

EUA Annual Conference – Warwick, UK, March 22-23, 2012

The Sustainability of European Universities: Collaborative Research

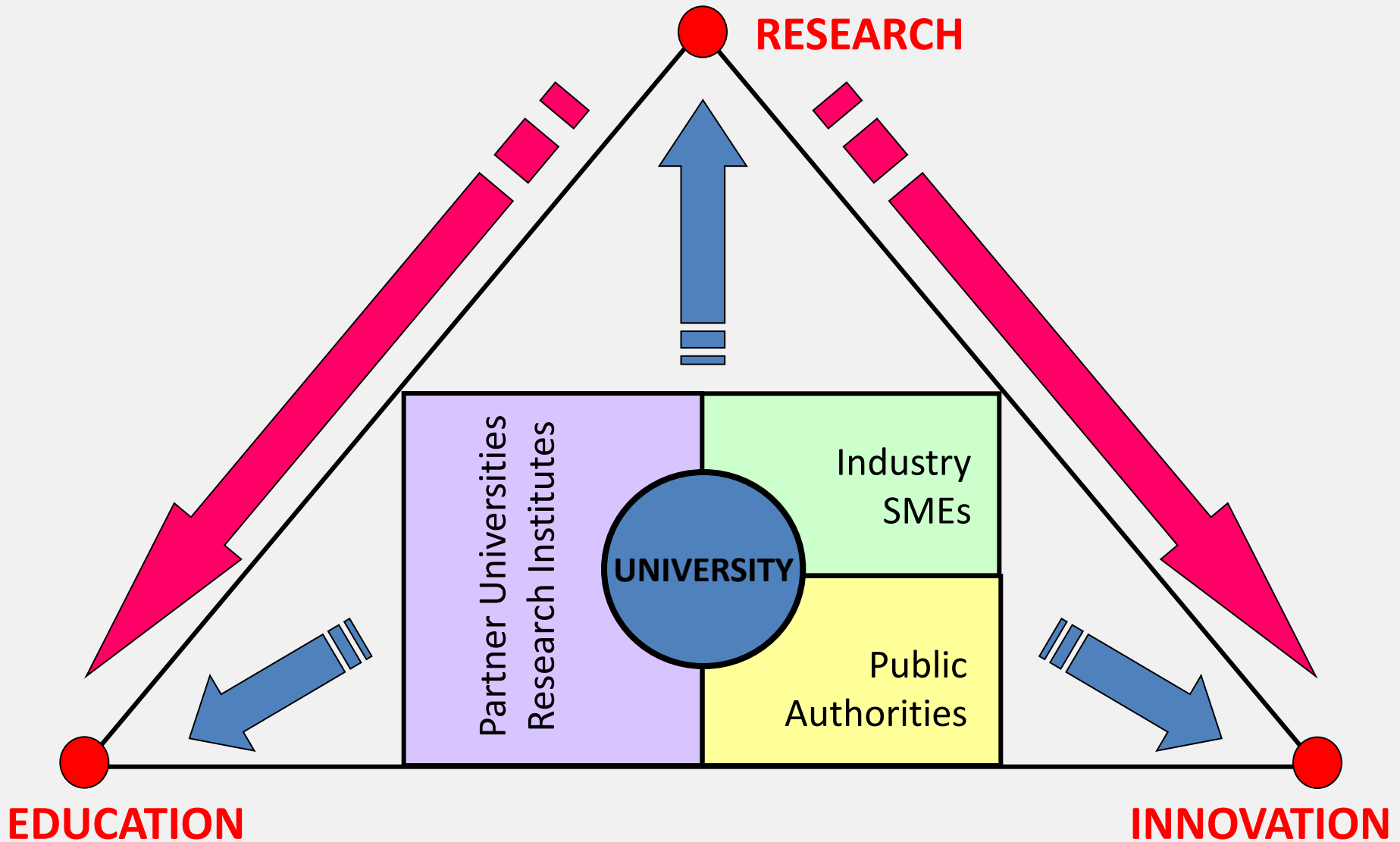


**POLITECNICO
DI TORINO**

Enrico Macii

Vice Rector

Research: The Tip of the Triangle





Archimedes of Syracuse (287-212 BC)

Steve Jobs (1955-2011 AC)



Doing research in the third millennium is somehow different than doing research in Ancient Greece.

- Three keywords for EU universities to remain competitive on the research market:
 - **Collaboration:**
Based on strategic networking and long-term relationships, common vision, convergence of strategy, mutual trust, sharing of common practices, experiences, success (and failure) stories.
 - **Modernization:**
The identification of the changes that universities must apply in terms of Research Strategy, Research Support Services and Human Resource Management to strengthen collaborative research.
 - **Assessment:**
There is the need of monitoring tools and KPIs for the assessment of university-based collaborative research is becoming urgent.

- Many projects are addressing these challenges:
 - The ULAB Project.
 - The CSI Project.
 - The U-Multirank Project.
 - The EUIMA Project.
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- Goals:
 - To increase the quality of research activities and develop international cooperation with third countries' higher education institutions, enterprises, research centers
 - To identify, exchange and test best practices of partner universities in research management (e.g. strategies, organization, quality indicators, fund raising, human resources, etc.)
 - To produce recommendations to facilitate a common alignment of research strategies and support services
 - To foster a more efficient networking of academic staff

- Challenges for European technical universities to achieve world-recognized excellence:
 1. Identification of research priorities.
 2. Internal organization for research execution and support.
 3. Human resource management.
- How to address such challenges?
 1. **Research Steering:** Identification, alignment, finding synergies and complementarities, structures, quality control and impact assessment
 2. **Research Support Services:** European and national project offices, fundraising, R&D program promotion, administrative, legal, auditing and financial reporting support
 3. **Human Resource Management:** Career management, education, incentives and rewards, mobility and internationalization

ULAB: Improving and Optimizing Research Practices

1. Collaborating and integrating with industry.
2. Multidisciplinary approach.
3. Promoting research excellence.
4. Quality research assessment.
5. Scouting new funding opportunities.
6. IT infrastructure.
7. Enhancing human resources.

- CSI: The CESAER SMART Initiative
Stimulating the Modernization Agenda for Science and Technology
 - University Research Strategy and Management.
 - Financial Sustainability for University Research.
 - Making the Knowledge Triangle a Reality.

- U-Multirank: A multi-dimensional global university ranking
 - First phase:
Design of a multi-dimensional ranking system for higher education institutions in consultation with stakeholders.
 - Second phase:
Testing of the feasibility of the multi-dimensional ranking system on a sample of no less than 150 higher education and research institutions. (engineering and business, geographical coverage inside and outside of the EU, institutions with different missions.
 - The activities will continue until year 2013.

- EJA is coordinating a two-year project called EUIMA (European Universities Implementing their Modernisation Agenda)
- The project addresses two main elements of the modernization agenda for European Universities:
 - **EUIMA-Full Costing:**
 - The sustainability of university funding, financial management and development of full costing.
 - **EUIMA-Collaborative Research**
 - The transparency and appropriateness of measurement tools for the assessment of university-based research reflecting the diversity of university missions.

- Objectives:
 - To identify indicators for the success of collaborative research projects and programs, and the measurement tools designed to monitor progress towards achieving their aims and objectives.
 - To determine the specificity of measurement tools to the precise nature of the collaborative research in its particular context and the degree to which they are transferable to other contexts.
- Types of Inputs:
 - Collection of structured input through a **Questionnaire** and Guidelines produced by EUA.
 - Expert dialogue **Workshops** to address specific issues that require discussion and foster sharing of good practices in collaboration with host institutions with an interest in assessment of collaborative research and its policy implications.

Conclusions from the *EUIMA Workshop in Torino*

- Focus:
Collaboration and integration with third parties
(industry, SMEs, research centers, public authorities)
- Conclusion:
Most technical universities are achieving outstanding results

However.....

- Most universities are facing the **same challenges and problems**
- Most universities are finding the **same solutions**:
 - Student placement, PhD scholarships, bilateral research contracts, collaborative research projects, framework agreements, joint ventures, contractual matters, IP protection, patenting policies, company incubation and spin-off creation, tech transfer services, legal services, financial services, VC,
- Most universities are spending a lot of **effort** and **money** to this purpose.
- In a sentence:
Most universities are re-inventing the wheel every time.

- The ULAB Project
- The CSI Project
- The U-Multirank Project
- The EUIMA Project
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**Several
Delicious
Recipes**

From Recipes to Cook Book