International Perspective on University Development

Florian Lennert
Managing Director
Archimede Europe
6 February 2008
Archimede

• Focus on providing strategic advice on university development to universities, corporations, foundations and governments globally
International Trends in University Development (1)

- European tradition of public, state-funded higher education – public mission/public accountability

- Leading US universities traditionally private – often ecclesiastical foundation

- In US a strong cultural disposition to private giving (Puritan tradition and tax regime)
International Trends in University Development (2)

• Decreasing state funding of higher education evident in all European countries

• International competition in research and for students increasing

• European university sector now needs to re-formulate (or re-state) institutional ambition

• Identify new model for university development and stakeholder relations
Example: UK Universities

- Complete shift in revenue architecture over last 20 years

- 1985 – 100% state-funded

- Thatcher reforms in UK in late 1980’s led to drastic cut in state funding of universities

- Imperative to evolve student fee income, entrepreneurial and development functions to replace state funding
UNIVERSITY STAKEHOLDER VALUE MODEL/DOMAIN INTERFACES

POLICY / GOV'TS

BUSINESS

ALUMNI

CIVIL SOCIETY

UNI

RESEARCH

TEACHING

KNOWLEDGE
STAKEHOLDER VALUE CHAIN (BUSINESS INTERFACE)

ACADEMIC DISSEMINATION
TEACHING PRODUCT

RESEARCH INFRA - STRUCTURE

RESEARCH PRODUCT

KNOWLEDGE EXCHANGE / PARTNERSHIP

TECH - TRANSFER / COMMERCIAL EXPLOITATION

FUNDING
Quo Vadis?

- European universities need to develop unique stakeholder model
- Tailor development vision and fundraising objectives to social, cultural and political context
- Develop holistic development model and create public-private partnerships with all stakeholder groups