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Observatory of the European University

Abstract

Universities and institutions of higher education are key elements for a knowledge-based society in Europe. Knowledge production is also an essential issue for the strategic European agenda and for academic research.

The PRIME project of an «Observatory of the European University» is set at the intersection of three movements.

- The growing interest for « macro » studies, allowing for large comparisons or providing general historical perspective;
- The development of focused studies on « excellence » in universities, based on scientometric benchmarking, patent analysis, and university-industry relations;
- The emerging questions on the governance of universities regarding the organisation of research activities, the strategies of universities and related issues such as : laboratories and research centres vs teaching departments, interdisciplinary vs disciplinary organisations, allocation and rewarding mechanisms, articulation between teaching and research positions, career paths in research...).

The « Observatory of the European University » project capitalises on these results and on existing knowledge to develop (with the participating universities):

- a common framework for the characterisation of research activities undertaken in universities
- an experiment in gathering data under different institutional conditions

The overall objective for the creation and implementation of an «Observatory of the European University» is to provide universities with adequate tools for the governance of research activities. For this purpose, the « Observatory of the European University » has elaborated, within the first year of its overall process, a document that tackles each of the strategic issue dealing with the management of research. This document, available on the PRIME website (<http://www.prime-noe.org>) presents a “Strategic Matrix” (see annex) which is the basis for an analysis grid for research management.

The “Strategic Matrix” requires discussing and testing new indicators of university performance and activity, as well as finding methods for the representation and measurement of the multidimensional aspects of performance. The final objective is to provide universities with a benchmark for comparisons with similar universities thanks to the development of a platform of quantitative data at the university-level across Europe.

Two groups of participants is interacting in the « Observatory of the European University »: **The University Panel (UP)** which is composed of representatives of (a number of) European universities and **The Research Team (RT)** which is composed of all PRIME members. The Research Team will propose specific actions to the University Panel and data collection schemes to be developed and tested at the local level.

The second year of the OEU will allow dealing with the data gathering processes, within the very broad situations faced by each university. Different approaches will be tested in order to reach a common framework of analysis for reliable indicators. This second step of the project – data gathering and indicators building – should provide the matrix with a real test and, if successful, could be extended to a larger sample of universities.

Work Plan for the University Panel

- First meeting of the University Panel in Pisa, July 2004;
- Second meeting of the University Panel, April 2005;
- Third meeting of the University Panel - Budapest, December 2005

List of universities participating in the OEU University Panel and PRIME correspondents

PRIME PARTICIPANT	NAME OF UNIVERSITY	COUNTRY	PRIME CONTACT MEMBER
ARMINES - LATTS	Ecole nationale des Ponts et Chaussées	France	Philippe Larédo
ARMINES - LATTS	Université de Marne-la-Vallée	France	Philippe Larédo
BUESPA - IKU	Budapest University of Technology and Economics	Hungary	Annamaria Inzelt
CNR CERIS	University "G. D'annunzio" of Chieti Pescara	Italy	Emanuela Reale and Bianca Potì
CNR CERIS	University of Bologna	Italy	Emanuela Reale and Bianca Potì
CNRS - Université de Bourgogne - IREDU	Université de Bourgogne	France	Jean-Jacques Paul Thierry Chevaillier
CSIC - UPC	Universidad de Granada	Spain	Luis Sanz-Menéndez
FEEM	Università Ca' Foscari Venezia	Italy	Dino Pinelli
ADIS	Université Paris-Sud	France	Bertrand Bellon
FRAUNHOFER GESELLSCHAFT - ISI	Ludwig-Maximilian-Universität München	Germany	Ulrich Schmoch
NONIUS	Universidade de Aveiro	Portugal	Pedro Teixeira
OST	Overall management -coordination	France	Jean Thèves
REPOL - EPFL	Ecole polytechnique fédérale de Lausanne	Switzerland	Jean-Philippe Leresche
REPOL - EPFL	Université de Lausanne	Switzerland	Jean-Philippe Leresche
UAM	Autonomous University of Madrid	Spain	Paloma Sánchez
UAM	Rey Juan Carlos	Spain	Paloma Sánchez / Carolina Cañibano
WTMC - University of Maastricht	Maastricht University	Netherlands	Louk de la Rive Box
IPTS	Overall management -coordination	EU	Antoine Schoen

OEU STRATEGIC MATRIX ON UNIVERSITY RESEARCH MANAGEMENT

	FUNDING	HUMAN RESOURCES	ACADEMIC OUTCOME	« THIRD MISSION »	GOVERNANCE	FUNDING
AUTONOMY	KQ1.1 • What is the university degree of freedom to use the government fund? • How significant is the non-governmental fund used for research?	KQ1.2 What is the level of freedom • to create new positions ? • to recruit and to allocate staff ? • to specify staff duties ?	KQ1.3 • Does the research portfolio reflect the university strategic choices of scientific fields or does it result mainly from national or European Framework Programmes for RTD priorities? • What are the university degrees of freedom to evaluate the quality of Academic Outcomes?	KQ1.4 • What are the university structures in charge of the management of relations with non academic partners (transfer office, etc.)? • What investments has the university realized in the process of its third mission (science parks, incubators, museums, etc.)?	KQ1.5 • What is the autonomy of the university in elaborating its RSP? • What is the autonomy of the university in defining the content of the RSP, regarding external frameworks, procedures, priorities? • What is the autonomy of each level in the definition of a RSP?	KQ1.1 • What is the university degree of freedom to use the government fund? • How significant is the non-governmental fund used for research?
STRATEGIC CAPABILITIES	KQ2.1 • What is the amount of resources devoted to research activity? • How diverse is the funding basis for research?	KQ2.2 • What is the actual use of incentives and performance linked rewards (Salary, bonuses, promotion)? • What scheme is available for steering research career? • What are the schemes to enable junior researchers to develop their own projects	KQ2.3 • What leverage is at the university disposal to set scientific agendas in its various fields of activity?	KQ2.4 • How is the third mission presented in the RSP?	KQ2.5 • What is the university ability to make strategic decisions and resource allocation according to the RSP, and ability to follow up and readjust? • What is the university ability to implement innovative research areas (seed money) according to the RSP? • What is the university ability of each level to impact on the RSP?	KQ2.1 • What is the amount of resources devoted to research activity? • How diverse is the funding basis for research?
ATTRACTIVENESS	KQ3.1 • What is the capacity of the university in terms of fund-raising? • Which kind of external sources does the university attract?	KQ3.2 • How Attractive is the institution (unit) for future and for qualified researchers?	KQ3.3 • What scientific partnerships do appear in the university networks of co-publications? • What are the university's scientific partnerships characterized by its visiting fellows, the non local PhD, the academic events it organizes? • What scientific partnerships do appear in the university portfolio of participation in and coordination of international research program?	KQ3.4 • What are the laboratories of non-academic actors located on the university premises? • What are the research collaborations with firms and non-academic public bodies outside the university premises?	KQ3.5	KQ3.1 • What is the capacity of the university in terms of fund-raising? • Which kind of external sources does the university attract?
DIFFERENTIATION PROFILE	KQ4.1 • What is the structure of the budget by scientific fields (large disciplinary groups) and type of research (basic, applied, R&D)? • What is the structure of the own resources allocated to and derived from research by scientific fields (see above) and type of research (see above)?	KQ4.2 • How much attractive is the university for research students at PhD level (does it make sense to raise the same question at the level of student enrolment)? • What is the strength of the institution (unit) at training researchers? • What is the efficiency in producing PhDs for the scientific labour market (university, field)?	KQ4.3 • In which domains does the university publish the main parts of its scientific articles? • In which domains does the university publish the main parts of its "non articles" Academic Outcomes (books, chapters, e-journals)? • What are the main marks of academic recognition which have been awarded to university researchers?	KQ4.4 • What are the main focuses of non academic collaboration for the university, in terms of industrial, cultural, and social relations? • What are the original/unique facilities and/or services located on the university premises and open to external actors?	KQ4.5 • Does the content of its RSP distinguish the university from other institutions?	KQ4.1 • What is the structure of the budget by scientific fields (large disciplinary groups) and type of research (basic, applied, R&D)? • What is the structure of the own resources allocated to and derived from research by scientific fields (see above) and type of research (see above)?
TERRITORIAL EMBEDDING	KQ5.1 • What is the geographical origin of research funding? • What is the geographical origin of young researchers funding?	KQ5.2 • Are there mobility enhancing activities? • Is there regional support for training researchers? • Is there regional support for recruiting qualified researchers?	KQ5.3 • What are the main geographical levels of scientific cooperation for the university? • Where do the university PhDs students come from and where do they go to after completion of their PhD?	KQ5.4 • What are the main geographical levels of the university industrial cooperation? • What are the main geographical levels of involvement in policy and public debate for the university for shaping / accompanying regional / national / international policies? • What are the universities specialised structures open to the public (law shops, museums, libraries, etc.)?	KQ5.5 • What are the degrees of participation of the different actors to different territorial levels of negotiation and influence? • What are the needs to which (or objectives to which) the content is related to?	KQ5.1 • What is the geographical origin of research funding? • What is the geographical origin of young researchers funding?