

# Modernising Universities in Europe

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**Professor Georg Winckler**  
**President**  
**European University Association**

**Rector, University of Vienna**

**6 November 2007**  
**Universidade Nova de Lisboa**

## Europe of Knowledge

- Clear commitment to achieve EHEA and ERA (Europe of Knowledge): Europe needs the EHEA and ERA in order to overcome national fragmentations in higher education and research and to produce quality standards and competitive pressures a large area can provide (mobility of staff and students, competitive funding at European level)

## Strong Universities for a Strong Europe

- Modern and Open” Universities recognised as key stakeholders in achieving the future success of the Europe of knowledge.
- “Modern”: Modernisation agenda, EC Communication of 10 May 2006.
- “Open”: to collaboration with external partners, regional and international; readiness to share knowledge.

## Modern Universities Pillars of Modernisation

- Autonomy and Accountability
- Governance and Leadership
- Funding

## Objectives of Autonomy

Not an end in itself but a means:

- To act quickly in a fast changing, competitive and globalised environment
- To better respond to societal needs at national and European levels
- To raise additional funds in a context of stagnating public resources
- To better respond to demographic challenges in Europe

## Key elements of Autonomy

- Nominal autonomy is not the key but how autonomy is applied
- Operational autonomy must comprise:
  - ✓ Capacity to define mission/academic profile and develop a sense of shared purposes and values
  - ✓ Capacity to adjust internal structures and decision-making processes (organisational autonomy)
  - ✓ Capacity to manage academic/admin staff and develop them (staffing autonomy)
  - ✓ Capacity to freely manage budgets and to raise funds (financial autonomy)
  - ✓ Full-cost systems linked to strategic steering and to ensure financial sustainability

## Funding

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- “Modernisation Agenda for Universities” states the need to reduce the funding gap by 2015 through devoting at least 2% of GDP to higher education institutions.
- Diversify income streams

## Autonomy ↔ Accountability

- University/State:
  - ✓ Coherent autonomy and accountability framework
  - ✓ Clear division of responsibilities
  - ✓ No micro-management by government, only setting the rules of the game
- University/Staff and students
- University/External stakeholders



## Conclusions

### Three Lines of Action

- Enhance mobility of staff and students
- Financing at the European level: ERC; European collaborative research programmes (Paul David)
- System competition: Innovative Use of the Open Method of Coordination – Involving Universities – on achieving institutional autonomy, the 2% GNP target for Higher Education Institutions and attractiveness of research careers.