science, Dublin Institute of Technology, Ireland and Board member of the Higher Education Authority in Ireland
- *Funding profiles across Spanish public university system: a regional analysis*
Carmen Perez-Esparrells, Associate Professor, Universidad Autónoma de Madrid, Spain
- *Assessing the Impact of Public Research Funding on Scientific Production – The Case Study of Individuals in Slovakia*
Alexandra Leskova, PhD. candidate, University of Economics in Bratislava, Slovakia
- *Impact of the funding formula on the system of higher education in Poland*
Jan Cieśliński, Professor, University of Białystok, Poland
- *Combining Government Budget Steering and Business-like Financial Accounting and Reporting on the University level - how to decide on financial performance?*
Soili Vasikainen, Ministry of Education and Culture, Finland
- *Internal funding and control instruments at German universities: empirical findings*
Felix Niggemann, Researcher, German Centre for Higher Education Research and Science Studies

Moderated by Julia Iwinska, Strategic Planning Director, Central European University, Hungary

15.30-16.00 **Coffee break**

16.00-17.00 **Learning café**

Getting the conversation going: participants are invited to join thematic discussions in smaller groups animated by moderators. The outcomes will be reported in the final plenary session. Topics include:

1 - Communicating the value of investment in higher education and research

Developing the capacity to communicate in both societal and economic terms has become a necessity for a sector confronted to growing accountability requirements, more acute competition for scarce public resources and more frequent questioning of the added value of higher education and research in spheres such as the economy, societal progress and public policy decision-making. The session will focus on the types of actions taken by the university sector throughout Europe, the challenges faced, and lessons learnt.

Moderated by Nicky Old, Director of Communications and External Relations, Universities UK

2 - Public funding: all about performance?

Intimately linked to the concept of “efficiency”, the keyword “performance” is a cornerstone of the funding debate in Europe. Policy-makers, overall, consider performance-based funding as a tool to increase the transparency of spending, incentivise and reward the achievement of certain policy goals. But what does this mean, for and within universities? What is the impact of such evolutions in institutional management, strategic profiling, and delivery of missions? This learning café reviews opportunities and risks associated to an increased use of performance-based funding; the involvement of universities in the design of the model; and institutional optimisation / mitigation strategies.

Moderated by Marita Hilliges, Secretary General, Association of Swedish Higher Education Institutions

3 - Innovative financial management – a quest for new sources of income

Universities are increasingly expected to raise financial resources from non-traditional sources. Beyond recurrent public funding, competitive funding, student fees and contractual research, universities are exploring ways to generate income from more proactive financial management. What are the options available, what do this kind of effort require from institutions, what are pitfalls to avoid?

Moderated by Michael Murphy, President Emeritus, University College Cork, Ireland

4 - The next generation of European funding for universities

In this session, participants exchange on how their institutions engage with EU funding programmes, from capacities & resources to the development of dedicated strategies. The session also explores barriers to participation and what can be done, at the level of institutions, to overcome obstacles.

Moderated by Jurgen Rienks, Director International Relations, Association of Universities in the Netherlands (VSNU)

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

- Marita Hilliges, Secretary General, Association of Swedish Higher Education Institutions
- Michael Murphy, President Emeritus, University College Cork, Ireland
- Nicky Old, Director of Communications and External Relations, Universities UK
- Jurgen Rienks, Director International Relations, VSNU

Chaired by Rolf Tarrach, President of the European University Association

20.00-22.00 **Dinner**

Hotel Catalonia Barcelona Plaza

FRIDAY 19 OCTOBER

08.30-17.00 **Registration/information desk**

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, Vienna University of Economics and Business, Austria
- Philip Nolan, President, Maynooth University, Ireland

Moderated by Liviu Matei, Provost, 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, Research Council of Norway
- Jean-David Malo, Director Open Innovation & Open Science, European Commission
- Francesca Maltauro, Head of the Erasmus+ team of the Higher Education Unit, Directorate General for Education and Culture, European Commission
- Fredrik Persson-Lahusen, Research Coordinator, Riksbankens Jubileumsfond, Sweden

Moderated by Thomas Estermann, Director, Governance, Funding and Public Policy Development, European University Association

11.30-12.00 **Coffee Break**

12.00-13.15 **Reform roundtables / Research Master Class 2**

Reform roundtables

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, Vice-Chancellor, Halmstad University, Sweden

With contributions from Jovan Luzajic, Universities UK, and Kajetan Stransky-Can, Austrian Federal Ministry of Science and Research

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, University of Helsinki, Finland

With a contribution from Stanislav Lukac, MESA10, The Centre for Economic and Social Analyses, Slovakia

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, University of Pisa, Italy

and

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

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.

Contributions:

- *Why the road to hell is paved with good intentions - the case of output-based research funding in Slovakia*
Renata Hall, Project Director and Senior Researcher, MESA10 - The Centre for Economic and Social Analyses, Slovakia
- *A Regional Innovation Impact Assessment Framework for universities*
Athina Karvounaraki, European Commission Joint Research Centre
- *Third-party funding - restraints and stimulation by organisational factors*
Alex Oberschelp, Senior Researcher, German center for higher education research and science studies
- *Collaboration instead of Collision: A Multirational Analysis of Fundraising Departments' Organizational Challenges*
Aline Tanno, PhD student, University of St.Gallen, Switzerland
- *Catalyzing university transformation in publicly-funded HEIs: the SKOLKOVO group case-study*
Dara Melnyk, Researcher and Head of the Research Group, Moscow School of Management SKOLKOVO, Russia

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

13.15-14.15 **Networking lunch**

14.15-15.45 **Expert Rooms**

Participants will be invited to choose one Expert Room to attend.

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, University of Latvia, Latvia
- Marianna Bom, Chief Financial Officer, 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, University of South Wales, United Kingdom
- Suvi Nenonen, Adjunct Professor, Tampere University of Technology, Finland

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

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.

- Daphné Smeets, Director of Finance, the Association of Universities in the Netherlands (VSNU)
- Katrina Koppel, Vice-President, European Students' Union

Moderated by Agnes Leyrer, Academic Cooperations Officer, Central European University, Hungary

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.

- Andrew Burgess, Director of Estates, Facilities & Commercial Services, Lancaster University, United Kingdom and former Chair of the Association of University Directors of Estates (AUDE)
- Kaia Kask, Research Fellow in Finance, University of Tartu, Estonia
- Malgorzata Rymarzak, Assistant Professor, University of Gdansk, Poland

Moderated by Alexandra den Heijer, Professor of Public Real Estate and Leader of the Campus Research Team, Delft University of Technology, Netherlands

15.45-17.00

Conclusions and closing session

- Conclusions by Liviu Matei, Provost, Central European University, Hungary
- Closing guest speakers:
- Maria Àngels Chacón i Feixas, Minister of Business and Knowledge, Catalonia
- Manuel Heitor, Minister of Science, Technology and Higher Education of Portugal