



EUROPEAN UNIVERSITY ASSOCIATION
STRONG UNIVERSITIES FOR EUROPE





Trends in university funding and what it means for university management?

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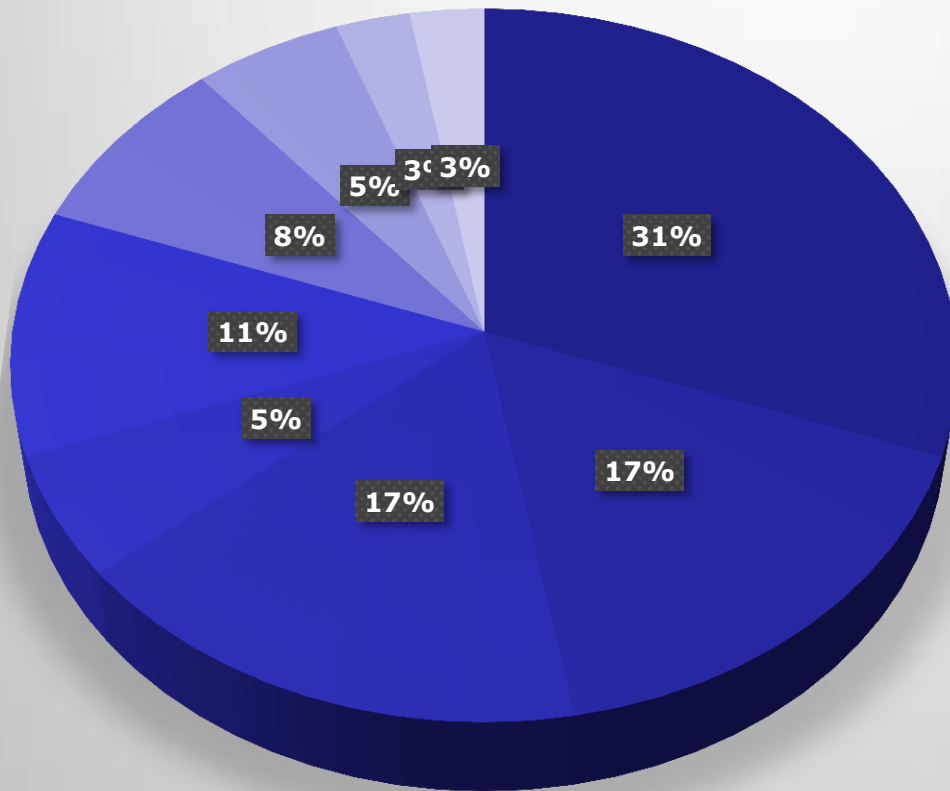
Madrid

2.10.2015

What are we going to look at?

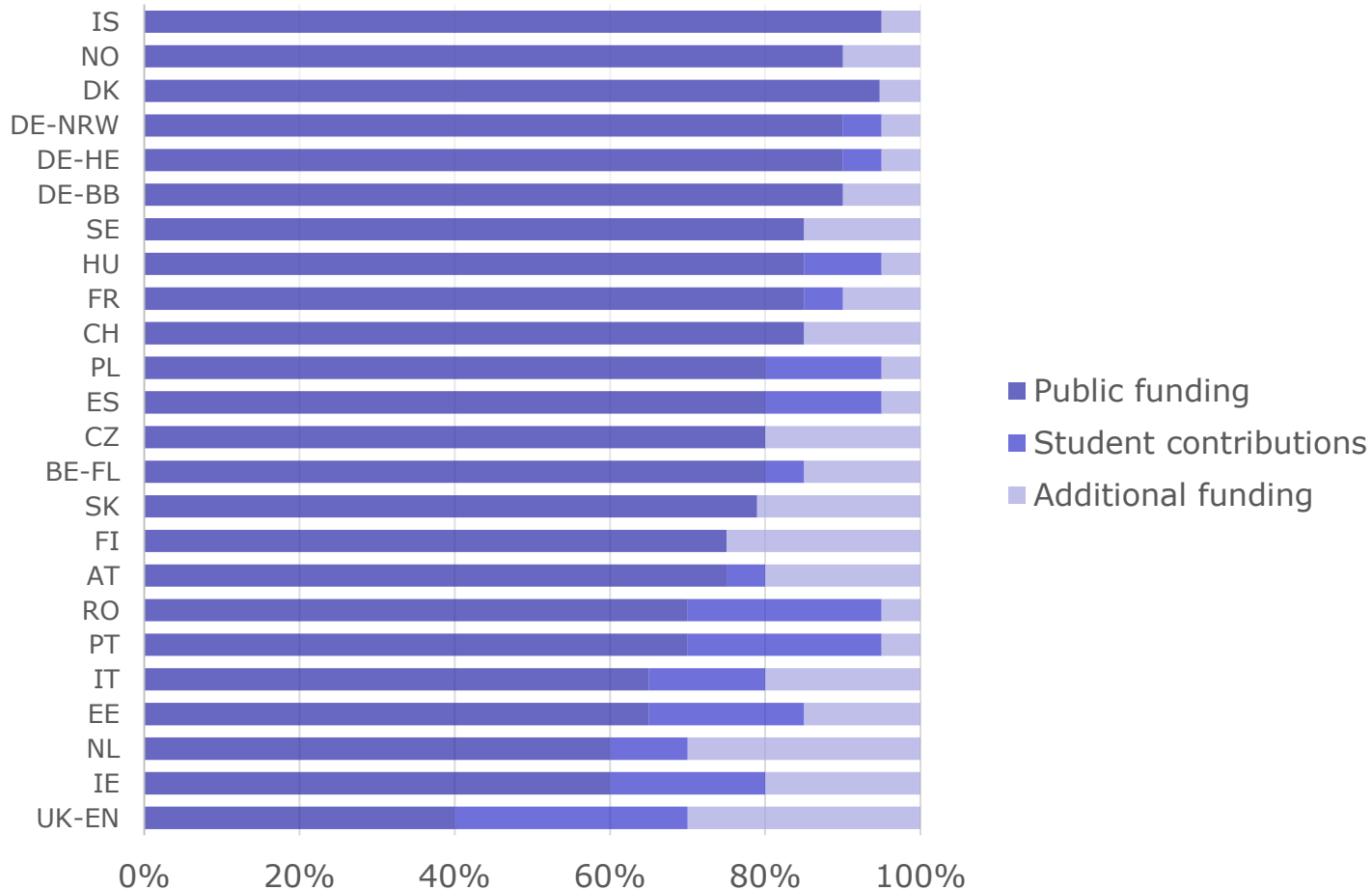
1. Trends in Funding
2. Impact on universities and different roles in management
3. Reflections on the future

Our Roles



- Faculty
- Student affairs
- Heads of Admin/Deputy/strategic
- HR
- Campus management
- Internationalisation
- Finance
- Research
- Legal affairs

Varying public funding of universities in Europe!



Less money!

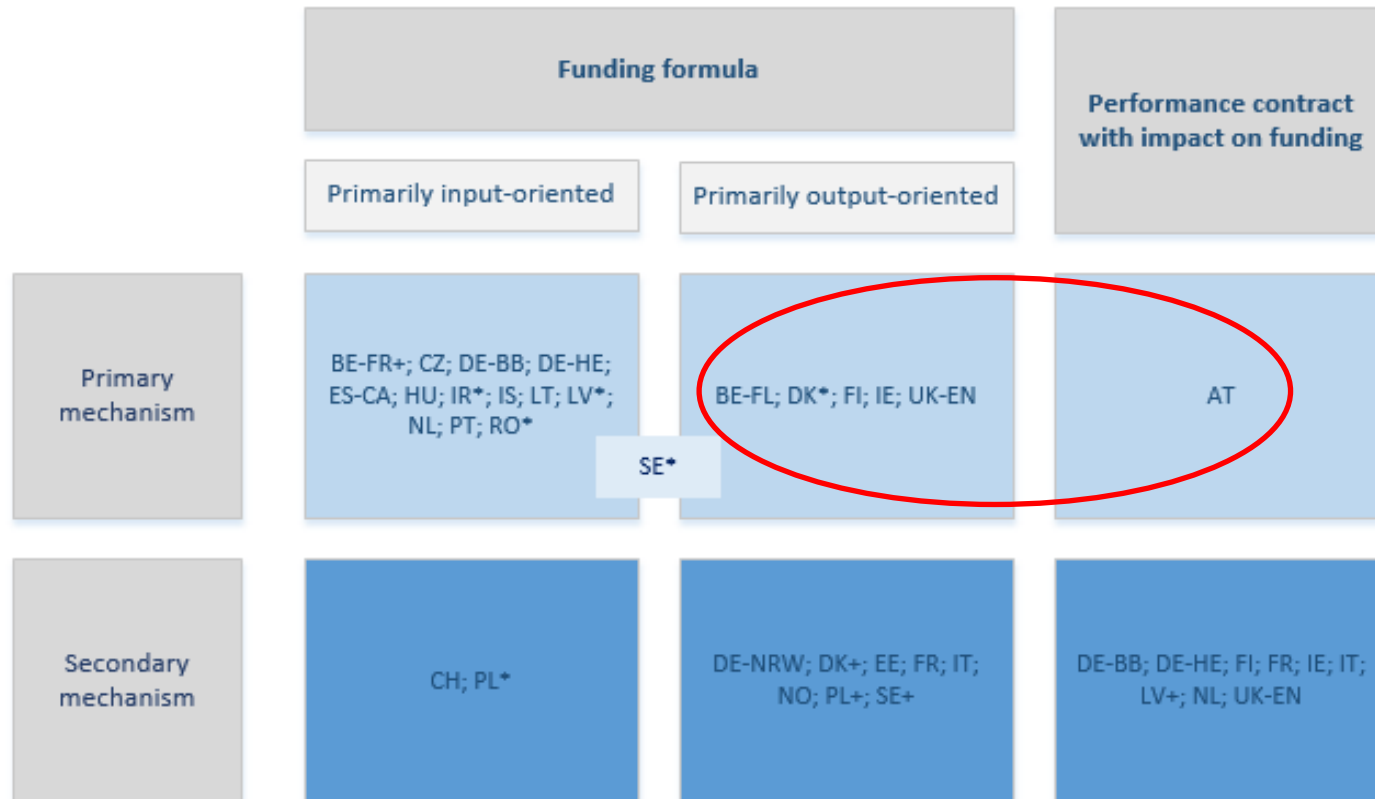
Difficult economic environment = universities need to do more with less

EUA's Public Funding Observatory shows:

In 15 systems universities received less direct public funding in 2014 than in 2008!



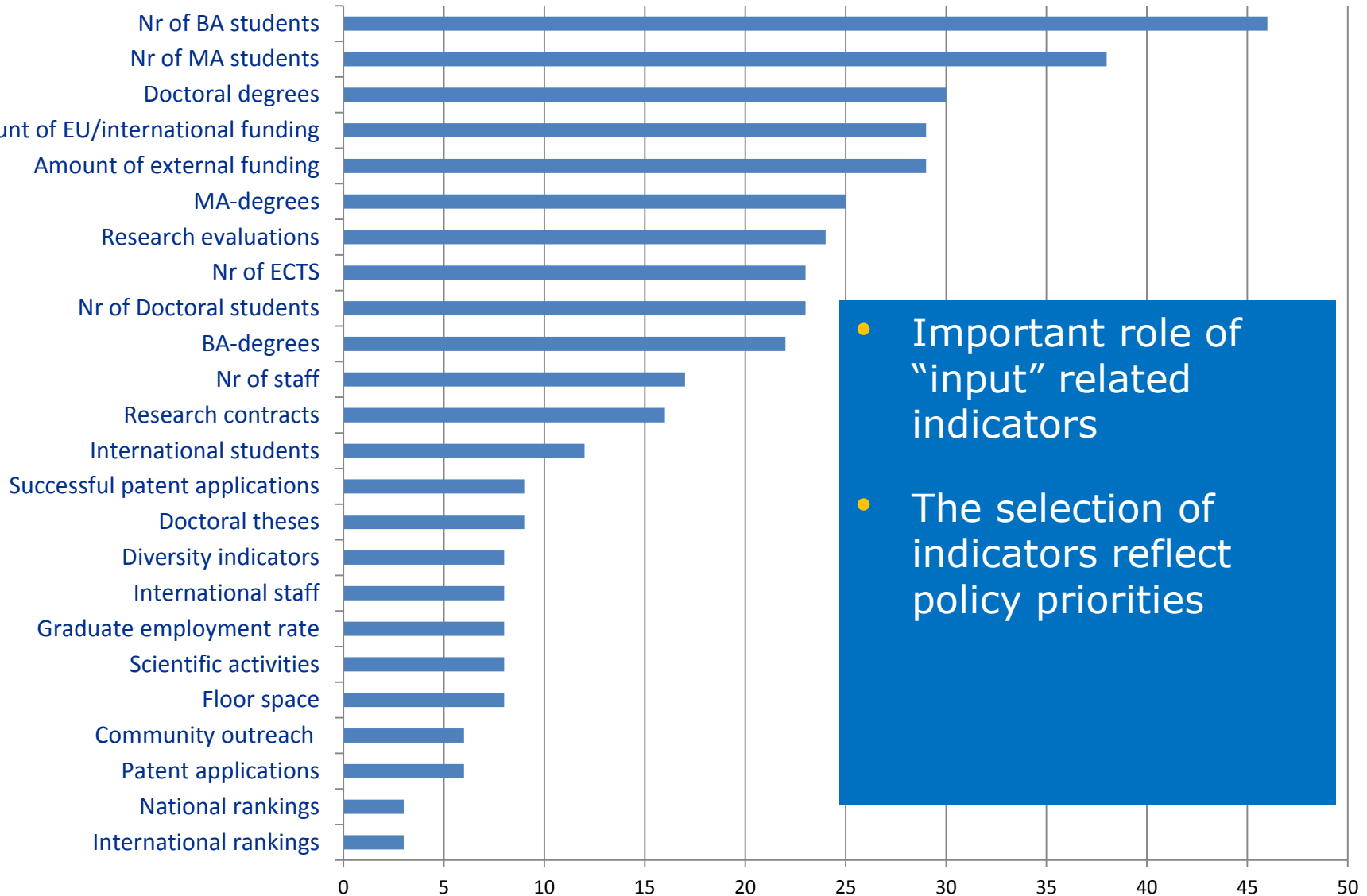
More performance!



* teaching funding only
+ research funding only

- Performance elements are more and more frequently found in funding mechanisms, even with small overall relevance

More output indicators in funding formula!



- Important role of "input" related indicators
- The selection of indicators reflect policy priorities

More Efficiency within institutions!



Minister for Higher Education and Research Esben Lunde Larsen

Photo: courtesy of Esben Lunde Larsen

- "...no-one should try to convince me that bloated institutions should not be tightened up. The education sector needs to hold back like all the other areas."

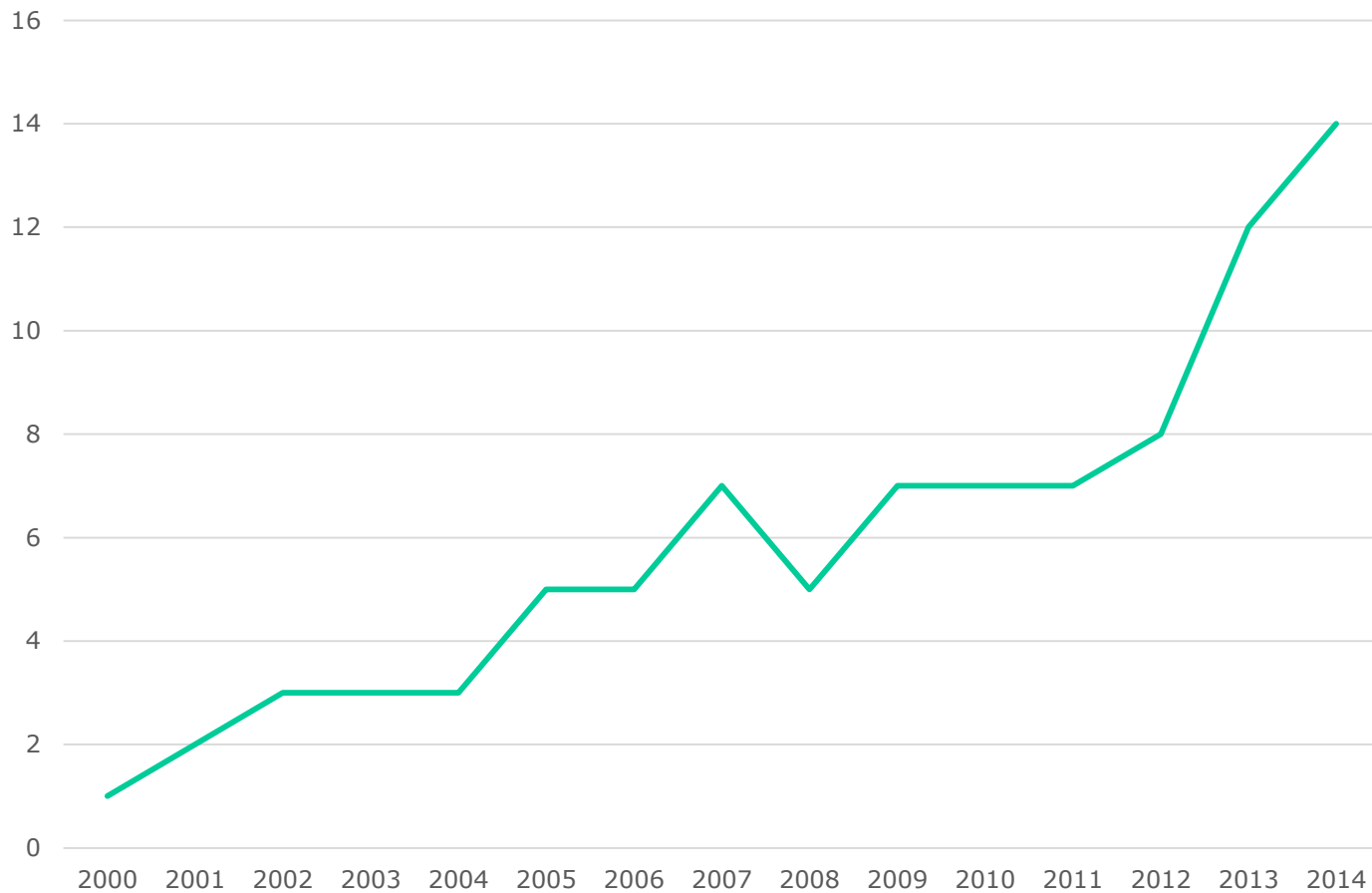
More diverse income sources!

- Some universities have more than a 100 funding sources!
- Tendency for further increase in the future!
- New funding sources represent a small % of overall budget
- Different accountability regimes – high costs of compliance!

Impact on institutions

- Funding highly strategic, top level responsibility
- Competition with other institutions and private providers
- Profiling and strategic positioning of universities
- Internal Restructuring
- Networks and mergers

Mergers in Europe 2000-2014



The impact

HR management

- Additional tasks for academic staff
- Imbalances between Teaching & Research missions
- Aligning external and internal incentive and rewards
- New staff profiles & training needs
- Recruitment links to excellence funding & rankings
- Manage expectations, communications & misconceptions

Student management

- Pressure and reward systems for academic staff
- Incentives to increase completion
- International student recruitment
- New expectations

Partners & stakeholders

- Collaboration with business & industry
- Increased focus on alumni and philanthropic entities
- Engagement with public authorities
- At European level

Campus

- The campus as a strategic asset
- New forms of delivery (online, MOOCS, ...)
- Libraries?

Finance

- Increasing strategic aspect
- Costs
- Efficiency



The future?

- What does all of this mean for your role?
- Is that a strategic concern at institutional level?
- Are there coordinated actions?
- Are there adaptations at institutional level?

THANK YOU!

See also:

*Designing strategies for
efficient funding of
universities in Europe
(EUA 2015)*

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