

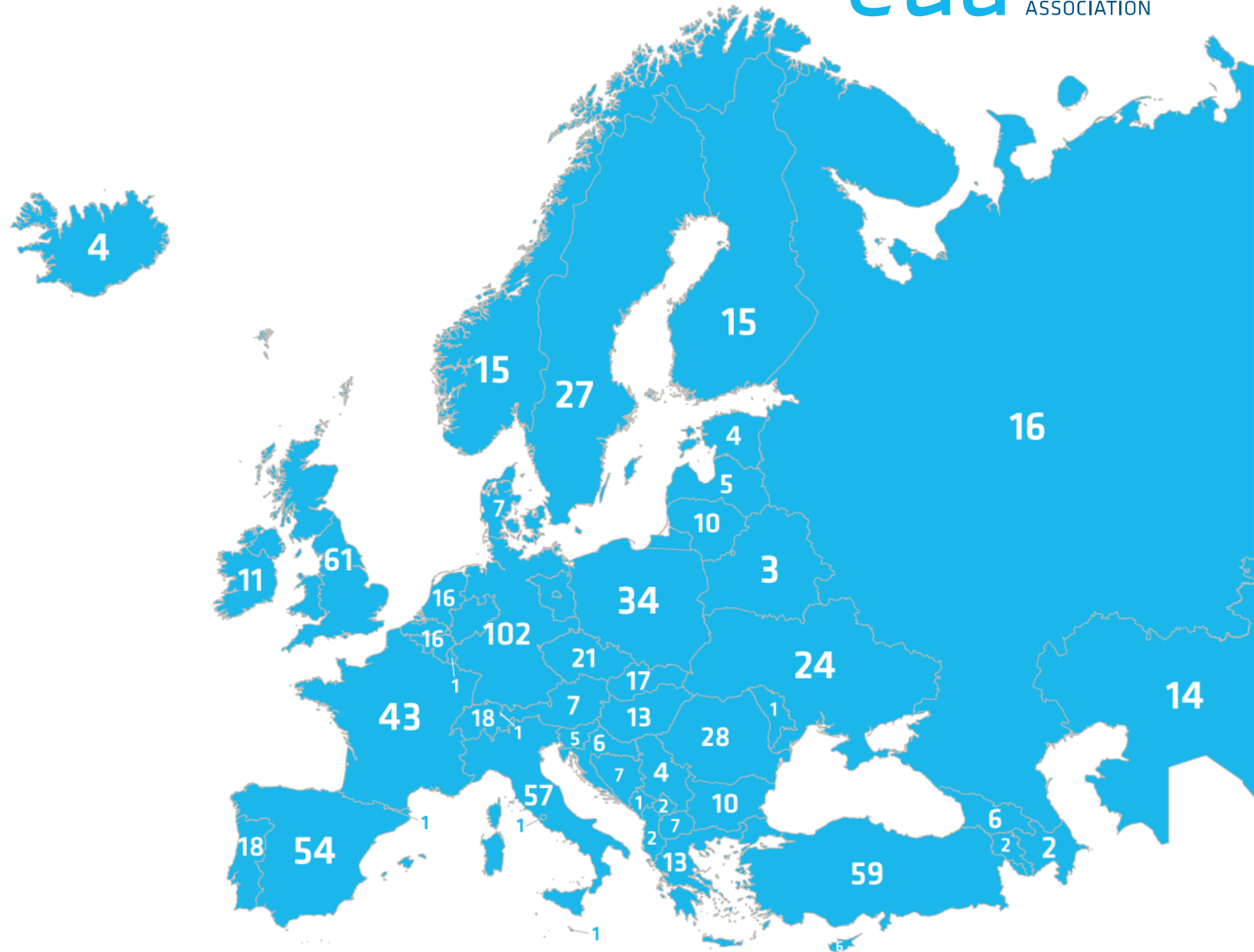
University autonomy in Europe: The EUA Scorecard

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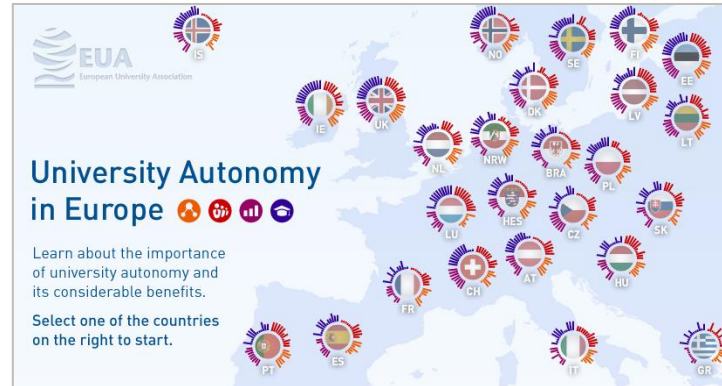
CEENQA Workshop
23/09/2022

EUA has about
850 members
based in 48
countries

Universities &
national university
associations



EUA comparative data and analytical tools to understand the diversity of higher education systems



EUA university autonomy scorecard

www.university-autonomy.eu



Public Funding Observatory

<http://bit.ly/public-funding-observatory>

Why pursue university autonomy?

Institutional autonomy:

- enables universities to determine and pursue strategic priorities according to their strengths;
- does not automatically lead to better performance but is an important requisite

Objective

To meaningfully enhance the institutions' ability to build strategic profiles through the development of their academic offer, supported by proper financial management capacity, adequate HR strategies and a reflection on the governance model.

A unique tool covering 30+ higher education systems across Europe

- Development supported by the EU
- Monitoring university autonomy in 4 dimensions
- Scoring and ranking systems for public universities
- Country specific comparisons and benchmarking
- Structured policy dialogue, High level events
- Long-term projects (i.e. ATHENA, TRUNAK, STAND)

Informing policies at European level

Providing institutional support



Autonomy dimensions

Organisational

- Rector selection procedure/criteria
- Rector term of office/dismissal
- Inclusion/ selection of external members for the governing bodies
- Academic structure decisions
- Creation of legal entities

Financial

- Length/type of public funding
- Keeping a surplus
- Borrowing
- Building ownership
- Tuition fees for national/EU students
- Tuition fees for non-EU students

Staffing

- Recruitment procedures
- Salaries
- Dismissals
- Promotions

Academic

- Setting total student numbers
- Selecting students
- Introducing/terminating study programmes
- Choosing language of instruction
- Selecting QA mechanisms/QA providers
- Study programme content design

Key enablers

- Strategic governance
- Strategic planning
- Leadership engagement
- Shared services
- Collaboration

- Facility use & space optimisation
- Strategic financial management & allocation to priorities
- Procurement
- Internal incentive schemes

- Career path models adapted to new ways of conducting research and L&T
- Incentives
- Skills development, staff training (diversity)

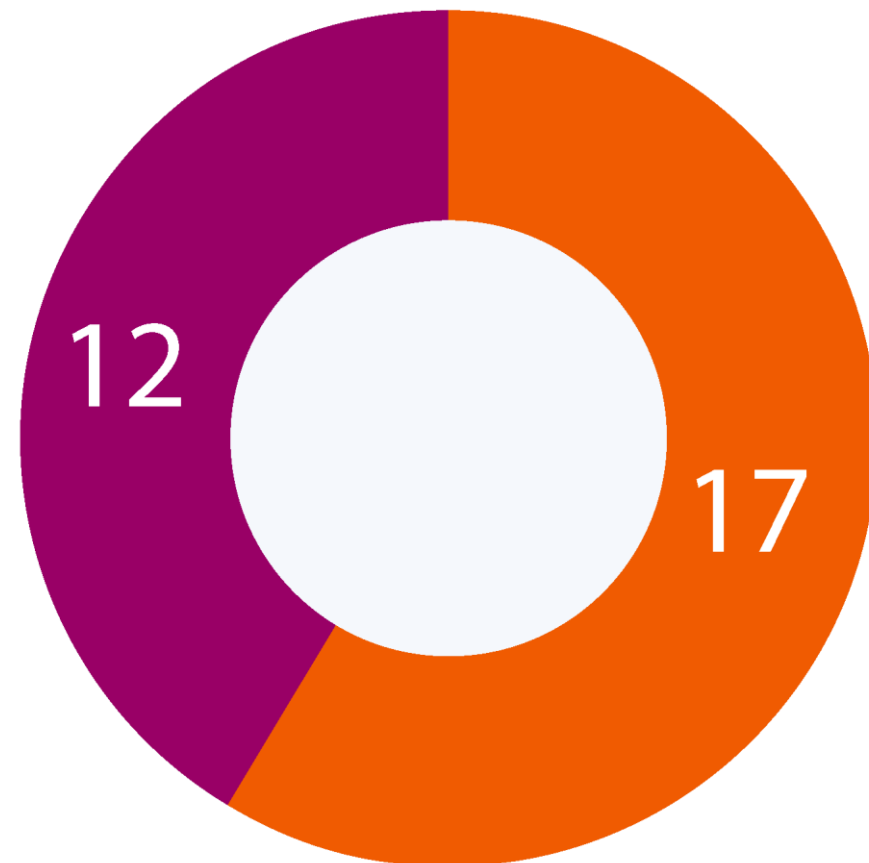
- Technology enhanced learning
- Design & introduction of programmes
- Admission policies

Organisational autonomy

Executive head appointment:

Public authorities intervene with different degrees of formality in 40% of the systems

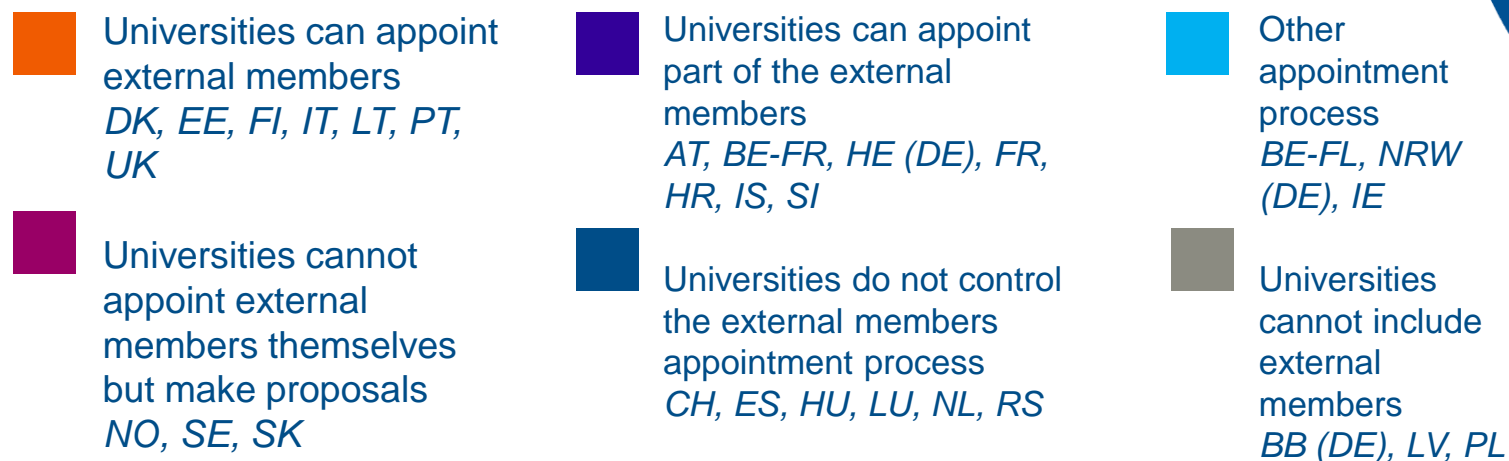
- No external validation (internal appointment)
AT, BE-FL, BE-FR, HE (DE), DK, EE, FI, FR, HR, IE, LT, NO, PL, PT, RS, SI, UK
- Formal validation by an external authority
CH, BB (DE), NRW (DE), ES, HU, IS, IT, LU, LV, NL, SE, SK



2017data

Selection of external members in governing bodies:

Variety of models

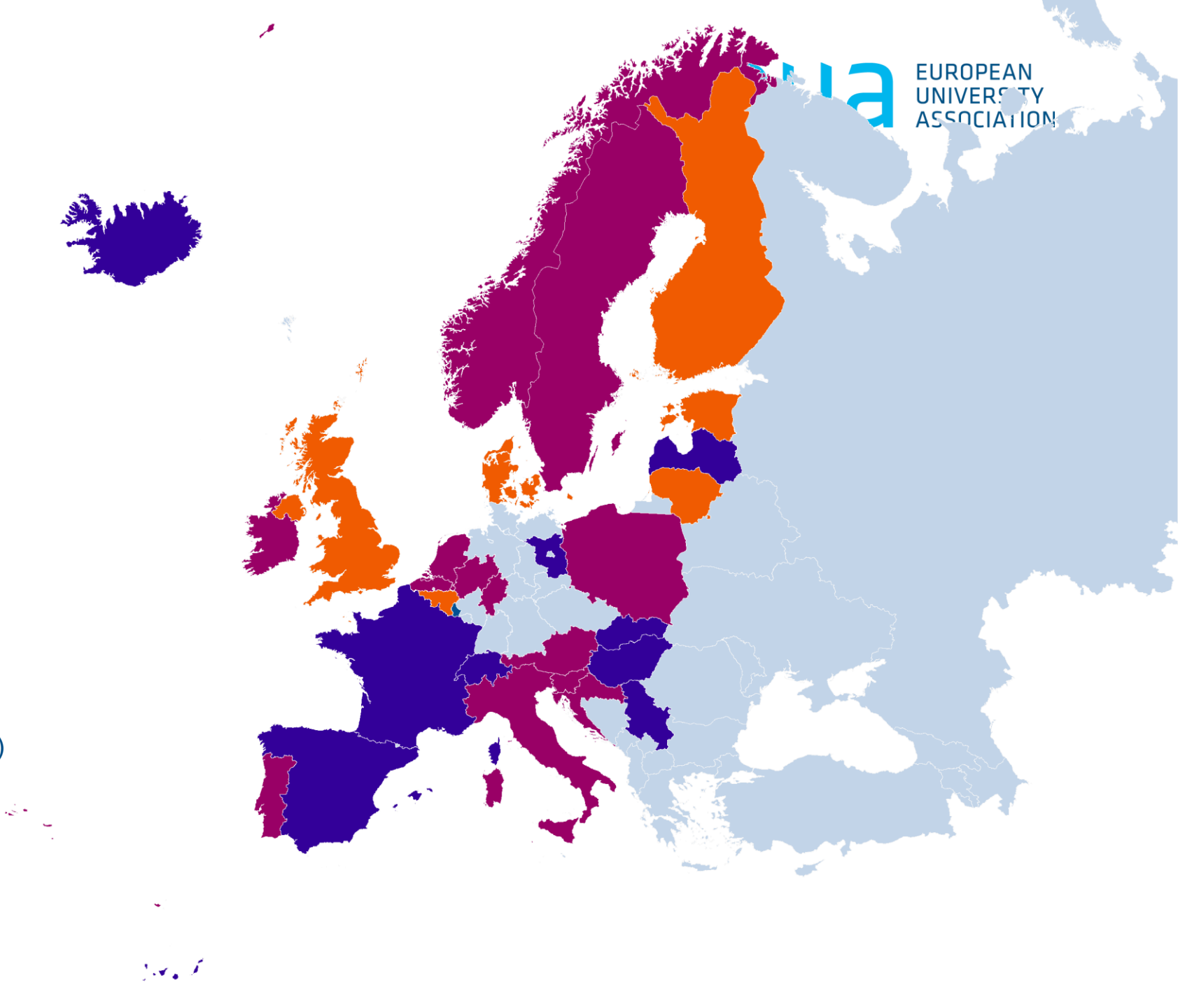
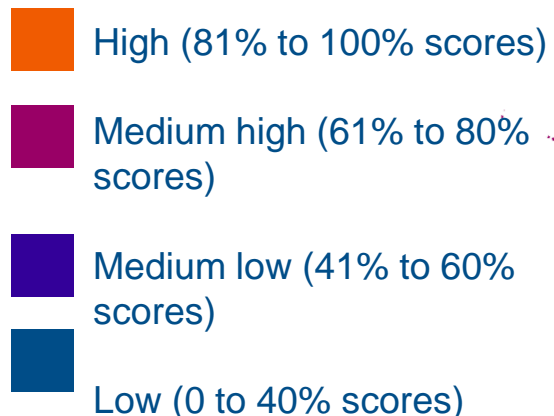


Governance trends

- Evolution towards granting board-type bodies more power – more recently, certain degree of rebalancing
- Alterations in number and composition of certain governing bodies (role of external members)
- Multiple governance reforms driven by need to increase efficiency, save resources and minimise the administrative burden
- Reforms on legal status, co-existence of different models within system
- No single linear progress curve towards enhanced autonomy

Organisational Autonomy Scores

Clusters



Financial autonomy

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

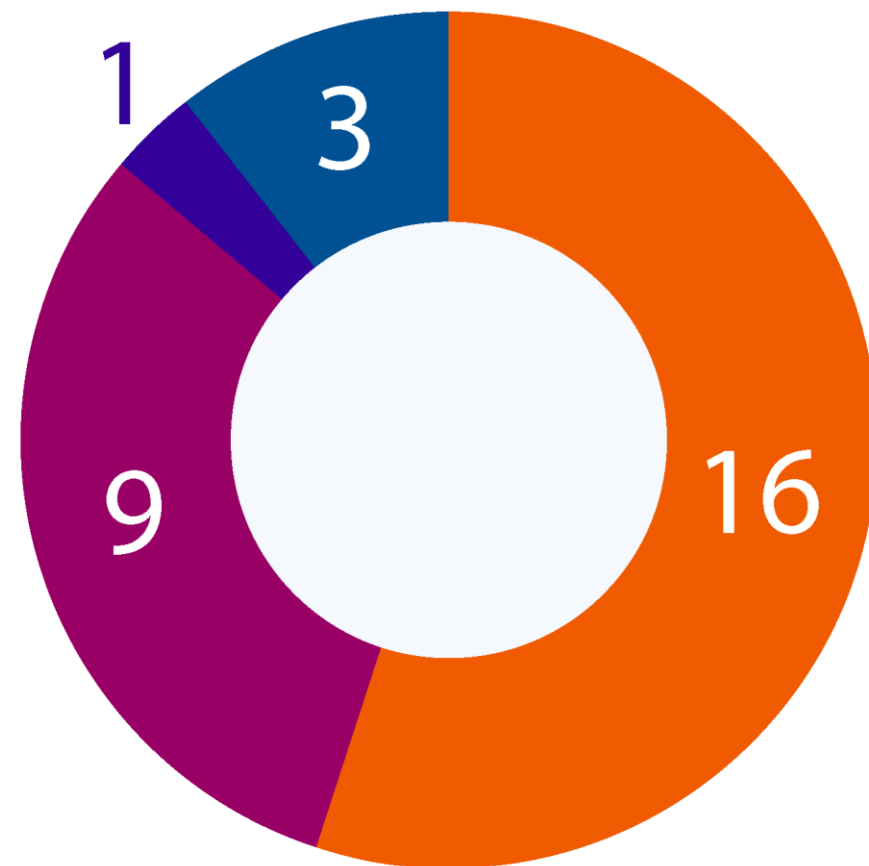
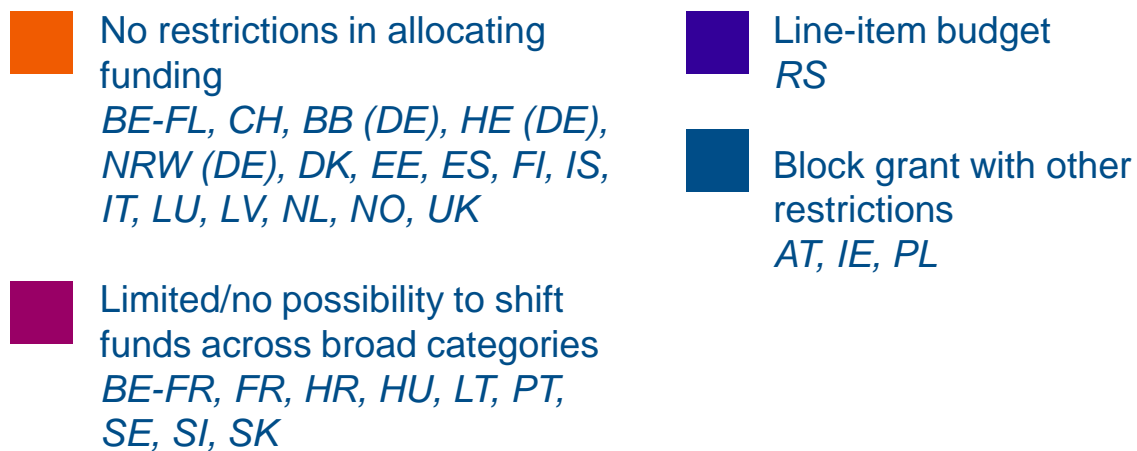
Staffing

- 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

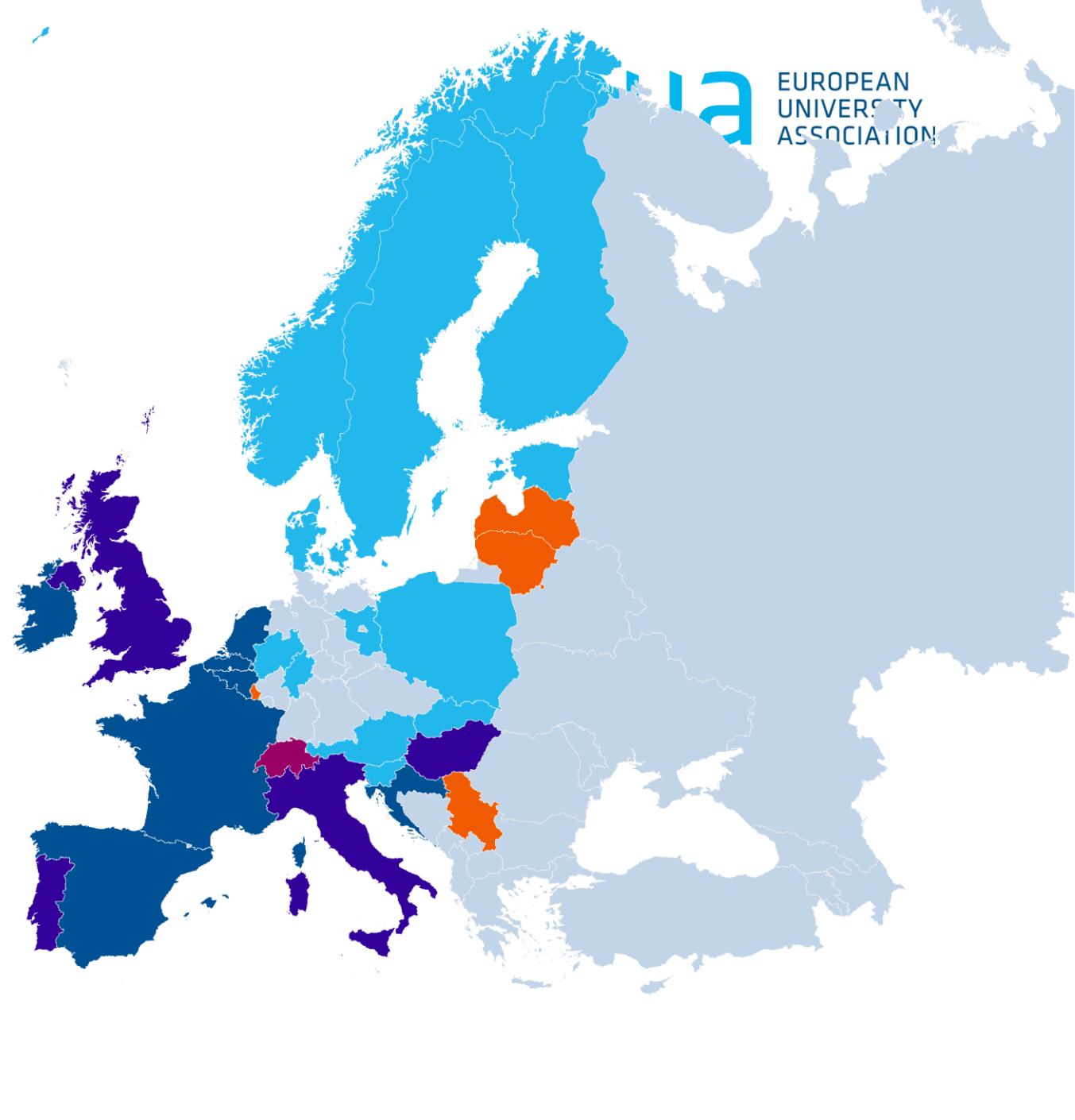
Internal funding allocation:
Nearly half of the systems are still imposing restrictions, limiting the scope for strategic resource allocation



Tuition fees for national Bachelor students

Strongly regulated area but different models

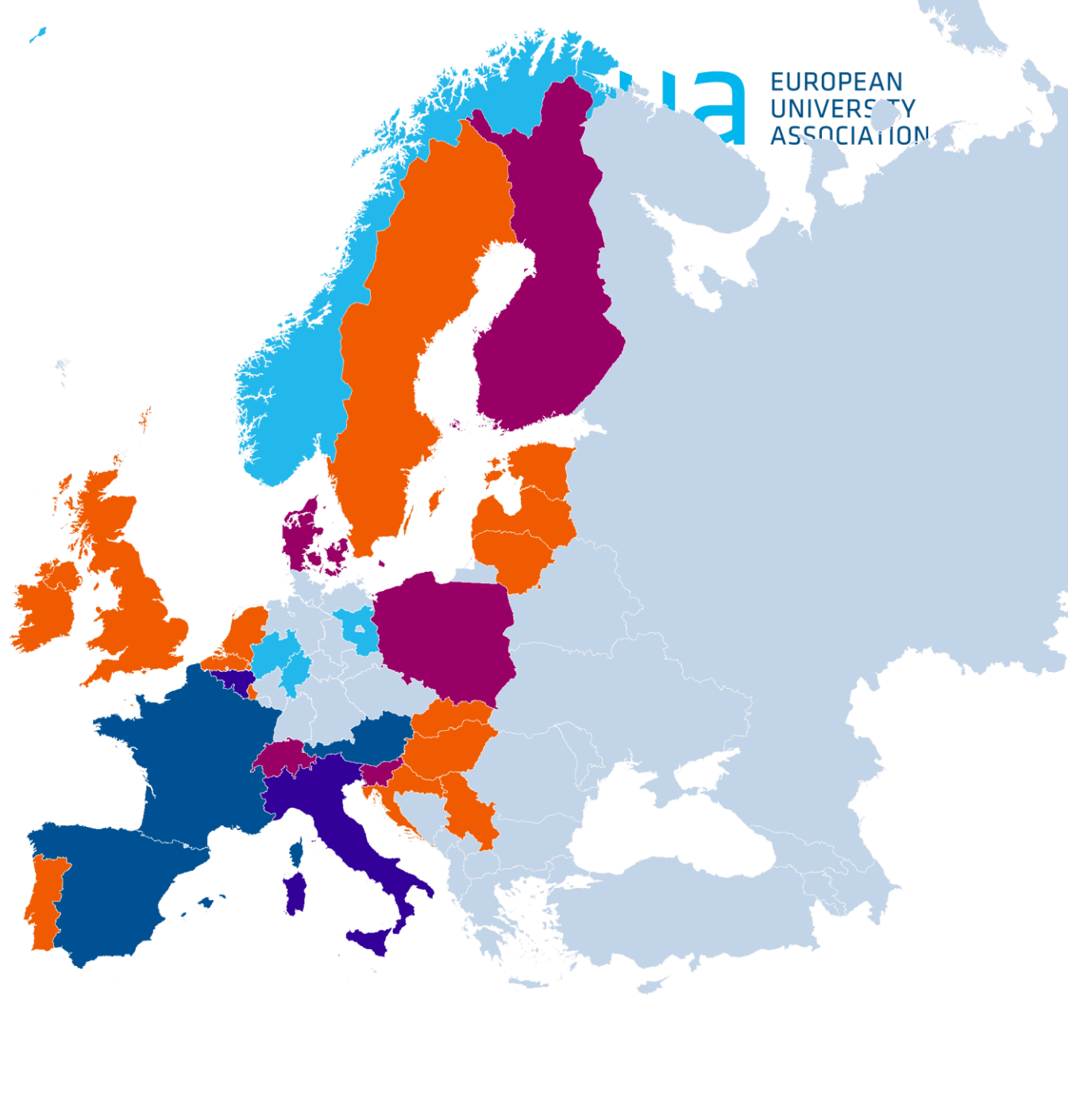
- Universities can set fees freely
- Universities cooperate with external authorities
- Universities can set fees under an externally-set ceiling
- Fees are set externally
- Universities may not charge fees



Tuition fees for international students (Bachelor and Master)

More diversity
Evolving picture & policy experimentation

-  Universities can set fees freely
-  Universities cooperate with external authorities
-  Universities can set fees under an externally-set ceiling
-  Fees are set externally
-  Universities may not charge fees



- Financial autonomy – trends


- More systems resort to multi-annual financial planning, although maintain annual allocation of funds
- Worrying trends linked to allocation of scarce resources:
 - increased earmarking of public funds
 - budget cuts reducing the universities' scope for strategic financial management
 - increased state involvement in financial decisions
- Persistence of measures taken in the context of the economic crisis – more constrained regulatory frameworks

Financial autonomy scores

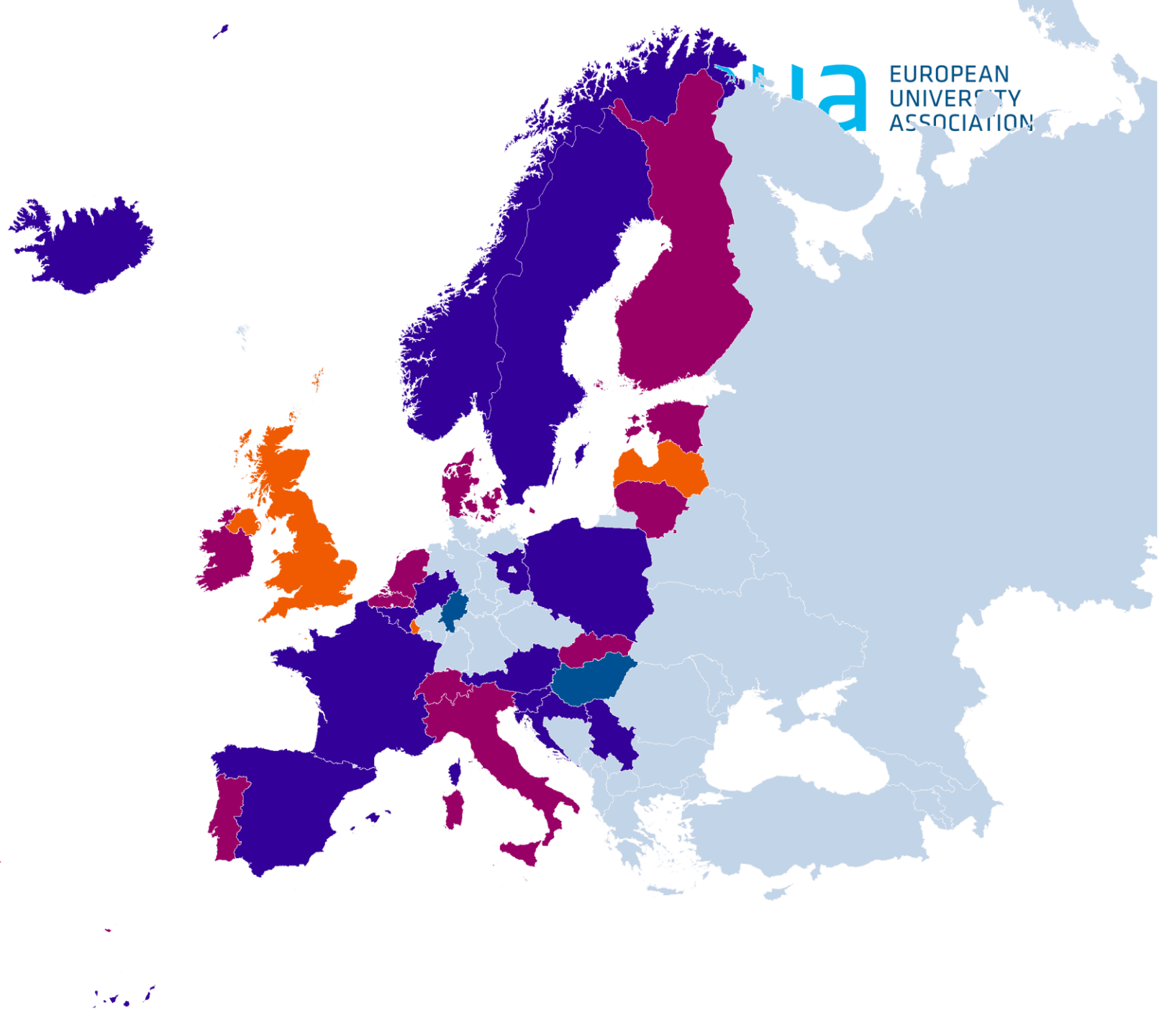
Clusters

 High (81% to 100% scores)

 Medium high (61% to 80% scores)

 Medium low (41% to 60% scores)

 Low (0 to 40% scores)



Staffing autonomy

Organisational

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- Dismissal/ term of office of rector
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Staff recruitment: Recruitment of senior academic staff remains heavily regulated

Senior academic staff

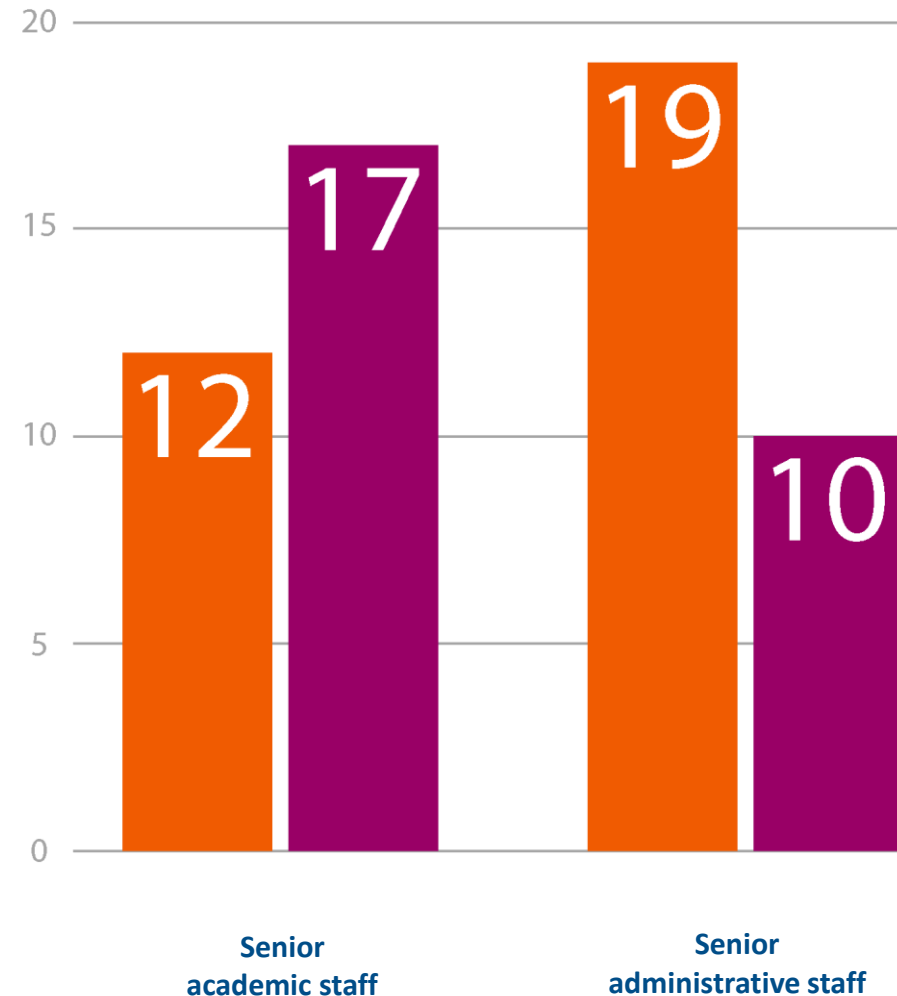
Universities can decide freely on recruitment
BE-FL, CH, DK, EE, FI, IS, LU, NL, NO, RS, SK, UK

Universities cannot decide freely on recruitment (restrictions apply)
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Senior administrative staff

Universities can decide freely on recruitment
AT, BE-FL, BE-FR, CH, BB (DE), HE (DE), NRW (DE), EE, FI, IS, LT, LU, LV, NL, NO, PL, SE, SK, UK

Universities cannot decide freely on recruitment (restrictions apply)
DK, ES, FR, HR, HU, IE, IT, PT, RS, SI



Staff salaries:

Universities are rarely able to decide autonomously on salaries, especially for academic staff



Senior academic staff

Universities can decide on salaries
CH, EE, LU, LV, PL, SE

Decisions on individual salaries are restricted due to an overall limit for all staff salaries
BE-FL, BB (DE), HE (DE), NRW (DE)

Salary bands negotiated with other parties
DK, FI, IS, NL, NO, UK

Salary bands set externally for some or all
BB (DE), HE (DE), NRW (DE), FR, HU, IE, LT, RS

Salaries set by an external authority / civil servant status for some or all
AT, BE-FR, ES, HR, IT, PT, SI, SK

Other restrictions
BE-FL, HU, IE, NO, PL



Senior administrative staff

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BE-FL

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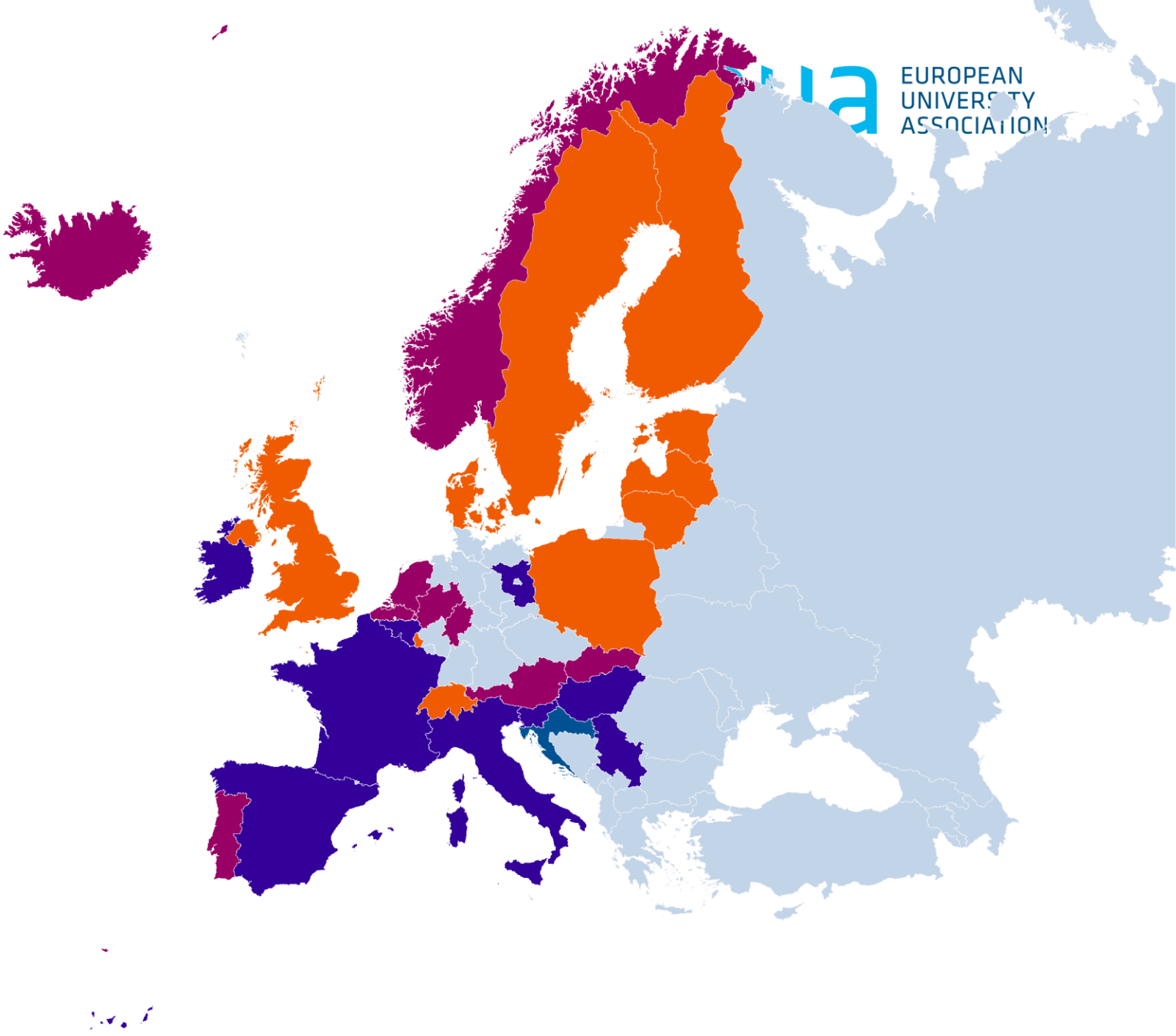


- Staffing autonomy - trends
 - Half of the systems have **civil servant status** for a majority of senior university staff, but tendency of phasing out in several countries
 - Employment modalities of senior academic staff tend to be more regulated than those of senior administrative staff
 - The economic crisis has had a long-lasting effect on staffing policies

Staffing Autonomy Scores

Clusters

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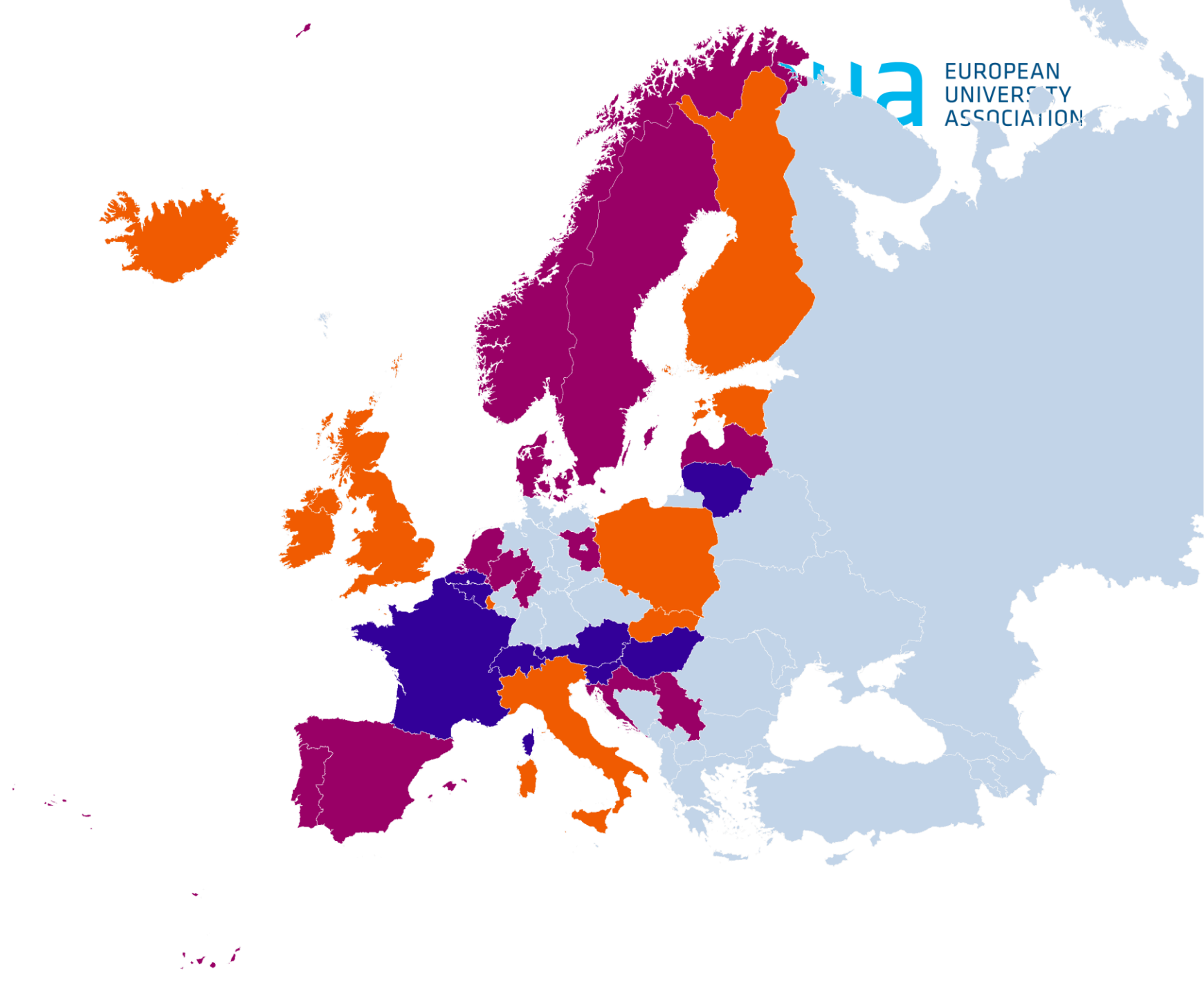
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Admission criteria at Bachelor level




Universities are exclusively responsible for admission in less than 1/3 of the systems

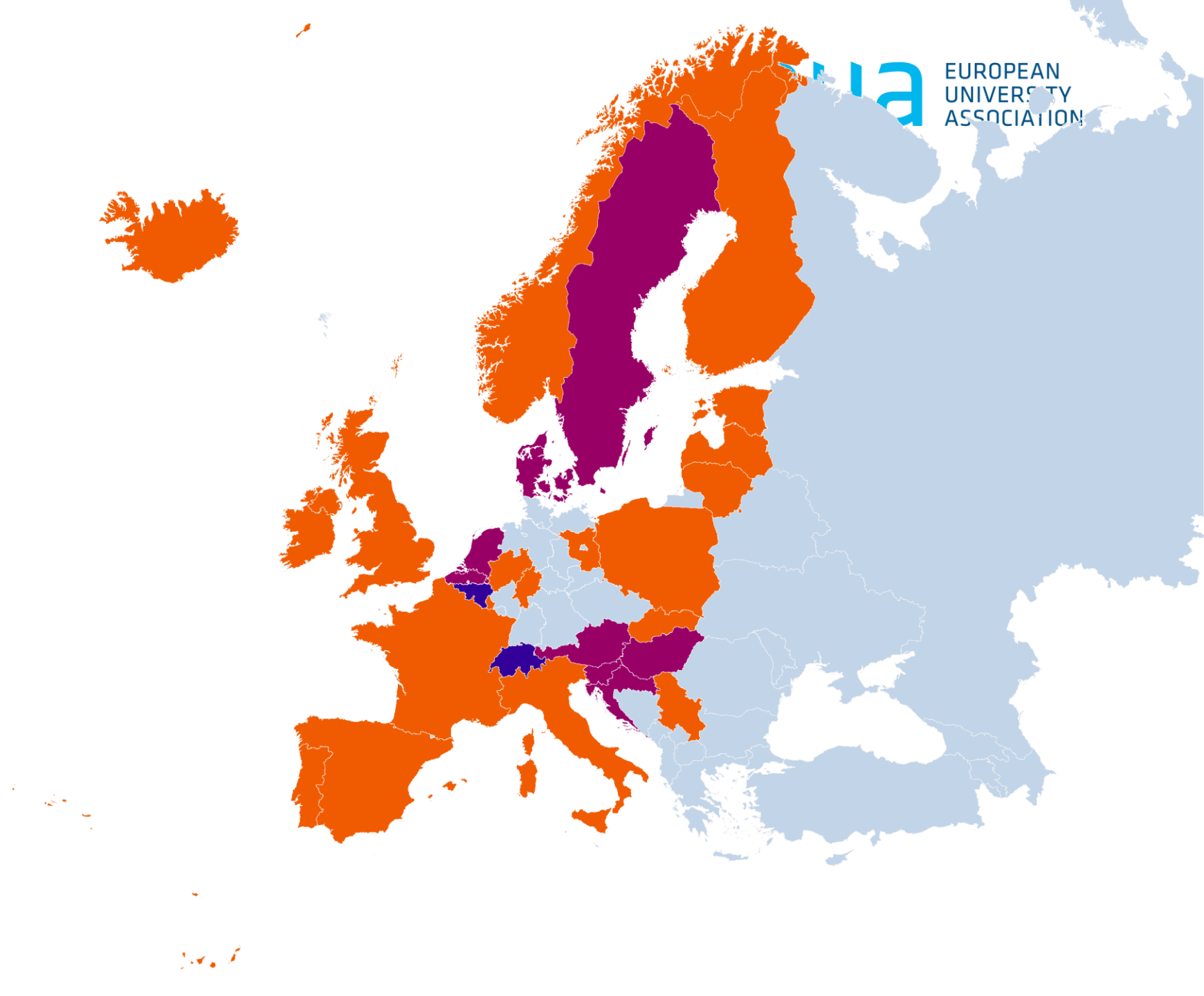
-  Universities can set admission criteria
-  Admission criteria are co-regulated between universities and an external authority
-  Admission criteria are entirely regulated by an external authority



Admission criteria at Master level

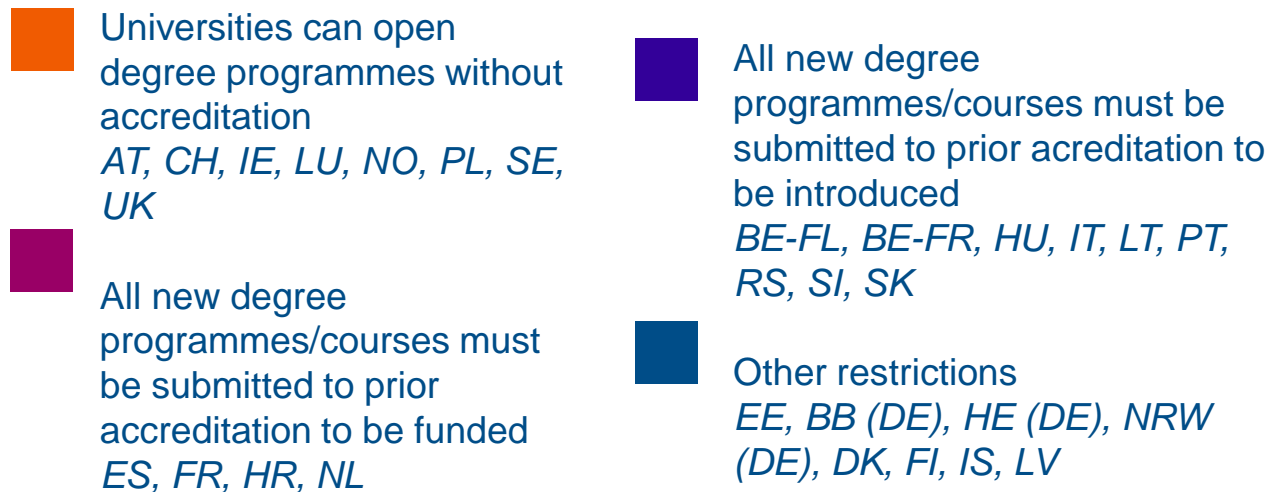
Greater autonomy for
universities in student
selection

-  Universities can set admission criteria
-  Admission criteria are co-regulated between universities and an external authority
-  Admission criteria are entirely regulated by an external authority



Introduction of new degree programmes:

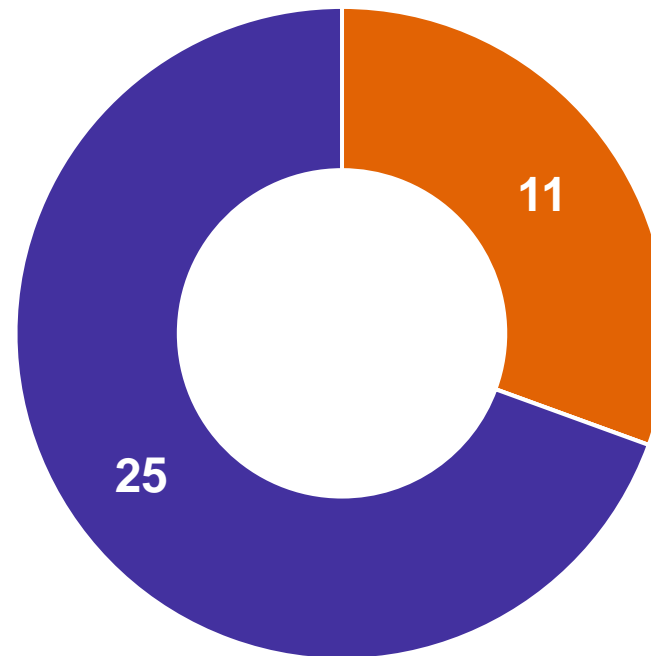
Several systems are engaged in a transition towards institutional accreditation



External quality assurance:

- 2/3 rely on national agency for main accreditation process
- No choice on external QA mechanisms in general
- 2/3 have some form of institutional evaluation, but often in combination with programme/study field evaluation

Can universities select the quality assurance agency?



- Yes, freely according to their needs (including agencies from other countries)
- Universities cannot choose the quality assurance agency





Preview 2022 data (36 systems)

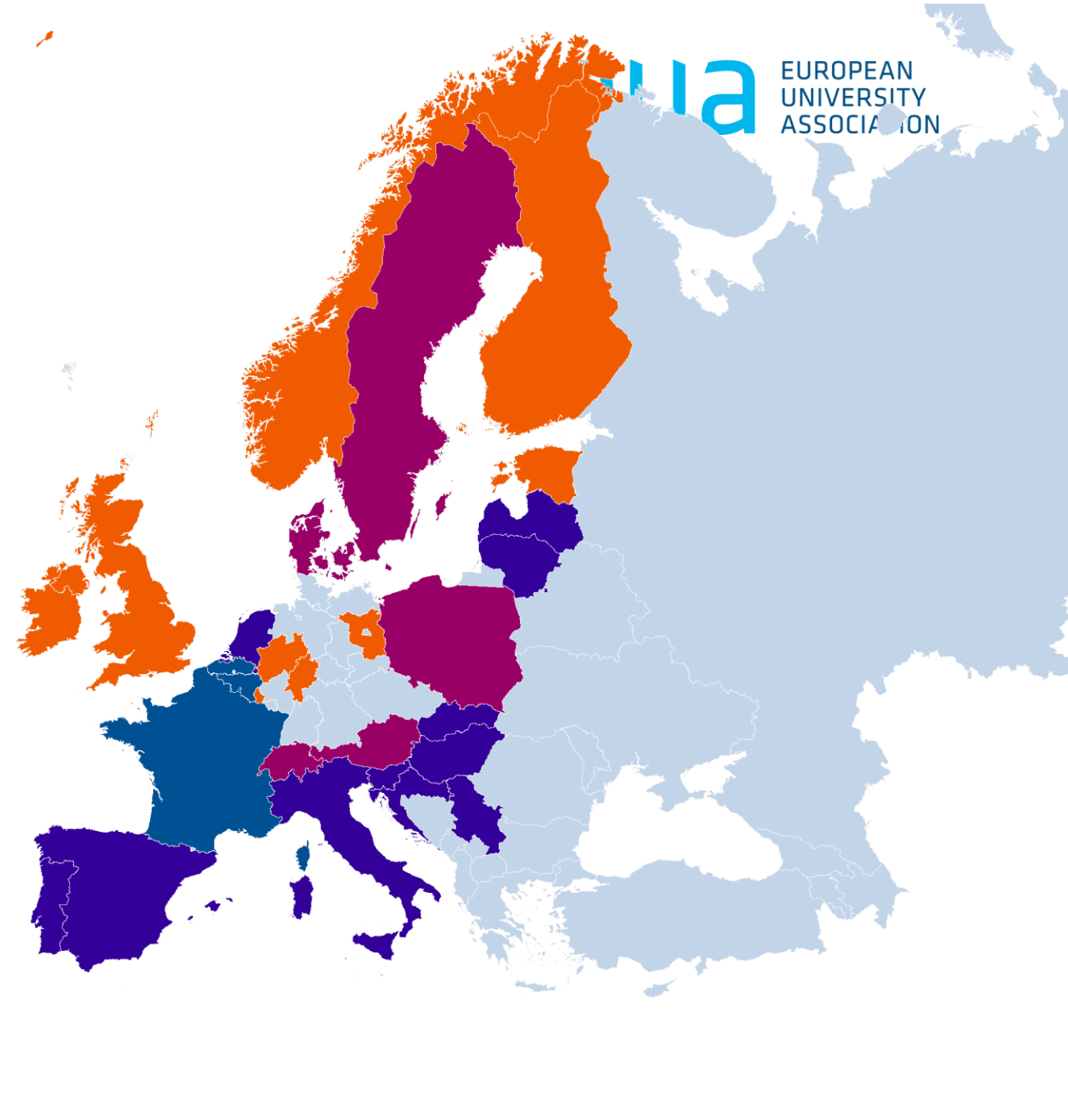
- Academic autonomy - Trends

- Different models to determine overall student numbers; pressures on free admission
- Accreditation systems are in transition in a series of countries
- Greater number of positive developments in comparison to the other autonomy dimensions
- Universities in Europe still have little freedom in choosing QA mechanisms or providers

Academic Autonomy Scores

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THANK YOU

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