

4th EUA Funding Forum



Frameworks that empower, universities that deliver

18 – 19 October 2018
Barcelona, Spain

#EUAForum

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INTRODUCTION

The conference that paved the way for the EUA Funding Forum series took place eight years ago in Bologna. At the time, many higher education institutions were struggling with the first effects of budget cuts in the wake of the financial crisis. Policy discourse started to evolve, leading to universities being tasked with more responsibility, while often receiving fewer financial resources. In such a context of multiple pressures, universities found it difficult to develop sound partnerships, enhance the efficiency of their internal operations, and consolidate their institutional profile in a strategic way.

As the university funding and governance community continued to meet at EUA's biennial Forum over the following years, it became clear that institutional leaders and managers, as well as public and private funders had developed a strong appetite for a regular, well-informed dialogue with peers from across Europe. The EUA Funding Forum became a place for exchange on policy experimentation, innovative practices, and the ongoing reform of financial frameworks – all crucial elements that help to understand and contribute to the sector's strategic development.

European universities have worked relentlessly to adapt to their changing environments, both in the ways they deliver on their missions, as well as in their internal processes. Following the discussions held in Porto in 2016, this year's edition of the Funding Forum continues to explore how universities deal with efficiency and effectiveness and monitors progress in the area. Policy makers' interest in the topic has continued to grow, fuelled by changing funding modalities and university governance models, as well as the growing competition among universities and the evolving student body. In Barcelona, we take the discussion forward, with new opportunities for exchange and interaction among participants.

EUA's work in the USTREAM project provides relevant background input to this debate. In the context of USTREAM, which is supported by the European Commission through the Erasmus+ programme, EUA has been working with member associations (Universities UK, Irish Universities Association) and the Central European University on the concepts of efficiency, effectiveness and value for money in higher education and has developed an approach based on two principles:

The concepts of economy (reducing the costs of inputs), efficiency (getting more output for the same or less input) and effectiveness (getting better at what universities set out to do) – sometimes captured through the concept of value for money - are equally important and cannot be considered separately in the higher education context.

The topics of efficiency, effectiveness and value for money are cross-cutting and need to be addressed at all levels of higher education, including the system level (national and regional), the sector level (networks and collaborations) and the institutional level (faculty, departmental and individual) and in all university settings (strategic governance, operational management and academic matters).

With this in mind, EUA's intention for the 4th Funding Forum is to promote structured, evidence-based debates and interaction among university leaders, managers and funders, as well as higher education researchers and sector representatives on the topics of efficiency, effectiveness and value for money. The guiding thread of the event will be: how to achieve adequate frameworks for leading and managing successful change in the university sector, and how to support leaders in engineering sustainable change in challenging contexts. The event will feature "Learning Cafés" and "Reform Roundtables" in an effort to promote high-quality exchanges. "Master Classes" and "Expert Rooms" will showcase hands-on experiences and offer concrete ideas that interested colleagues can take home. EUA Funding Forum speakers and panellists will strive to provide useful insight and inspire their peers to take action. EUA would like to thank all participants for their active contribution to this platform, and for being part of this growing community.

A WORD FROM THE EUA PRESIDENT



It is with strong enthusiasm that I welcome the university community to this 4th EUA Funding Forum. The event is a good illustration of the added value the European University Association creates for its members and partners: a well-informed, topical discussion platform, where university leaders and managers can find out about the latest work of EUA and other partners, meet policy makers, and refine institutional strategies. The Association has developed a series of such events – from the long-standing European Quality Assurance Forum to the new Learning & Teaching Forum – which meet the needs of a community that needs both high-quality comparative analysis and opportunities to exchange in a structured way.

While these different events have, to some extent, a core target audience, it is important to underline the need for university leadership participation. University leaders, more than ever, are the ones that need to engage in and steer transformational processes at their institution. Not only does this require a vision, goals, and operational objectives, but this also means for leaders to acquire capabilities to bring these processes to fruition. EUA supports university leadership teams by designing focused discussion fora that consider strategic skills development. I hope you enjoy our 4th Funding Forum and look forward to your feedback.

Rolf Tarrach
President, European University Association

WELCOME



It is a pleasure for Ramon Llull University (URL) and for me as its Rector to host the 4th EUA Funding Forum in October 2018 and to welcome higher education representatives and leading stakeholders from all over Europe. Ramon Llull University is a comprehensive private not-for-profit university created in 1991 that comprises 11 higher education and research institutions with a long tradition and a prestigious reputation in our country. At the time of its creation, the founder institutions chose a governance model based on the principles of federation.

With more than 19.000 students and over 2.000 staff, URL prepares future professionals using a comprehensive learning and teaching approach in small working groups and a close relationship between students and professors. This methodology allows not only to train professionals but also to help students to grow personally. Our commitment is to provide an all-embracing education, rooted in our identity and our shared values. Our university project, committed to

first-order scientific research and its internationalisation, is nowadays consolidated and over the last years, and through a persistent way, it has positioned our University in a remarkable place in the Catalan and Spanish university system.

As we had the opportunity to see in the last editions of the Forum, and as we can constantly see through the work of the EUA Public Funding Observatory, the funding of higher education and research institutions is a key topic of debate. This is important not only among universities, but also among governments and among the societies they represent. Therefore, we believe that strong support should be given to inclusive platforms like the Funding Forum that give the opportunity to establish productive debates and to share experiences and best practices among peers.

I would also like to invite all participants to enjoy Barcelona and its architectural heritage, its culture and its traditions, as well as its human wealth. We are doing everything within our reach to make sure that you will have a pleasant stay in Barcelona.

Finally, and on behalf of the EUA and on behalf of my university, I invite you to take part in this new forum of debate on university funding. Your knowledge, your experience, and your opinion are necessary.

Josep M. Garrell i Guiu
Rector, Ramon Llull University

ABOUT RAMON LLULL UNIVERSITY



**RAMON
LLULL
UNIVERSITY**

Ramon Llull University (URL), created in 1991 and located in Barcelona, is a private, not-for-profit university, and promotes public service. Its main aim is to provide quality and personalised education to respond to society's needs.

URL comprises 11 higher education and research institutions with a long tradition and a prestigious reputation in Catalonia: IQS, Blanquerna, La Salle, Faculty of Philosophy, ESADE, Pere Tarrés Faculty of Social Education and Social Work, School of Tourism and Hospitality Management Sant Ignasi, Ebro Observatory University Institute, Vidal i Barraquer Mental Health University Institute, Borja Institute of Bioethics and ESDi Higher School of Design (an affiliated centre). It is one of the most innovative teaching institutions in Catalonia and in Spain as a whole, promoting academic and research excellence.

ABOUT BARCELONA

Barcelona is the capital and largest city of Catalonia with a population of 1.6 million and its urban area is home to around 4.7 million people. Located on the coast of the Mediterranean Sea, Barcelona is bounded by the rivers Llobregat and Besòs and by the Serra de Collserola mountain range.

The city was founded by the Romans at the end of the 1st century BC. For over 200 years, Barcelona was under Muslim rule, and, following the Christian reconquest, it became a county of the Carolingian Empire. Some neighbourhoods and different emblematic buildings bear witness to these historical periods. After some centuries of decline, Barcelona experienced a renewal in the 20th century that culminated with world-famous art-nouveau and modernist buildings, such as La Sagrada Família. The city hosted the 1992 Olympic Games, which transformed Barcelona as a great metropolis. It is nowadays one of the most popular city destinations in the world and, according to some rankings, it offers one of Europe's most appealing environments in which to live and study.

Wherever you are in Barcelona, there is always something to do and visit nearby: discover the architecture of Gaudí, Domènech i Montaner and Puig i Cadafalch; sunbathe in the harbour around Port Vell; listen to the opera in the majestic Gran Teatre del Liceu; enjoy a football match in FC Barcelona Stadium; taste the Catalan cuisine and savour the renowned Catalan wines, or book a free guided tour to discover the amazing history of the city. Moreover, Barcelona offers a wide range of public transport options, so you can get anywhere in the city easily and conveniently.

Funding Forum online

We encourage delegates to participate in social media discussions of the issues raised in the sessions and panels at the Funding Forum.



- Tweet your questions and comments using the **#EUAFundingForum** hashtag
- Follow **@EUAtweets** to keep up with future developments

Instant polling at the event

In many of the sessions of the event, moderators will use instant polling tools with participants. Questions will call for either simple yes/no answers or will offer a limited number of response options. The questions will be shown on screen and participants will respond via their smartphones.

Participants need only to enter the Sli.do website: <https://www.sli.do/>

An event code will be provided to allow access to the poll.

Results will be shown on screen immediately and will support the discussions.

This tool is used to better adapt the discussion to the needs and experience of participants. Therefore, EUA invites all participants to join instant polling for good results and an improved exchange in each session.

Note that the use of instant polling will be limited to 3 questions maximum per session and that not all sessions will make use of this tool.

Stay in touch

To keep abreast of ongoing and future initiatives, we invite you to engage with our communication channels:



www.EUA.eu



European University Association (EUA)



@euatweets

PROGRAMME

THURSDAY 18 OCTOBER

- 08.30-18.00** **Registration/information desk**
Foyer Auditorium, level -1, Sant Josep building
- 09.30-10.00** **Opening Session**
Auditorium, level -1, Sant Josep building
- 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**
Auditorium, level -1, Sant Josep building
- Thomas Estermann, Director, Governance, Funding and Public Policy Development, European University Association
- Interviewed by Susanne Barta, journalist, Italy
- 11.00-11.30** **Coffee break**
Aula Q10, level +1, Sant Josep building
- 11.30-13.00** **Plenary session – Leaders’ panel: “Steering through the storm”**
Auditorium, level -1, Sant Josep building
- 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**
Congress Room, level -1, Sant Jaume building
- 14.00-15.30** **Master Classes**
Participants are invited to choose one Master Class to attend.
- 1 - How to become a transformational leader?**
Sala de Graus, level 0 (garden access), Sant Josep building
- 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, Owner, Best Expert for Strategy and Transformation (B.E.S.T.), Austria
- Moderated by Thomas Estermann, Director, Governance, Funding and Public Policy Development, European University Association

2 - Economic impact studies of university activities

Aula Q4, level -1, Sant Josep building

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 Verlaeckaert, 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

Aula Q3, level -1, Sant Josep building

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, Head of Culture Creates Values, Austria

Moderated by Enora Bennetot Pruvot, Deputy Director, Governance, Funding and Public Policy Development, European University Association

4 - Designing an institutional efficiency strategy

Aula Q2, level 0, Sant Josep building

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, European University Association

With additional contributions from:

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

5- Research Master Class 1

Aula Q1, level 0, Sant Josep building

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

Aula Q10, level +1, Sant Josep building

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

Aula Q4, level -1, Sant Josep building

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?

Aula Q2, level 0, Sant Josep building

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

Aula Q3, level -1, Sant Josep building

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 does this kind of effort require from institutions, what are the pitfalls to avoid?

Moderated by Michael Murphy, President Emeritus, University College Cork, Ireland and Board member, European University Association

4 - The next generation of European funding for universities

Aula Q1, level 0, Sant Josep building

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 Strategy and Relations, the Association of Universities in the Netherlands (VSNU)

17.00-18.00

Plenary session: conclusions of the day

Auditorium, level -1, Sant Josep building

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

Chaired by Rolf Tarrach, President, European University Association

20.00-22.00

Dinner

Hotel Catalonia Barcelona Plaza

FRIDAY 19 OCTOBER

08.30-17.00

Registration/information desk

Foyer Auditorium, level -1, Sant Josep building

09.00-10.00

Plenary session: Efficient university management & efficient frameworks

Auditorium, level -1, Sant Josep building

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?

Auditorium, level -1, Sant Josep building

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**
Aula Q10, level +1, Sant Josep building
- 12.00-13.15** **Reform roundtables / Research Master Class 2**

Reform roundtables

1 - Funding reform roundtable

Aula Q1, level 0, Sant Josep building

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

Aula Q2, level 0, Sant Josep building

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

Aula Q3, level -1, Sant Josep building

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 Director of Engineering Management Programme, 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

Research Master Class 2

Aula Q4, level -1, Sant Josep building

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*
Axel 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

Congress Room, level -1, Sant Jaume building

14.15-15.45

Expert Rooms

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

1 - Financial instruments for universities

Aula Q1, level 0, Sant Josep building

This session is dedicated to sharing the experience and lessons learnt 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

Aula Q2, level 0, Sant Josep building

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

3 - Investing in students

Aula Q3, level -1, Sant Josep building

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

Aula Q4, level -1, Sant Josep building

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, Adjunct, 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

Auditorium, level -1, Sant Josep building

- 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, Portugal

BIOGRAPHIES

THURSDAY 18 OCTOBER

Opening session



Josep Garrell i Guiu
Rector, Ramon Llull University, Spain

Josep M. Garrell holds a Computer Engineering degree and a PhD in Electronic Engineering (1995). As a faculty member and researcher at Ramon Llull University (URL), he specialised in the area of Artificial Intelligence and Machine Learning. At Ramon Llull University he has held several positions concerning university policy and management: Vice-Rector for Research and Innovation (2002-2010), Secretary General (2006-2012) and Vice-Rector for University Policy (2010-2012). During his mandate as Secretary General, he led the project Aristos Campus Mundus'2015 (ACM) awarded with the Campus of International Excellence by the Spanish Ministry of Education. ACM is a strategic partnership

between three social initiative universities, Deusto University (Bilbao), Comillas Pontifical University (Madrid) and Ramon Llull University. In 2012, Josep M. Garrell was appointed Rector of Ramon Llull University and his mandate was renewed for a second four-year period in 2016. Since 2016 he is a member of the Spanish Rectors' Conference (CRUE) board.



José Manuel Pingarrón Carrazón
Secretary General of Universities
Spanish Ministry of Science, Innovation and Universities

José M. Pingarrón obtained his PhD (1981) from Complutense University of Madrid. He is Full Professor of Analytical Chemistry at the Faculty of Chemical Sciences at the Complutense University of Madrid since 1994 and former Vice-rector of Knowledge Transfer and Entrepreneurship. His research work focuses on analytical electrochemistry, nanostructured electrochemical interfaces, nanomaterials and electrochemical sensors and biosensors.

He was the President of the Spanish Society of Analytical Chemistry between 1998 and 2001 and Executive Secretary of the R&D&I division of the Spanish Rectors Conference (CRUE) from 2016 to 2018. Moreover, he is a founding member of the Forum of Innovative Companies (FEI) and co-founder of the "spin-off" company Inbea Biosensores S.L. Since June 2018, José Manuel Pingarrón Carrazón is Secretary General of Universities, and as such oversees the development of the university policy in coordination with the Council of Universities and the coordination of the relations with the autonomous communities in university matters through the General Conference of University Policy.



Rolf Tarrach
President, European University Association

Rolf Tarrach was Rector of the University of Luxembourg from 2005 to 2015. He studied physics at the University of Valencia and obtained his PhD from the University of Barcelona. Rolf Tarrach subsequently served as a postdoctoral researcher at CERN, Geneva, and was Professor of Theoretical Physics at the Universities of Valencia and Barcelona. He has published more than 100 papers and two books and has been honoured with a *honoris causa* degree from the University of Saint Petersburg, Russia. He is the recipient of eight official prizes and was Dean of the School of Physics and Vice-Rector of the University of Barcelona. Rolf Tarrach is the former president of CSIC Madrid (the Spanish Scientific Research Council) and a former member of the European Union Research Advisory Board, of the European Heads of Research Council group, which he also chaired and of the five-year assessment panel of experts of the European Commission. He has been a co-organiser of the first three EuroScience Open Forums (ESOF). In 2008, he became President of the Academic Cooperation Association (ACA) and was Vice-Chair of the jury of the French Initiative d'excellence from 2011 to 2012, and from 2015 to 2017. Rolf Tarrach continues to be Professor of Physics at the University of Luxembourg. He has been Council Member of the European University Association (EUA) for ten years.

Plenary session – Funding trends in Europe



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

Thomas Estermann is Director for Governance, Funding and Public Policy Development with responsibilities for EUA's work aimed at strengthening universities' autonomy, governance, management and their financial sustainability. Before joining EUA in July 2007, Thomas Estermann was Deputy Head of Strategic Development and Deputy Head of Administration at the University of Music and Performing Arts, Vienna, a member of the universities' senate and involved in the last two reforms in higher education in Austria. Before entering the University in 1997, he pursued a career as a lawyer. Thomas Estermann was previously member of the Executive Committee of HUMANE (Heads of University Management & Administration Network in Europe) and a founding chairman of WSAN, a network of senior university managers in Europe. He is also a member of the editorial board of the UK-based journal 'Perspectives', which focuses on policy and practice in Higher Education. He holds a Master's degree in law from the University of Vienna.



Susanne Barta
Journalist, Italy

Susanne Barta holds a degree in Law and Solution focused Coaching and Management. She works as a publicist, moderator and coach with a focus on future driven topics. She is passionate about bringing the perspective of art and culture, creativity and innovation into her international clients' projects. She currently lives and works in Bolzano, Italy.



Mikuláš Bek
Rector, Masaryk University, Czech Republic

Mikuláš Bek graduated from Masaryk University in Brno in the field of Musicology and obtained his PhD degree at Charles University in Prague. In 1994 he worked as a visiting lecturer at Royal Holloway and New Bedford College at University of London. In 2004 he became Associate Professor of Musicology at Masaryk University and from 2005 to 2011 he held the position of Vice-Rector for Strategy and External Relations. He was elected Rector in 2011 and was re-elected for another four years in 2015. Since 2013 he has been Vice-President for Education of the Czech Rectors' Conference.



Francisco José Mora Más
Rector, Universitat Politècnica de València, Spain

Francisco José Mora Más graduated as Telecommunications Engineer from the Universitat Politècnica de Catalunya in 1991. During the years 1993-1997 he was granted a scholarship by the European Particle Physics Laboratory (CERN) to carry out his doctoral thesis in the electronics and data acquisition group of the ATLAS experiment. He holds a PhD in Telecommunications Engineering from the Universitat Politècnica de València (UPV) since 1997 and has been a Full Professor in the field of Electronic Engineering at this university since 2003. His research work is carried out in the Institute of Instrumentation for Molecular Imaging (Mixed Center UPV-CSIC), his field of research being the design of data acquisition systems for high energy physics and electronic instrumentation for medical physics, on which he has published a large number of scientific papers in international journals and congresses. Francisco José Mora Más has held several management roles within the UPV, including Vice-Rector for International Exchange, Vice-Rector of Economic Coordination and Planning and Vice-Rector of Planning and Innovation. He is currently carrying out his second mandate as Rector of the UPV after having been re-elected in 2017.



Petra Wend
Principal and Vice-Chancellor, Queen Margaret University, United Kingdom

Petra Wend has been Principal and Vice-Chancellor of Queen Margaret University, Edinburgh since 2009. She has worked consistently throughout her career as an academic to cross borders, geographically and socially, in order to realise the full potential of the institutions with which she has been associated. With a research background in institutional strategies underpinning successful leadership, improvements in student experience and university performance indicators, Petra Wend has a significant profile of academic publications and invited lectures. In 2008 she took part in Harvard Business School's Women's Leadership Forum and in 2015 was awarded a Fellowship of the Royal Society of Edinburgh in recognition of her inspirational leadership in higher education (FRSE). She has been a member and the Chair of a significant number of national and international boards and is a member of the Council of the University of Hamburg.



Claudia Nuss

Owner, Best Expert for Strategy and Transformation (B.E.S.T.), Austria

Claudia Nuss holds a Master's degree in Business Administration from Vienna University of Economics and Business, Austria. She attended exchange semesters at Lund University, Sweden and Miami University, USA and a research semester at the University of California in Berkeley, USA. Claudia Nuss successfully worked for more than 15 years in management positions before starting her own company in 2011. Her enthusiasm for strategic leadership inspired her to develop the ES Sense Method© facilitating a growth mindset. An author and a keynote speaker, she also offers masterclasses, facilitates workshops and works one on one. Her clients include CEOs from innovative medium-sized family-run companies to Austrian world-market leaders. As Best Expert for Strategy and Transformation she facilitates transformation processes.



Koen Verlaeckt

Secretary General, Flemish Interuniversity Council

Koen Verlaeckt obtained his university degree in History and his PhD degree in Archaeology at the University of Ghent, where he was active in archaeological research. He published several books and articles, nationally and internationally, specialising in the archaeology of the Bronze Age (c. 2000-750 BC), both in Flanders (Belgium) and Denmark. In 1997 he joined the Flemish Science and Innovation administration, first as a senior researcher in the Sciences Division, and since 2003 as acting head of the Technology and Innovation Division. From March 2006 to October 2007 he served in the Government of Flanders as Head of Cabinet and as senior adviser in charge of science and innovation policy. From April 2008 until March 2018 he headed the Flemish Foreign Service as Secretary General of the Flanders Department of Foreign Affairs. As of 1 April 2018 Koen Verlaeckt has been appointed as the Secretary General of the Flemish Interuniversity Council.



Marko Niemi

Senior Adviser, Universities Finland UNIFI

Marko Niemi has served as Senior Adviser at Universities Finland UNIFI, the Finnish Council of University Rectors since 2015. UNIFI is a co-operational organisation for Finnish universities, representing all 15 Finnish universities. UNIFI promotes academic research and research-based higher education as well as academic and artistic education, and the common interests of universities. Prior to his current position at UNIFI Marko Niemi worked as Senior Adviser in Research Administration and Science Policy at University of Helsinki (2008-2015) and as Science Adviser at the Academy of Finland (2005-2008). He completed his degree in History at University of Tampere (2006), where he also worked from 2003 to 2005.



Paul Fairburn

Director of Enterprise and Innovation, Coventry University, United Kingdom

Paul Fairburn was appointed to the role of Director, Enterprise & Innovation (E&I) at Coventry University in January 2015. As Director of E&I, he is currently leading an international business development and sales team of circa 40 people, including staff in mainland Europe, South America and South East Asia. The team are focused on developing public/private sector partnerships, and securing investment and funding for IP exploitation, research, innovation, and workforce skills development. The Enterprise & Innovation (E&I) Group are responsible for establishing strong links between the University's academic expertise, and a wide breadth of public and private sector organisations across global markets.

He is an experienced Director, and Chartered Mechanical Engineer, with a background in the pharmaceutical industry, NHS, utilities, and higher education. This has provided significant experience of leadership, organisational change and strategy implementation, and a broad knowledge of supplier/client management, collaborative partnerships, and the development of large-scale projects. Previous and current clients include Highways England, HORIBA MIRA, Cadent Gas, Severn Trent Water, BuroHappold, and Jaguar Land Rover.



Christian Vranek

Head of Culture Creates Values, Austria

Christian Vranek is the founder of the consultancy agency Culture Creates Values and an expert and coach in sponsorship for science, arts and business. He studied Science of Music and Theory of Drama at the University of Vienna, and Cultural Management at the University of Music and Performing Arts Vienna. From 1997 to 2001 he worked in the leading team as PR manager and established the new festival hall in St. Pölten. In 2001 Christian Vranek was invited to create the symposium 'Art and Economy' at the University of Music and Performing Arts Vienna, where he worked as a management consultant until 2004 and developed an international sponsoring pool for the university.

Since 2005 he has been teaching sponsorship and in 2015 he was commissioned to create a Sponsorship-Future-Concept for the Technical University in Vienna. His deep know-how in sponsorship has provided the basis to establish successful sponsorship concepts and cooperations for and between institutions of science, arts and business.



Veronika Kupriyanova

Policy & Project Officer, Governance, Funding and Public Policy Development, European University Association

Veronika Kupriyanova joined EUA in March 2016 as Policy and Project Officer and works on university funding and governance. Before joining EUA, she worked in various project management and research positions at the World Bank, the EU Delegation to Russia, the Humboldt University in Berlin and the Vrije Universiteit Brussel, as well as the Academic Cooperation Association (ACA) in Brussels. She has also worked for several higher education and research consulting firms (ICG and Europlan UK). Veronika Kupriyanova holds a joint Master's degree in Political Science from Sciences Po and MGIMO (Moscow State Institute of International Relations).



Nicky Old

Director of Communications and External Relations, Universities UK

Nicky Old is Director of Communications and External Relations at Universities UK where she leads the in-house team covering media engagement, government and political affairs, social media, events, partnerships, digital content and campaigning activities. At UUK she led the sector's response to the Higher Education and Research Act 2017, and her team has worked on campaigning activities ranging from the EU Referendum, immigration and freedom of speech issues and a new project on public perceptions of universities.

Before joining Universities UK, Nicky Old was Chief of Staff for the CEO and Head of Corporate Communications for the Education Funding Agency, part of the Department for Education. She also led on public affairs for the Labour government's Building Schools for the Future programme. Before working for government, she was Head of Press and Information for the University of Oxford. She originally trained and worked as a print journalist.



Marita Hilliges

Secretary General, Association of Swedish Higher Education Institutions

Marita Hilliges is Professor of Neuroscience and has served as Vice-Chancellor of Dalarna University since 2010. Her previous appointments include the position of Pro-Vice-Chancellor at Halmstad University. Marita Hilliges has been involved in the work of the Association of Swedish Higher Education Institutions for several years. She served as Vice-Chair from 2011 to 2014 and has also headed several of the Association's working groups.



Michael Murphy

President Emeritus, University College Cork, Ireland and Board member, European University Association

Michael Murphy graduated in Medicine from University College Cork in 1973. After his postgraduate training in Dublin and at the Royal Postgraduate Medical School in London, he received his doctorate from the National University of Ireland in 1984. During the following eight years he held faculty positions in Pharmacology and Medicine at The University of Chicago before returning to Cork as Professor of Clinical Pharmacology and Therapeutics in 1992. An expert in drug therapy for cardiovascular disease, he has led several large international clinical trials of interventions to reduce cardiovascular mortality. Michael Murphy has held a variety of leadership roles including President of UCC for a decade, Vice-Chancellor of the National University of Ireland, Chair of the Health Research Board of Ireland, Chair of the Irish Universities Association, Chair of the Permanent Working Group (PWG) of European Hospital Doctors. A past member of the Scientific Advisory Board of the US National Dairy Council he has been active in many academic organisations in Europe and the United States.



Jurgen Rienks

Director International Strategy and Relations, the Association of Universities in the Netherlands (VSNU)

Jurgen Rienks is Director for International Strategy and Relations at the VSNU since 2013. In this position he is principal adviser on international affairs. He is responsible for projects related to international policy and response to international developments, most recently the internationalisation agenda of the Dutch research universities and universities of applied sciences.

He studied constitutional and administrative law at the University of Amsterdam. Before joining the VSNU, he worked in Brussels as head of the Department for Education, Culture and Audiovisual at the Dutch Permanent Representation to the EU, where he represented the Netherlands in

negotiations on EU education programmes. He was also seconded as a national expert in the Directorate-General for Education and Culture of the European Commission, where he worked on policy development for reforms in higher education, both for the Lisbon strategy and the Bologna process.

FRIDAY 19 OCTOBER

Plenary session: Efficient university management & efficient frameworks



Edeltraud Hanappi-Egger

Rector, Vienna University of Economics and Business, Austria

Edeltraud Hanappi-Egger is a computer scientist by education, as well as an experienced researcher and head of interdisciplinary teams. Since 2002 she is Full Professor for gender and diversity in organisations at Vienna University of Economics and Business. She worked as a guest researcher at various national and international research institutions and her work was awarded several times. She is an expert in organisation studies and gender topics and as such has published more than 350 articles, books and book chapters on gender and diversity, organisation studies and diversity management. In 2014 she received the Jean Monnet Chair for “Gendered Inequalities and Classism in Europe” from the European Commission. Since October 2015 she is Rector of the Vienna University of Economics and Business.



Philip Nolan

President, Maynooth University, Ireland

Philip Nolan earned his degrees in Physiology and Medicine in 1988 and 1991 and a PhD for his research on the control of breathing and the cardiovascular system during sleep from University College Dublin (UCD). He joined the staff of UCD in 1996. In 2004 he became Registrar and Deputy President at UCD. In August 2011, he was appointed President of Maynooth University. Early in his tenure he established a new strategy for the University in its research, teaching and engagement activities. He initiated a university-wide review to re-imagine the University's undergraduate curriculum and this new curriculum was launched in 2015. Many of the changes—which range from broader entry

routes and language study to increased course flexibility and discipline combinations—are considered sector-leading among Irish higher education institutions.

He has played a leading role in reforming the transition from second to third level, in widening participation in higher education, and in promoting equality and diversity. The Maynooth University Strategic Plan 2018-2022 emphasises further enhancement of research capacity, significant development of the postgraduate portfolio, comprehensive internationalisation, and equality, diversity and inclusion.



Yngve Foss
Special Adviser, Research Council of Norway

Yngve Joseph Foss is Special Adviser and Team Leader of the Instruments for Internationalisation team in the Research Council of Norway. He was previously Head of the Research Council of Norway Brussels Office, a position he held from 2013 until 2017. Before joining the Research Council of Norway, he served as Senior Legal Adviser and Head of Section at the University of Oslo, where he was responsible for setting up the first EU Grants Office at the university. He holds a Master of Laws (LL.M) degree, and a Bachelor of Arts degree in Communication Arts.



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

Jean-David Malo studied at the Institut National Supérieur des Sciences Economiques et Commerciales in Paris and the University of California in Berkeley. He started his career as Head of Internal Control Management in the Comité Professionnel de la Distribution de Carburants in France before joining ARMINES, a body managing contractual research and innovation for French engineering schools, where he created, developed and managed the European Affairs Directorate. He joined the European Commission in January 2001. In the Directorate General for Research, he participated actively in a number of developments on the design of funding instruments, rules for participation and funding schemes, both for FP6 and FP7. From 2003 to 2006, he was the assistant of Director Robert-Jan Smits. From 2006 to 2010 he headed the unit in charge of the regional aspects of FP7, and from 2011 to 2013 he managed a newly created unit in DG Research and Innovation. The main objective of this new unit was to contribute to increase private finance and close market gaps in investing in research and innovation by expanding the scope and scale of existing EU innovative financial instruments and by developing new ones in the fields of debt and equity financing, notably in the context of Horizon 2020. The work of the unit also covered the EU state aid framework, tax incentive schemes and philanthropic funding; and from 2014 the SMEs dimension of Horizon 2020, including in particular EUROSTARS II and the design and coordination of the SME Instrument and the Fast Track to Innovation pilot. In February 2017 Jean-David Malo was appointed as Director of the Directorate in charge of Open Innovation and Open Science.



Francesca Maltauro
Head of the Erasmus+ team of the Higher Education Unit, Directorate General for Education and Culture, European Commission

Francesca Maltauro is Head of the Erasmus+ team of the Higher Education Unit at the Directorate General for Education and Culture of the European Commission. She is responsible for the implementation of the Erasmus+ programme in the higher education sector, and she is currently working on the preparations of the next MFF cycle programme negotiation and implementation, with particular focus on the flagship initiative: "European Universities". Before joining the European Commission in 2016, she worked for two years in the Institutional Development Unit of the European University Association. Before that, she worked for 7 years at the International Relations Office of the University of Bologna, where she was in charge of Erasmus Mundus projects and student mobility. She also worked for the Brussels School of International Studies of the University of Kent. Francesca Maltauro holds a Master's degree in Interpreting and Translation from the University of Bologna.



Fredrik Persson-Lahusen
Research Coordinator, Riksbankens Jubileumsfond, Sweden

Fredrik Persson-Lahusen works as a research coordinator at Riksbankens Jubileumsfond (The Swedish Foundation for Humanities and Social Sciences) and is responsible for *Long-term Provision of Knowledge - Swedish Research and Higher Education in an International Context*, a programme organised and financed together with the Swedish Research Council for Environment, Agricultural Sciences and Spatial Planning (Formas), the Swedish Research Council for Health, Working Life and Welfare (Forte), and the Swedish Research Council (VR). He holds a PhD in History from Lund University and is a regular contributor to several Swedish daily newspapers.

Reform roundtables



Stephen Hwang
Vice-Chancellor, Halmstad University, Sweden

Stephen Hwang is Vice-Chancellor of Halmstad University since March 2017. Prior to this he was the first Vice-Chancellor of Linnaeus University, which was founded through a merger of two older institutions in 2010. He has a long career as a researcher in Theoretical High Energy Physics. He received his PhD from Chalmers University of Technology and has been a researcher at Chalmers University of Technology, University of Texas and at the international research centre CERN. Before becoming Vice-Chancellor of Linnaeus University, he was Dean of the Faculty of Science and Technology at Karlstad University.

In the role of Vice-Chancellor, he is aiming at further developing Halmstad University as a first-class teaching and research institution, combining strong traditional academic values in an international knowledge arena. Halmstad University is committed to creating values in close participation with partners from society, and with a strong innovation profile. Stephen Hwang is also highly active on the national arena, being part of the board of The Association of Swedish Higher Education Institutions (SUHF) as well as the board of the Swedish Agency for Government Employers. He has also been chairman of the Expert group on Quality issues within SUHF for three years. This group has among other things studied different national funding models for higher education and research and he is the main author of an international overview of different funding models and their effect on quality.



Esa Hämäläinen
Director of Administration, University of Helsinki, Finland

Esa Hämäläinen is currently the Director of Administration of the University of Helsinki, with an overall responsibility of the university administration. He is a member of the Rector's senior management team, member of the management team of the University Group and Secretary General of the Board of the University.

He is Executive Officer of University Services, providing services for education and research, general administrative services and services in strategic planning, finance, human resources and communications and corporate relations, both centrally and locally in on-site teams. He is the chairman and a member of the Board of Directors in several university-owned companies and national associations.

He is currently also the chairman of HUMANE, the European Network for Heads of University Administration and Management.



Andrea Bonaccorsi

Former member of the European Commission Research, Innovation and Science Policy Experts High-level Group

Director of Engineering Management Programme, University of Pisa, Italy

Andrea Bonaccorsi is Full Professor of Economics and Management at the School of Engineering of the University of Pisa, Italy and Senior Fellow of IRVAPP, the Institute of Research on Evaluation of Public Policies at the FBK Foundation in Trento. His research interests are in the fields of economics of science, technology, and innovation. He has published over 200 papers, of which more than 60 articles in internationally refereed journals, with more than

8000 GS citations. He has been a member of RISE, the group of experts supporting the European Commissioner for Research and Innovation. He has pioneered the field of microdata on Higher Education Institutions, with the Aquameth and Eumida projects, which gave origin to ETER, the now publicly available European Tertiary Education Register. He has been a member of several expert groups at the European Commission (DG Research, DG Regio), among which the AUBR group (*Assessment of University-Based Research*) and the group which supported the launch of the European Research Council.



Lucyna Woźniak

Member of the High-Level Group on maximising the impact of EU research and innovation programmes

Vice-Rector for Science and International Relations, Medical University of Łódź, Poland

Lucyna Woźniak, PhD, DSc, graduated from the Technical University of Lodz, Poland. After obtaining her PhD from the Polish Academy of Sciences and a post-doc in Kings College London, she received her habilitation (DSc.) from The Centre of Molecular and Macromolecular Studies Polish Academy of Sciences. She is Professor at the Medical University of Lodz (MUL) working in the field of medicinal chemistry and molecular biology. Her research focuses on diabetes

in the context of gestational diabetes (GDM) as an early predictor of T2M in women population, metabolomics and lipidomics. She also serves as Vice-Rector for Science and International Relations, Head of Medicinal Biology & Department of Structural Biology at MUL, Chair of EIT HEALTH INNOSTARS Supervisory Board, Member of Supervisory Board of EIT HEALTH Member of High-Level Group on maximising impact of EU Research and Innovation Programmes (Pascal Lamy Group), and Strategic Innovation Board of EIT HEALTH.

Expert rooms



Indriķis Muižnieks

Rector, University of Latvia, Latvia

Indriķis Muižnieks has been the Rector of the University of Latvia since 2015. After graduating in Biology (Moscow, Russia, 1980) he continued his academic and research career at the University of Latvia as Senior Research Assistant, Assistant Professor, Professor of Microbiology and Immunology, Head of the Department of Microbiology and Biotechnology, Dean of the Faculty of Biology and Vice-Rector for Research. With the support of DAAD and Alexander von Humboldt Foundation scholarships he worked in the universities of Regensburg, Cologne and Nueremberg-Erlangen (Germany). His research

interests include genetics and physiology of recombinant micro-organisms, and influence of the unspecific immune response modulators upon the differentiation of adult stem cells.

Indriķis Muižnieks is Full Member of the Latvian Academy of Sciences and is Chairman of the Research Expertise Committee of the Latvian Council of Science. He participated in the EU CREST Working Groups, and Programme Committees of the European Science Events, and served as National Expert in the European Food Safety Organisation. He has contributed to the restructuring of doctoral studies at the University of Latvia, and organised the work of doctoral schools and interdisciplinary study projects. He has published ca. 140 papers in peer-reviewed journals and has presented at more than 90 conferences.



Marianna Bom
Chief Financial Officer, Aalto University, Finland

Marianna Bom is the Chief Financial Officer of Aalto University, responsible for the university's financial management, campus and real estate development, as well as the administration of the group companies owned by the university. Prior to joining Aalto University, she held several senior financial executive positions in the corporate sector. She holds MSc (Econ) from Helsinki School of Economics and is passionate about developing the university leadership and administration, bringing the best practices from the corporate sector to Aalto University, without sacrificing the unique traditions of the three historic institutions that formed the university in 2010.



Julie Lydon
Vice-Chancellor, University of South Wales, United Kingdom

As Vice-Chancellor of the University of South Wales, Julie Lydon has a wealth of understanding of politics and productive engagement. She has extensive connections in business, government and education, both in the UK and internationally. She has a strong reputation of academic leadership including major change projects in strategic academic development, curriculum design, widening access, partnerships and quality. This leadership experience includes the merger which resulted in the formation of her current university. Her research interests and publications are in the fields of organisational change and collaboration within Higher Education. She is a member of a number of high-profile Boards and participates in several influential steering groups.



Suvi Nenonen
Adjunct Professor, Tampere University of Technology, Finland

Suvi Nenonen is currently working in Tampere University of Technology and is in charge of research projects connected to digitalisation and facilities management. Additionally, she is supporting co-creation processes in diverse university campuses in Finland for University Properties of Finland. Her interest is in usability of the built environment and the methods on how to develop both digital and physical working and learning environments. Her key focus areas are learning and working environments, change management and user participation. Her research has focused on people, organisations and places since she obtained her PhD on "The Nature of the Workplace for Knowledge Creation" in 2005.



Daphné Smeets

Director of Finance, the Association of Universities in the Netherlands (VSNU)

In 1999 Daphné Smeets graduated from Leiden University, where she obtained an MA degree in political science (with focus on comparative politics). In the same year she started her career at the Ministry of General Affairs as a political analyst. In the following years she joined the Association of Dutch Municipalities (VNG), first as a human resources adviser and subsequently as senior strategic adviser. In 2007 she switched to the Ministry of Finance where she took up a position as Senior Inspector of the state budget. She left the finance ministry in 2014 and joined the Association of Universities in the Netherlands as Director of Finance.



Katrina Koppel

Vice-President, European Students' Union

Katrina Koppel is Vice-President of the European Students' Union (ESU) for the period 2018-2019 and was previously a member of the Executive Committee of ESU.

She is a student and civil society activist from Estonia, where she participated for over 7 years in the movement. Her research background is in political communication, and more specifically populism. She also has a long-standing experience in quality assurance of education, having served for two years in the

Quality Assessment council of Higher Education at the Estonian Quality Agency for Higher and Vocational Education (EKKA). Some of the areas she is working on are: mobility and internationalisation (including Erasmus+ post 2020) ; public responsibility, financing and governance ; Bologna Follow-Up Group (BFUG) ; cooperation with other organisations: Education International (EI), European Youth Forum (YFJ), Erasmus Student Network (ESN).



Andrew Burgess

Director of Estates, Facilities & Commercial Services, Lancaster University, United Kingdom

Former Chair of the Association of University Directors of Estates (AUDE)

Andrew Burgess joined Lancaster University in September 2018. His portfolio includes leading the delivery of the University masterplan and capital programme; facilities services, commercial services and sport. Prior to joining Lancaster, he was Director of Infrastructure and Commercial Services (Deputy Chief Operating Officer) at Loughborough University from 2007 and held various roles including a period as Acting Chief Operating Officer. From an initial career in the construction industry, he moved into a building surveying

consultancy role and has held various roles in the universities of Central Lancashire, Southampton and Liverpool. Andrew Burgess is a Chartered Surveyor by Profession.



Kaia Kask

Research Fellow in Finance, University of Tartu, Estonia

Kaia Kask is Research Fellow in Finance at the University of Tartu, Estonia. She obtained a doctoral degree in economics in 2014, in the field of public sector real estate asset management. Since 2018 she is a member of European Real Estate Society (ERES) Board. Since 1999 she has been a member of the real estate valuers' authorisation examination committee in Estonia, as well as a member of the Estonian Association of Appraisers (EAA).

Her main research fields are real estate valuation, finance and investments, and management, both on the private and the public sector level, including higher education institutions (HEIs). Besides academic research and teaching, she has also been the leader and implementer of several practical research projects, mainly covering the development of various methodological issues for the state real estate portfolio (e.g. modelling the fiscal impact of the state real estate portfolio, real estate service pricing, alternative financing models of real estate units), financed by the Estonian Ministry of Finance. The latest project covered the development of the methodology for the evaluation of the use of the research infrastructure, financed by the Estonian Research Council.



Małgorzata Rymarzak

Adjunct, University of Gdansk, Poland

Małgorzata Rymarzak is an economist and real estate management specialist. She is a lecturer in the Department of Investment and Real Estate at the University of Gdansk, where she directs postgraduate studies in real estate management and development projects. For three years she served on the National Qualification Committee for vocational licensing of the Polish Ministry of Transport, Construction, and Maritime Economy. She was a guest researcher at TU Delft and at Vienna University of Economics and Business and an affiliate academic in the UK in the Bartlett, UCL's Faculty of the Built Environment. She has published more than thirty articles and one book. Her latest research focuses on the role of real estate in higher education and is

funded by the National Science Centre.



Alexandra den Heijer

Professor of Public Real Estate and Leader of the Campus Research Team, Delft University of Technology, Netherlands

Alexandra den Heijer, MSc PhD, is Full Professor (chair Public Real Estate) at the Faculty of Architecture and the Built Environment, Delft University of Technology (TU Delft). She has a background in Architecture (BSc) and Management (MSc). Her specialisation is planning, design and management of university campuses and buildings. She focuses on generating management information for (public) real estate decisions.

In the past decade, she has developed models and theories that help universities to design and implement their campus strategies and that contribute to creating knowledge cities. She has explored international references and has written many reports, articles and papers on the university and campus of the future, trends and changing concepts and campus strategies. University campuses are examples of built environments that support public goals and have a large impact on society. By managing these buildings – often heritage on iconic locations - universities as large property users/owners need to set an example to society and have a responsibility to implement policies with effective and efficient use of financial resources, resulting in meaningful, functional, affordable and sustainable built environments.



Liviu Matei
Provost, Central European University, Hungary

Liviu Matei is Provost of the Central European University Budapest (CEU) and professor of higher education policy. He also serves as Director of the Yehuda Elkana Centre for Higher Education at CEU, which specialises in applied research in higher education policy. He taught at universities in the United States, Romania and Hungary, and consulted for UNESCO, the Council of Europe, the World Bank, the Commission of the European Union, other international inter-governmental and non-governmental organisations with activities in higher education, as well as governments in Europe and Asia. He is a member of the editorial board of the Journal of the European Higher Education Area.



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

Àngels Chacón holds a Bachelor's degree in Law from the University of Barcelona and is specialised in foreign trade. In 2017, she received her postgraduate degree in Talent Management in Organisations, also from the University of Barcelona. In June of that same year, she became the Government of Catalonia's Director General for Industry, but she had already been serving as deputy mayor and councillor for Economic Dynamisation, Knowledge, Internationalisation and Home Affairs at Igualada Town Council since 2015. She still holds these positions today, apart from that relating to Home Affairs.

Additionally, since 2008, she has been the Executive Director of the 4D Health Innovation Stimulation Centre for innovation in patient security.

Between 2011 and 2015, she was Deputy Mayor and Councillor for Dynamisation, Economics, Trade and Tourism at Igualada Town Council. During this same period, she coordinated the URBACT 3D Cities project on economic growth and innovation in the health sector. Later on, she would coordinate another URBACT project, Retailink, on retail innovation in mid-sized cities. In regards to her professional career in the private sector, in the years leading up to 2011, she worked for different companies in the paper industry, as well as managing the Anoia Business Union from 2008 to 2011.



Manuel Heitor
Minister of Science, Technology and Higher Education, Portugal

Manuel Heitor holds a doctoral degree in Mechanical Engineering from Imperial College London, and a post doctorate from California University. He is Professor at Instituto Superior Técnico in Lisbon, where he heads the Centre of Innovation, Technology and Development Policy Studies, IN+ and coordinates doctoral programmes concerning Engineering and Public Policies and Engineering of Conception and Advanced Manufacturing Systems.

From March 2005 to June 2011 Manuel Heitor served as Secretary of State of Science, Technology and Higher Education. In 2011 and 2012 he was Invited Professor at Harvard University. He is Research Fellow at the Institute of Innovation, Creativity and Capital of Texas University. He initiated and

coordinated several international conferences related to Technology Policy and Innovation and is a co-editor of the Purdue University Press book collection on Science and Technology Policy. In 2002, he was also a co-founder of the international network Globelics – the global network for the economics of learning, innovation, and competence building systems. He was one of the promoters of the European network step4EU, science, technology, education and policy for Europe, and the International Observatory of Global Politics for the Exploitation of the Atlantic Ocean.

EUA RESOURCES

Efficiency, effectiveness and value for money

Universities for Strategic, Efficient and Autonomous Management

USTREAM seeks to examine the measures that are in place in universities across Europe to enhance efficiency at operational level, and also analyse policies at system level that support universities in their efforts to operate more efficiently, with a view to identify good practice examples and develop recommendations for further development. The project addresses the question of operational efficiency in universities in a European comparative way. It offers a novel approach to the topic by tailoring it to the specificities of the higher education sector and breaking it down into three thematic dimensions:

- efficiency in professional, operational and support services
- efficiency in academic matters, and
- efficiency through strategic governance.

USTREAM is co-funded by the European Commission under the Erasmus+ programme (2014). The USTREAM project runs from January 2016 until mid-2019.

University Efficiency Hub

This online portal, accessible at www.efficiency.eua.eu, has been developed under the USTREAM project.

The University Efficiency Hub is based on the selected findings and data collected by the USTREAM project, drawing on the experience of more than 100 higher education institutions and more than a dozen of higher education systems across Europe.

The following features are offered through the University Efficiency Hub:

- The portal provides useful background data on general framework conditions for efficiency, effectiveness and value for money at the system level, supported by comprehensive datasets on short- and long-term public funding and autonomy trends across Europe.
- The portal offers access to a dynamic database of good practices in efficiency and effectiveness that can be consulted at various levels and in different university settings.
- The portal offers higher education institutions a possibility to self evaluate the internal structures and measures for efficiency and effectiveness.

Report: Efficiency, Effectiveness and Value for Money: Insights from the UK and other countries

This report provides a summary of the input, discussions and findings from the first USTREAM peer learning seminar on policy frameworks for efficiency and effectiveness in the higher education context, which took place on 1st and 2nd June 2017 in London.

The seminar was jointly organised by Universities UK and the European University Association to foster the exchange of good practices and strategies pursued by higher education institutions across Europe to address efficiency-driven policy priorities and tackle the related challenges, opportunities and pitfalls.

Report: Efficiency, Effectiveness and Value for Money: Insights from Ireland and other countries

This second report provides a summary of the input, discussions and findings from the second USTREAM peer learning seminar: National and institutional approaches to delivering efficiency, which took place on 4th and 5th December 2017 in Dublin.

This report provides an overview of a broad range of measures implemented by the Irish government and the higher education institutions against the challenging background of the significantly reduced public budget for higher education at a time of substantial growth in student numbers. The EUA analysis of the current funding trends shows that many higher education systems in Europe face similar issues, which makes the Irish experience highly relevant and inspiring for such systems.

Efficient funding of universities: impactful simplification

Accepting University Accounting Practices under Horizon Europe - A compendium of national and institutional cases

Simpler management of EU funding has long been associated with the provision of a single set of rules to all beneficiaries of EU programmes. However, as revealed through the work of EUA, while this option supports clarity and certainty of action, it fails to acknowledge participants' diverse profiles. These could be better met through the provision of several options to accommodate different needs, including a framework for improving acceptance of beneficiaries accounting and management practices.

Ahead of the adoption of the Commission's proposal establishing Horizon Europe, university practitioners from 12 European countries provide solid data based on their direct experience managing national and EU funded research projects. The report features practical information on accounting practices applied to the management of nationally funded research projects. These are compared to current Horizon 2020 rules to explore possibilities for a better alignment of practices between the EU and the national level under Horizon Europe.

The report aims to contribute to the transparency of the discussions promoting a broader acceptance of institutional practices as a major step towards simplifying EU funding. It builds on EUA's earlier work on [financially sustainable universities](#) by providing updated information about the current state of development of costing methodologies in European universities. The analysis shows that universities across Europe have a professional financial management and that many European research funders accept their institutional practices.

Report: Impactful Simplification of the EU Framework Programme for Research and Innovation

Simpler rules for participation have the potential to increase the added value and improve the efficiency and impact of EU funding. For Framework Programme beneficiaries, this primarily involves reducing the incompatibilities between EU funding requirements and institutional financial management systems.

Universities are established institutions with professional financial management procedures that are regulated and audited at national level. Therefore, EUA recommends embracing and making operational a trust-based approach that can support a greater alignment between European, national and regional programmes.

This is best achieved by improving acceptance of institutional accounting practices and EUA proposes to make it operational by providing beneficiaries with the following options:

- Elaborating an adequate, functional procedure for certifying national and institutional accounting methodologies at the beginning of the Horizon Europe programme;
- Developing improved rules based on current Horizon 2020 procedures.

Moreover, beneficiaries should be able to opt for new and simplified funding methods and be allowed to choose to continue using successful management systems already put in place in Horizon 2020. As guiding principles, such simplified funding methods should effectively reduce the administrative burden, ensure fair accessibility and competition, and ensure transparent financial management.

Position paper: Taking simplification of EU Funding to the next level - The university perspective

As the European Union prepares the next generation of EU funding programmes for the post-2020 period, budget discussions are increasingly geared towards performance, European added value, trust and efficiency. Simplification is a cornerstone in the debate as it is seen as a way to achieve these goals, lower entry barriers to programmes (thus improving participation throughout Europe), and overall to maximise the impact of EU funds. Universities are directly interested in the discussions on simplifying the access to and management of projects in a wide range of EU funding programmes.

Universities cautiously assessed the potential for real simplification of the proposed measures for beneficiaries and consider that there is a need to re-focus on more effective simplification solutions. Simplification should be about achieving a coherent set of rules that is mindful of the diversity of actions and beneficiaries accommodated in a programme, and that ensures both high quality processes and an effective use of resources.

Sustainable funding

Position paper: Ambitious funding for excellent research in Europe post-2020

This position paper reiterates the strategic importance of fostering a united and prosperous knowledge-based society in Europe, which needs to remain a high priority despite the uncertain political and economic context. Despite its high impact on society and economy, Horizon 2020 is significantly underfunded. Therefore, EUA advocates for a quantitative and qualitative increase in EU research funding for the next EU Framework Programme for Research and Innovation (FP9) and suggests to open a discussion on a possible ring-fencing or shift of funding from European structural and investment funds (ESIF) or other sources for a more ambitious and well-functioning research programme.

The position paper embodies the sector's views on the topic shaped by the Horizon 2020 mid-term review, the EUA Vision for FP9 and consultations of EUA's Research Policy Working Group and its Expert Group on Regional Strategies for Smart Specialisation.

Public Funding Observatory www.bit.ly/EUAPFO

EUA keeps a close eye on public funding for Europe's universities. Its Public Funding Observatory captures the very latest trends impacting Europe's universities and offers the most up-to-date information on dozens of different higher education systems across the continent. The data is laid out in a series of reports and in an interactive online tool, which is updated annually. The Observatory provides a unique international benchmarking tool and is used by policy makers and sector representatives alike to support the national dialogue on university funding.

EUA campaign: EU Funding for Universities

Improving funding conditions for universities in the next generation of European funding programmes

The significant underfunding of Horizon 2020 has led to a critically low success rate and heavily weighs on the overall efficiency of the funding landscape. Participation remains expensive for universities, especially for less funded institutions in Europe. In this context, EUA calls on member states to provide sufficient and sustainable national public funding for education, research and innovation, which is paramount to support the participation of universities in Horizon Europe and enable them to co-fund the projects.

National public authorities, and in particular ministries of finance must support higher investment in research, education and innovation at the EU level. In the context of the negotiations on the next multiannual financial framework, they must be convinced of the added value of higher investment in this sector at both the national and EU level.

EUA has developed material summarising the arguments in favour of EU-level investment in research and innovation and in higher education. The "Reasons to step up EU-level investment in Research & Innovation" and "Reasons to step up EU-level investment in Higher Education exchange and cooperation" are available as two-pagers and as individual postcards that can be used on social media. The material is available to national rectors' conferences in a format can be adapted to their national context.



Stronger EU investment



Sustainable funding conditions



Impactful simplification

Further resources available at www.eua.eu notably under the issues "Governance" and "Funding".

PRACTICAL INFORMATION

FORUM VENUE

The **4th EUA Funding Forum** will take place at Ramon Llull University at the following address:

Ramon Llull University
La Salle Campus Barcelona
Carrer dels Quatre Camins, 10
08022 Barcelona

FORUM DINNER

On Thursday 18 October, from 20.00-22.00, the Forum Dinner will be held at:

Hotel Catalonia Barcelona Plaza

Plaça Espanya, 6-8
08014 Barcelona

Plaça Espanya is one of the main touristic attractions in the city. The evening will include a welcome drink on arrival, followed by a seated dinner. Delegates were asked to confirm their attendance during the registration process.

The venue is easily reachable by public transport:

- Train: Plaça Espanya stop (R5, R6, R50, R60, S3, S4, S8, S9)
- Metro: Plaça Espanya stop (L1, L3, L8)
- Bus: A1, A2, V7, 13, 23, 46, 109, 150, N0, D40

GOOD TO KNOW

Language

English is the official language of the Forum. No translation will be provided.

Wi-Fi

Eduroam is available at the university. If you do not have an Eduroam account, you will be provided with a temporary username and password.

On site queries

For any questions on site, please go to the registration/info desk located in the foyer of the Auditorium on level -1 of the Sant Josep building.

Photography

Photos will be taken during the event and may be used for publications and websites, both of the organisers and Ramon Llull University. Should you oppose to your picture being used as described, please contact the photographer or the organisers on site.

Currency and banking

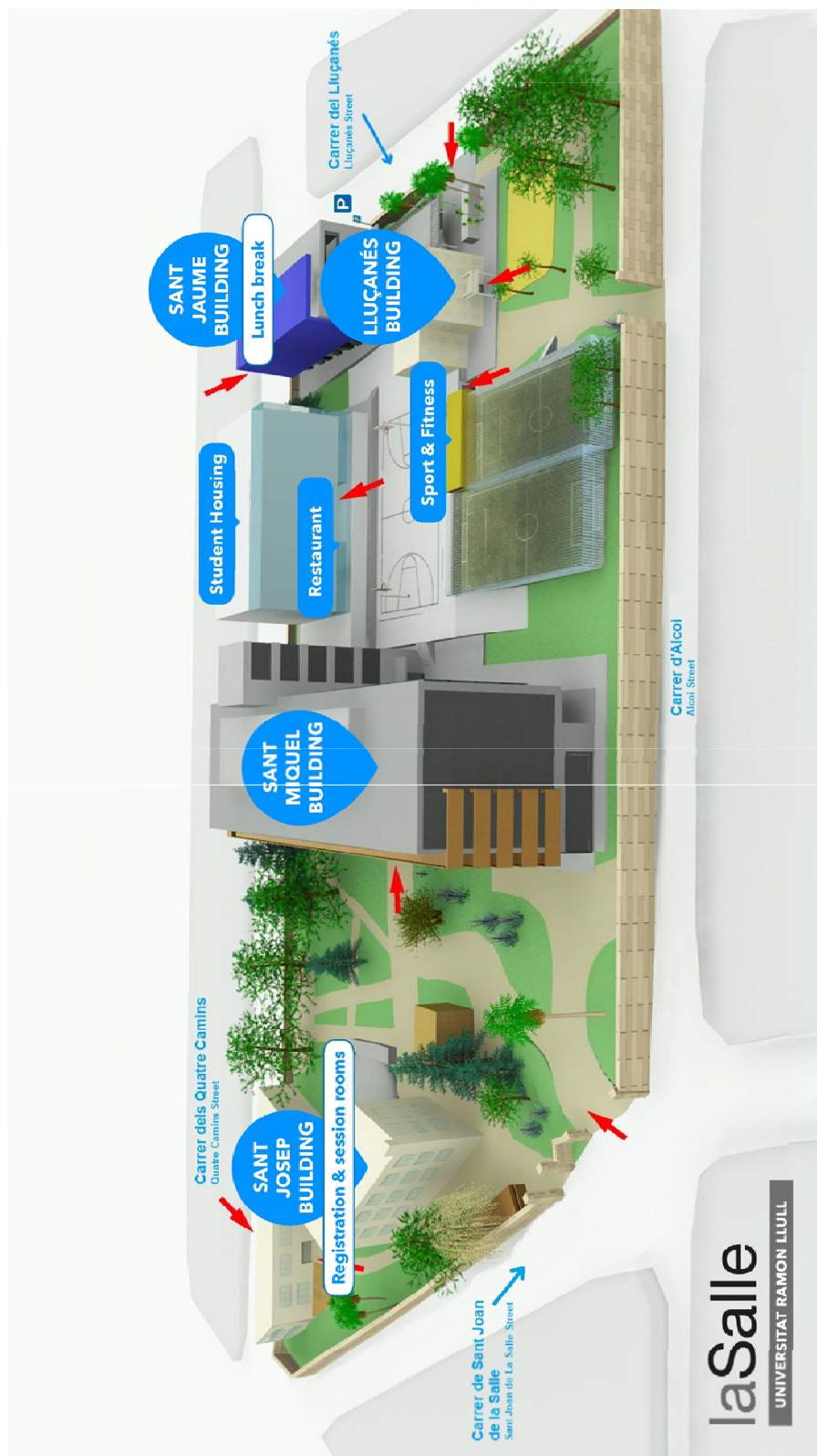
The currency is the Euro. ATMs are accessible 24/7 and they can be found all over Barcelona.

Emergency telephone numbers

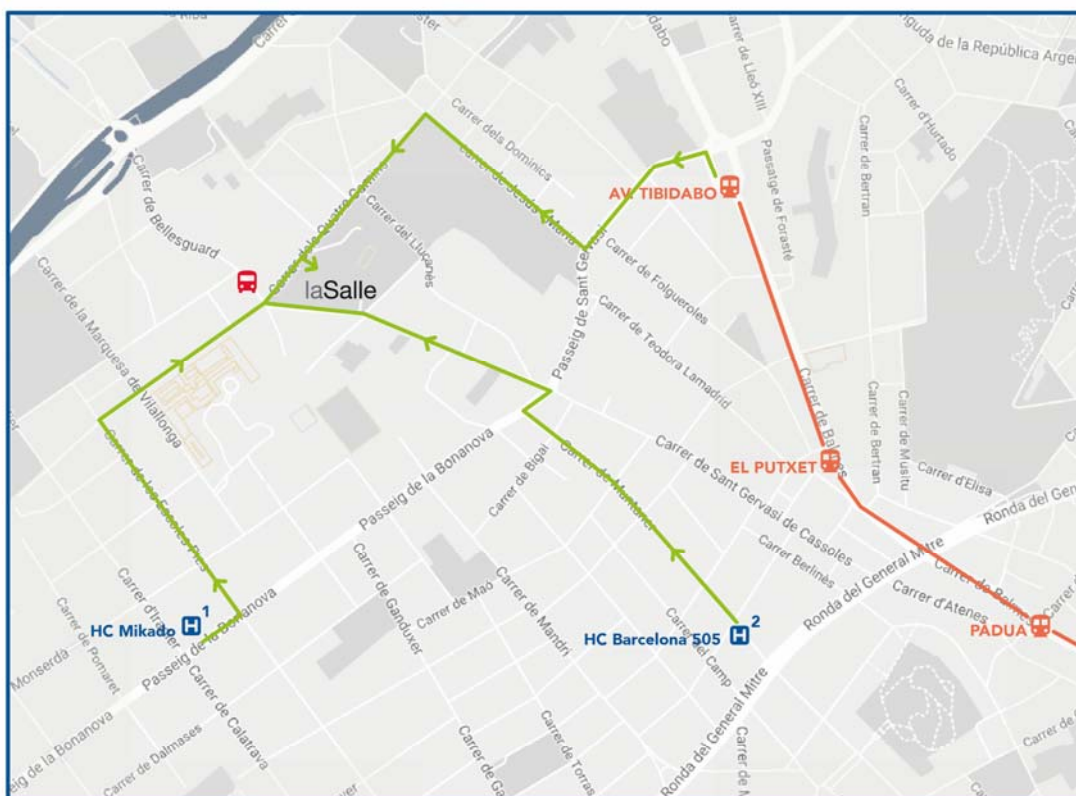
Please dial 112 for general emergency calls (ambulances and police).

MAPS

Campus map



Official Forum hotels <=> La Salle Campus



WALKING:

1
HC Mikado  La Salle
11 min

2
HC Barcelona 505  La Salle
13 min

BY TRAIN: L7 Avda.Tibidabo

Pl.Catalunya Provença Gràcia Pl.Molina Pàdua El Putxet Avda.Tibidabo  La Salle
12 min

5 **4** **3**
HC Plaza Catalunya HC Diagonal Centre HC Barcelona Golf
11 min 10 min 9 min

BUS STOP: 123 - BELLESGUARD-INMACULADA

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A biennial event, the Funding Forum is a unique, inclusive platform open to all higher education funding stakeholders: university leaders and managers, researchers, students, public authorities, public and private funders and partners.

The **European University Association** (EUA) is the representative organisation of universities and national rectors' conferences in 47 European countries. EUA plays a crucial role in the Bologna Process and in influencing EU policies on higher education, research and innovation.

European University Association

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