



# **MODERN**

## **Peer Learning Workshop**

**Berlin**

**October 5, 2010**

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# University Funding Context

- **Sources:**

- **State funding**

- **Other income (research councils, EU, industry, private foundations)**





# University Funding

## ■ Funding for Education: Taximeter principle (performance based)

No tuition fees (EU- students and exchange programme students)

Outsiders: between 6,000 Euros and 16,000 Euros

(equivalent of the taximeter for 60 ECTS)

## ■ Funding for research:

■ Basic state funding > increasingly competitive

■ (performance based)



# SDU: Faculty of Humanities

- Education funding: 14 million Euros
- Basic research funding: 11 million Euros
- External funding: 6 million Euros (i.e. 20% of total income)
- Expenses: 88 % on salary



# Distribution of income

**Income at faculty level**

**Faculty reserves a 'poll tax'**

**Rest goes to departments**

**Education funding according to performance;**

**Research funding based on number of reserachers = a 'research taximeter')**

**External funding (minus some overhead, which goes to rector)**



# **Decentralized economy – with limitations**

**1. Heads of department can**

**i) hire staff for up to 12 months**

**ii) administer running costs (computers, study trips, etc)**

**2. Quarterly meeting with the dean**

**3. Each department is responsible for own research groups, which may suggest new initiatives**



# Strategy

- Decided on Faculty level, on the input from departments
- Faculty makes up strategic level
- Departments make up the day-to-day working level



# Relation between faculty and department

- Regulated by development contract, which mirrors the university contract with the ministry:
- Performance targets
- Research / Education / Knowledge dissemination



# Research targets

**Research activity**

**Internationalization**

**External, non-governmental funding**

**PhD enrolment**

**Number of PhD graduates**

**Composition of research staff (gender)**



# Education targets

**Student enrolment**

**Drop-out rates**

**Study completion rates**

**Quality Assurance of programmes**

**Rate of (un)employment for graduates**

**Internationalization of programmes**





# Knowledge Dissemination

**Participation in public debate**

**Collaboration with business sector (patents, etc)**





# Local contracts

Relevant extracts from the overall contract

- May vary from department to department





# Incentives to increase funding

**Education funding goes to departments (taximeter)**

**External funding goes to departments/research groups  
(minus overhead tax)**

**Research excellence may be rewarded in salary negotiations**

**Ability to attract external funding may be rewarded in salary  
negotiations**





# Strategic choices

Decisions are made on the basis of:

1. Own academic strongholds
2. Investment in areas where we want to be strong
3. Investment in areas where we can see a future income





# Sometimes decisions are taken elsewhere

External funding is decided by research councils

External actors may suggest new study programmes





# The Dean can/may/must

**Ensure fulfilment of development contract**

**Ensure interaction between education and research**

**Act as whip for Department Heads**

**Approve of any cost of permanent nature**

**Hire / fire**

**Establish and maintain strategic contacts, internally and externally**