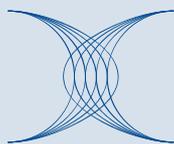


INTERNATIONAL ALLIANCE OF
RESEARCH UNIVERSITIES

Session 7: Value of Research Intensive Universities



7.0 The Value of Research Intensive Universities

Reporting:	University of Copenhagen
Lead(s):	Thomas Bjørnholm (University of Copenhagen) Barry Halliwell, (National University of Singapore)

Document type:	√	Progress update
		Workshop
	√	Discussion paper
		Project proposal
Action required:		For information only – no further action required
	√	Presidents' endorsement requested

Funding provided to date :	USD12,151 (Oct 2010 Workshop)
Funding requested :	N/A

Previous recommendations:

Senior Officers' Meeting (October 2011)	<p>Prof Barry Halliwell (NUS), Dr Wang Hui (NUS) and Prof Thomas Bjornholm (Copenhagen) gave an update on this initiative. Dr Wang shared that the statement has been revised but yet to be finalized.</p> <p>Next steps proposed and discussed include:</p> <ul style="list-style-type: none"> • Compile case studies from IARU partners (e.g. published reports). Cambridge, Berkeley, and Oxford already published their reports which include several cases. Todai and ANU have volunteered their case studies. • Search and research related reports and policy papers (e.g. by League of European Research Universities, National Research Council USA, UK Government White Paper and other major organizations) to compile data supporting economic and societal values. It will also attempt to identify value of education in research intensive universities. • Identify usable metrics to measure the contribution of IARU and other peer research intensive universities to society: the outcomes of the Zurich workshop could serve as a starting point. A small group might be formed from the universities that had indicated interests, i.e. Yale, Peking, Cambridge, ETH and Oxford Collect and analyze consultancy in IARU universities, including practice and statistics, to demonstrate the needs and value of research intensive universities.
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	<p>Prof Halliwell commented that he found the ten skills listed in the Future Work Skills paper highly relevant to the initiative on Value of Research Intensive Universities. Graduates from research universities would have an exceptional level of thinking and analytical skills, including making sense of the large body of information available. These abilities would not go out of date. An important question to pose to this debate is, “How much of a nation’s workforce should come from research universities?”</p> <p>Copenhagen expressed their interest in this initiative as it is an issue of growing importance in Denmark, and would be working more closely with NUS on its development. Partners supported Prof Bjornholm’s proposal to host an</p> <p>IARU workshop before the Presidents’ Meeting next year on 25 April. While the Zurich workshop was for scoping, Prof Halliwell pointed out that the second workshop should have defined outcomes, such as the drafting of a formal statement. Partners suggested involving Prof Robert Price (Berkeley) and Mr Hans Widmer (Novartis) for the second workshop as their presentations at the 2010 workshop in Zurich were very informative. KU and NUS will circulate a workshop program and a concept paper by the end of the year.</p>
<p>Presidents’ Meeting (October 2011)</p>	<p>A draft statement to guide the Alliance’s approach was circulated to Presidents and would be updated based on the latest discussion at the Presidents’ Meeting. The statement will not be a formalized IARU document.</p> <p>Presidents supported the suggestion to compile good cases, anecdotes or “sound bites” that effectively illustrates the value of research-intensive universities. The Pro Vice Chancellors for Research should meet to take this initiative further. Separately, the Provosts will also meet to discuss Outcomes Based Assessments (see Outcomes 4.1).</p>

7.0 Value of Research Intensive Universities

The Value of Research Universities – is it possible to define key performance indicators?

Research and higher education has high priority on the political agenda these years. Tax payers and politicians alike are asking for value for money. The universities are under pressure to document this value. Not only through indicators such as bibliometrics, examples and anecdotes but through hard facts and bottom line numbers.

Representing some of the worlds leading universities, IARU has constituted an interesting lab for debating this issue for quite some time. The discussion was started at the President's Meeting in April 2010 and was followed by a workshop at ETH Zürich in October 2010. Since then we have been discussing different qualitative methodologies for measuring the value of universities. The IARU universities such as Cambridge, Oxford, Yale and Berkeley have recently contributed to the public debate by publicizing recent reports on different quantitative aspects of their value to society and to the growth of the economy.

At the IARU presidents meeting in Copenhagen in April, we want to take the discussion one step further through a workshop on the value of research universities.

During the workshop we are going to identify different "bottom lines" when measuring the universities through the presentation of cases and different ways of quantifying our value. And we propose to critically debate whether or not it is possible to move from advocacy to evidence based measurement of the universities.

The final output of the workshop could be an IARU position paper presenting "IARU-key indicators" for measuring the value of research intensive universities and assessing the possible problems in applying such a framework.

Tentative program

Date: April 25, 2012

Venue: University of Copenhagen (UCPH), Nørregade 10, 1165 København K.

09:45 Session 1: Introduction

The purpose of this session is to welcome participants, setting the scene of the workshop and to frame the debate by giving several examples of the complexity of estimating the value of research universities

Welcome to UCPH
Rector Ralf Hemmingsen

09:50 Discoveries that changed the world (cases and anecdotes)

UCPH Prorector Thomas Bjørnholm

Welcome remarks by Prorector.

Presentation of cases and anecdotes showing the complexity and time span when measuring the value of research. Many groundbreaking discoveries seemed of little value when they were first made but has later turned out to be of great value e.g. laser technology. 4-6 good examples collected through IARU

09:15 Coffee and registration

10:10 Session 2: How to measure value of research universities today – 5 examples

The purpose of this session is to show how three of the IARU universities have estimated their value and which key indicators they have used to assess it. The main focus is on methodology. The session also presents an example of how industry assesses the value of their own research and how they use this assessment to find out whether further investment in a particular research area will return the investment. Each presentation should be held within 15 minutes which leaves time for clarifying questions

Quantitative studies of the current value of research intensive universities – the example of National University of Singapore (NUS)

NUS Professor Barry Halliwell

Halliwell presents the results and methodology of how NUS chose to measure their value – and pros and cons.

10:30 Quantitative studies of the current value of research intensive universities – the example of University of California, Berkeley (UCB)

UCB Professor and Vice Chancellor for Research Robert Price

Price presents the results and methodology of how Berkeley chose to measure their value – and pros and cons

10:50 Quantitative studies of the current value of research intensive universities – the example of Oxford University

Director of International Strategy Loren Griffith

Griffith presents the results and methodology of how Oxford chose to measure their value – and pros and cons.

11:10 Quantitative studies of the current value of research intensive universities – the example of the University of Copenhagen

Professor Christian Schultz, Head of Dep., Institute of Economics, UCPH

Schultz presents the results and methodology of how UCPH chose to measure their value – and pros and cons.

11:30 How industry measures research

Executive Vice President and CSO Per Falholt, Novozymes A/S

Novozymes is a leading bio tech company with a large R&D organization with 1100 employees (300 million USD research budget). Falholt has developed a methodology in order to measure the return rate of investments in research carried out by Novozymes – a method that could also be used by universities?

11:50 Lunch and group session

The purpose of the session is to discuss the learning points from the four examples. What are the best key indicators from the different value reports? Which indicators cannot be used?

13:20 Session 3: Critical discussion

The purpose of the session is to discuss the “dangers” of trying to measure the value of universities.

**Does quantitative measures of the value of research make sense?
Is moving from advocacy to evidence based measures possible?**

Stephen Merrill, executive director of the Board on Science, Technology and Economic Policy at the National Academies (confirmed)

Spending on science is one of the best ways to generate jobs and economic growth, say research advocates. But the evidence behind such claims is patchy, Stephen Merrill says (i.e. in Nature, June 2010 <http://www.nature.com/news/2010/100609/full/465682a.html>). In this session he explains why, and what should be taken into account if you really wish to measure the value of universities in a valid way.

13:45 Why do we need to measure anyway?

Claus Hviid Christensen, President of The Danish Council for Research Policy (confirmed)

As President of The Danish Council for Research Policy Claus Hviid Christensen is part of the political system. He says that we need to stop talking about the universities as an expense and start focusing on the results that universities produce. That requires measuring the value of universities.

14:10 Group Session

Purpose of the session: What can be learned from Merrill's and Christensen's analysis?

14:35 Coffee Break

15:05 Output session

The purpose of the session is to work towards an agreement on the position paper.

Panel discussion

UCPH Rector Ralf Hemmingsen, Per Falholt, Barry Halliwell and Robert Price
Topics: Are we using the right indicators? How do we measure what can **not** be measured (i.e. the humanities)? Why don't we simply pick the winners? Can we use the IARU platform and the position paper to start a debate about the value of universities with the outside world (i.e. politicians and industry)?

15:55 Preparing IARU Position Paper for the Presidents to discuss and endorse by IARU partners

First draft of the position paper and participants (only IARU) work in groups and in plenum in order to finalize

17:30 End of workshop

19:00 Dinner & Drinks

Participants

1. Thomas Bjørnholm, University of Copenhagen
2. Claus Hviid Christensen, Danish Council for Research Policy
3. Stephen Merrill, National Academies' Board on Science, Technology, and Economic Policy
4. Per Falholt, Novozymes
5. Ralf Hemmingsen, University of Copenhagen
6. Tan Chorh Chuan, National University of Singapore
7. Robert Price, University of California, Berkeley
8. Barry Halliwell, National University of Singapore
9. Anna Haldrup, University of Copenhagen
10. Peter Pang, National University of Singapore
11. Loren Griffith, Oxford University
12. Margrit Leuthold Ehrler, ETH Zurich
13. Iain Watt, Australian National University
14. Kiichi Fujiwara, The University of Tokyo
15. Donald Filer, Yale University
16. Wilfried Van Gunsteren, ETH Zurich
17. Chen Dongmin, Peking University
18. Wang Hui, Research Administration
19. Li Yun, Peking University
20. Taro Togo, The University of Tokyo