

Fostering Sustainable and Autonomous Higher Education Systems in the Eastern Neighbouring Area



The ATHENA project in the context of
EUA's work

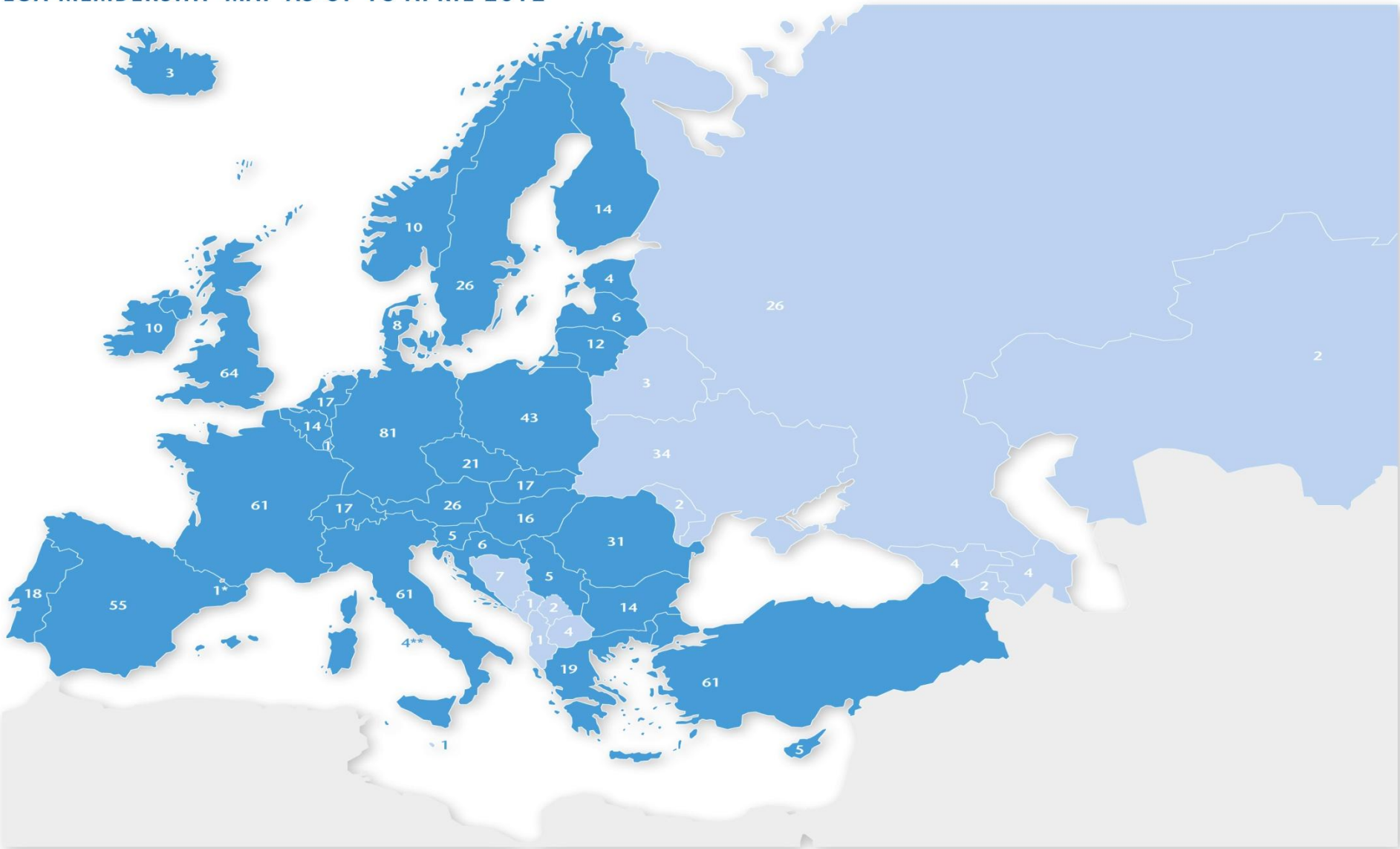
A light blue map of Europe serves as the background for the central text.

European University Association

Strong Universities for Europe

47 countries
34 rectors' conferences
870 members

EUA MEMBERSHIP MAP AS OF 18 APRIL 2012



Countries with EUA collective members

Countries with no EUA collective members

1

Members per country

*

Andorra

**

Holy See

EUA has 25 Affiliates. They have not been integrated in the above map as they do not correspond necessarily to national bodies (please see www.eua.be for full list of members).

Mission

To place universities at the centre of the development of a Europe of knowledge...



- ... through policy work and projects on higher education and research
- strengthening institutional governance & leadership
- promoting partnerships in higher education & research within Europe and beyond



EC President, José Manuel Barroso
© Lars KruseAU Kommunikation



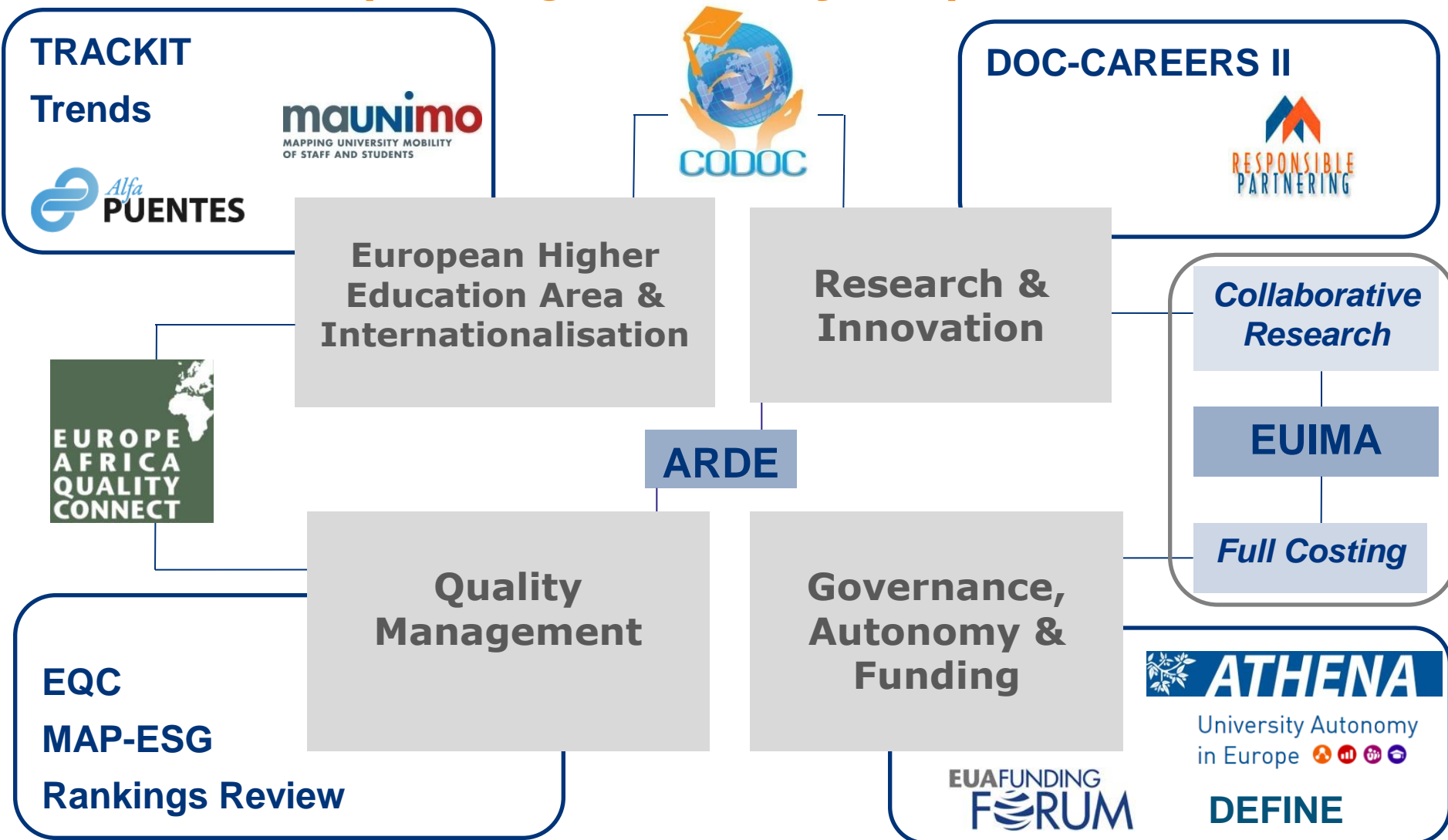
ASSOCIATION OF
COMMONWEALTH
UNIVERSITIES



European Association for International Education

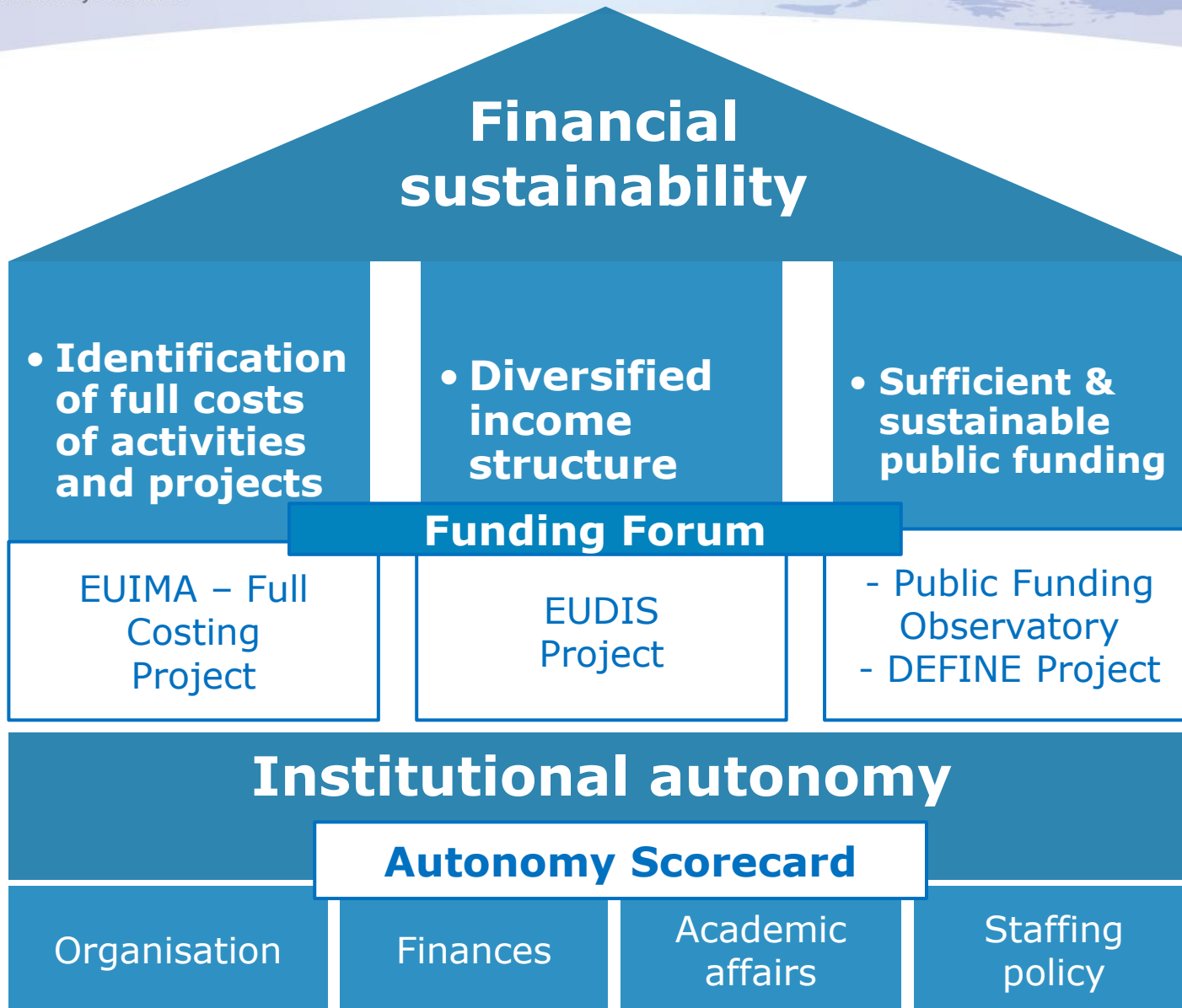


Improving knowledge & practices



A light blue map of Europe is centered in the background of the slide.

The Governance, Autonomy and Funding Unit



EUA's work on funding

■ Major projects:

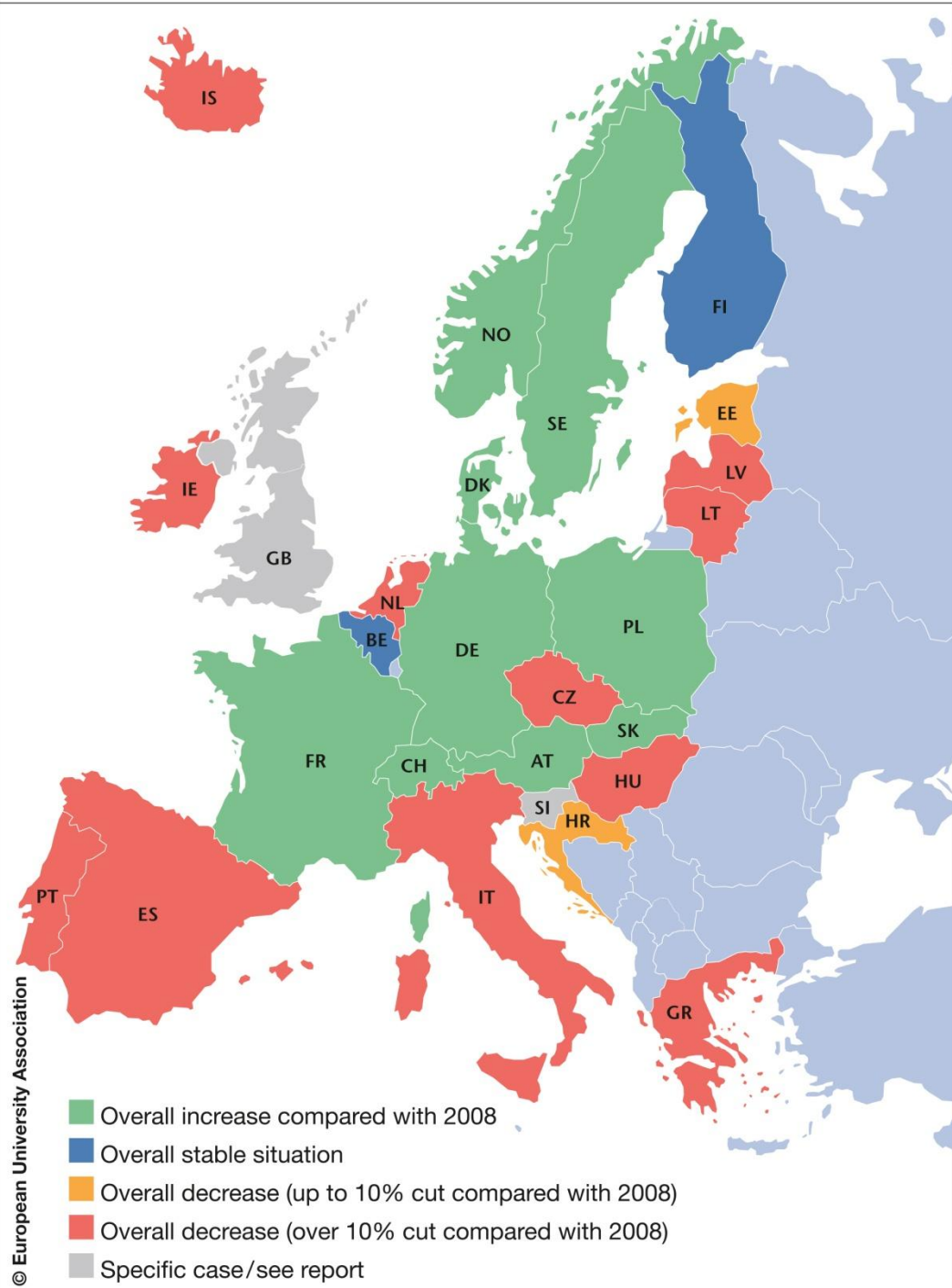
- EUDIS 2008-2011
European Universities Diversifying Income Streams
- EUIMA Full Costing 2009-2012
part of the project European Universities Implementing the Modernisation Agenda
- DEFINE 2012-2015
- Designing strategies for efficient funding of higher education in Europe

■ Some of the policy work:

- Monitoring of the **impact of the economic crisis** on higher education via the Public Funding Observatory
- Input to debate on **simplification** of funding schemes and on the upcoming **Horizon 2020 programme** (rules for participation)

Public Funding Observatory

Trends in public funding of higher education in Europe over the period 2008-2012



EUA's work on autonomy

- **Autonomy as a central policy issue for EUA**
 - Subject of policy declarations and conferences
- **Exploratory Study on University Autonomy in Europe (2009)**
 - Sketches broad trends in university autonomy and governance in 34 higher education systems
- **Autonomy Scorecard (2009-2011)**
 - Maps and compares university autonomy and accountability through a set of common indicators

University autonomy and funding

- Correlations exist between autonomy and
 - **Performance, quality, degrees of income diversification, more successful internationalisation, efficiency and effectiveness**
- Financial autonomy is key to allow university to develop partnerships, borrow money, keep surpluses
- Staffing autonomy is key to recruit the adequate staff profiles
- BUT: Holistic reforms needed, accompanied with appropriate support for skills and structure development

Organisational

- Selection procedure/ criteria for rector
- Dismissal/ term of office of rector
- Inclusion/ selection of external members in governing bodies
- Deciding on academic structures
- Creating legal entities

Financial

- Length/ type of public funding
- Keeping a surplus
- Borrowing money
- Owning buildings
- Charging tuition fees for national/ EU students
- Charging tuition fees for non-EU students

Staffing

- Staff recruitment procedures
- Staff salaries
- Staff dismissals
- Staff promotions

Academic

- Deciding on overall student numbers
- Selecting students
- Introducing/ terminating programmes
- Choosing language of instruction
- Selecting QA mechanisms/ providers
- Designing content of programmes

University Autonomy in Europe



How autonomous are Europe's universities?

Select one of the countries on
the right to find out.



Finland

3rd in Organisational

16th in Financial

6th in Staffing

5th in Academic



The Netherlands

13th in Organisational

5th in Financial

13th in Staffing

23rd in Academic



Portugal

7th in Organisational

7th in Financial

18th in Staffing

21st in Academic

www.university-autonomy.eu



Fostering Sustainable and Autonomous
Higher Education Systems
in the Eastern Neighbouring Area

- **ATHENA project** -

Key features

Project title:

« Fostering Sustainable and Autonomous Higher Education Systems in the Eastern Neighbouring Area » (ATHENA)

Duration:

mid Oct. 2012 – mid Oct. 2015 (36 months)

Co-funder: (90%)

EU: IV TEMPUS programme,
5th call, structural measures



Tempus

Focus

- **Thematic:** Governance and funding reform
- **Level:** primarily system level changes (structural measure), but dual approach including individual institutions
- **Geographical:** Armenia, Moldova, Ukraine (partner countries)

Aims and objectives

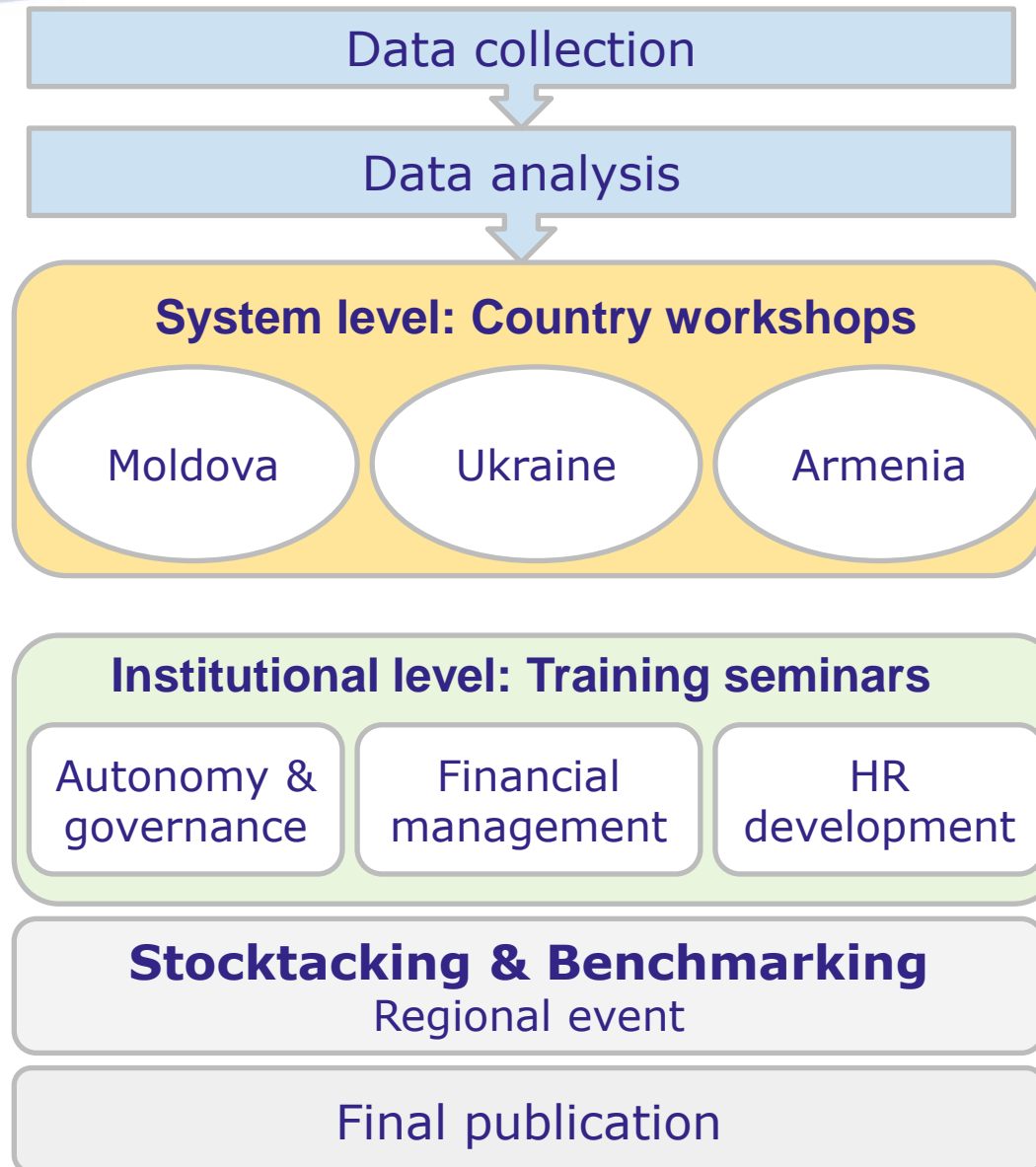
- Foster the **transfer of good practices** in order to promote efficient and effective reforms;
- Promote **inclusive approaches** involving HEIs, public authorities and other relevant stakeholders;
- **Build the capacities** of HEIs in the partner countries to modernise the management of financial and human resources.

Partnership

Coordination: EUA

Partners: 22 (including coordinator)

- 6 from Ukraine (4 HEIs, NRC, Ministry)
- 5 from Moldova (3 HEIs, NRC, Ministry)
- 5 from Armenia (3 HEIs, NRC, Ministry)
- 2 HEIs from Portugal
- 2 HEIs from Finland
- 1 HEI from the Netherlands



Project milestones

First year

- Focus on **research** (data collection & analysis: university autonomy and funding in partner countries)
- Starting the **policy dialogue** (country workshops, policy roadmaps)

Second year

Focus on **capacity building**: organisation of study visits for partner country staff to EU partners; drafting of implementation roadmaps)

Third year

- Focus on **policy development** and **regional benchmarking**
- **Dissemination** of project recommendations and policy roadmaps, publication

A light blue map of Europe is centered on the slide, showing the outlines of the continents and surrounding waters.

Thank you

www.eua.be/athena