New model for internal distribution of government funding

Much more than just money!
Within ten years Chalmers shall be one of Europe's leading technical universities

The new allocation model is an important part of that puzzle
Funding from the Ministry of Education and Research
Targeted to education and research / research education

Strategic funding from the Ministry of Education
Via Chalmers' Areas of Advance

Other state funding
VR, SSF, VINNOVA…

Funding from Stiftelsen Chalmers tekniska högskola

Businesses, private foundations and others

Public Foundations

Others
Balance in the distribution of internal funding

NEW MODEL

VOLUME

Faculty positions
(Professor with a Chair,
Professor, Associate
Professor, Senior
Lecturer, Artistic
Professor, and Artistic
Senior Lecturer)

Funding from the Ministry of
Education and Research
for research / research education

COLLECTIVE
PERFORMANCE

All employees contribute to the
department’s performance
**Basic funding**

**Allocation to the department**

<table>
<thead>
<tr>
<th>Performance</th>
<th>GRU</th>
<th>FoFu</th>
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<tbody>
<tr>
<td>Courses</td>
<td></td>
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**Head-count**

<table>
<thead>
<tr>
<th></th>
<th>GRU</th>
<th>FoFu</th>
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<tbody>
<tr>
<td>50</td>
<td></td>
<td>0</td>
</tr>
<tr>
<td>15</td>
<td></td>
<td>35</td>
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</tbody>
</table>

50% of salary cost

**Allocation within the department**

- Publications parameters
- Utilization parameters
- External funding
- Awarded Lic. and Ph.D. degrees
- Externally recruited postdocs

**To the individual:**

Redistribution for strategic and other needs (department head)

Basic-funded salary to 75% (goal)

Funding through the Chalmers Areas of Advance?
Effects

ONE CHALMERS

ATTRACTIVENESS

INCREASE RISK-TAKING

LONG-TERM

CONTRIBUTE TO EDUCATION

CONTRIBUTE TO RESEARCH

CONTRIBUTE TO UTILIZATION

STRATEGIC SIZING OF CHALMERS FACULTY
ONE Chalmers

A workplace with transparent and attractive conditions and an excellent work environment

• Reduced imbalance between research and education – all environments should be "complete"
• We take a joint responsibility for recruitment and new directions in research and education – at all levels
Attractiveness

Increased international and national appeal for teachers and researchers

- The employees are our most important resource for achieving excellence
- More transparent conditions/expectations, as well as access to basic funding makes us more attractive as an employer
- More transparent conditions and career paths will be provided, also outside the base-funded faculty
Risk-taking and long-term thinking in research

• Higher proportion of basic funding means increased opportunities for risk-taking and long-term research
• We can more often be the first entering into new areas
• Better opportunities to cooperate in the Areas of Advance and other cross-boundary activities
• Increased opportunities for collaboration in education
The new model proposes a guaranteed basic level of research and education to all departments.

The education will be increasingly linked to research and utilization (and vice versa!)

Increased attractiveness for teachers and students

Performance-based allocation in all areas – this drives quality
Balance the size of Chalmers faculty

Provide means for sizing Chalmers faculty from a strategic perspective

- The number of base-funded positions are linked to the amount of department funding
- Every recruitment is a key recruitment
- The development is based on strategic discussions that will start in the department faculties
Challenges

• Will today's internal competition be replaced with a new one (for positions)?
• Can we agree on strategic goals at all levels? Can we avoid unhealthy lobbying activities etc?
• Can we handle the empowerment (requirements for a base-funded individual) and leadership (follow-up of the same) that is necessary?
• Will the money be enough? What do we do when our salary costs increase faster than the department funding?
• Will faculty and specialist positions be perceived as an A and B team (to a higher extent than today)?
• Will the new model lead to desired financial redistribution effects?
• The Society "needs" of research and education are not in balance – are we able to provide sufficient volume of education in all areas without having to lower the quality? Can we attract more research funding to education-dominated areas?
DI-project, spring 2015

- HUVUDPROJEKT: Mats Viberg
- GRUNDUTBILDNING: Björn von Sydow, Annica Björk
- ADMINISTRATION: Anna Ohlson
- KOMPETENS-FÖRSÖRJNING: Anna Ohlson
- PRESTATIONS-PARAMETRAR: Jonas Gilbert
- LEDARSKAP/MEDARBETARSKAP: Emma Snelder/Cecilia Järbur
- SO-KOPPLING: Anna Dubois
- PROJEKTLEDNINGS-STÖD: Marie Klemets, Per-Eric Thörnström, Christina Caesar
- BEREDNINGSGRUPP: Basfinansierade tjänster och forskar-assistenttjänster
DI-project, fall 2015

HUVUDPROJEKT

Mats Viberg

HENRIETTE SÖDERBERG

HUVUDPROJEKT

 Hendriette Söderberg

PROJEKTLEDNINGSTÖD

Marie Klemets
Christina Hagelin

ADMINISTRATION

Anna Ohlson

Jonas Gilbert

BELTARSKAP/ MEDARBETARSKAP

Emma Snelder/Cecilia Jäbur

Ledskaps/ Medarbetarskap

ANPASNING AV SO

Anna Dubois

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FÖRSTARRASSISTENTER

DI-project, fall 2015

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SPESIALISET-TJÄNSTER

BEREDNINGSGRUPP

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DI-project, fall 2015

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GRUNDUTBILDNING
Main decisions from DI project, spring 2015

- **Administration**: distribution to department is a combination of head-count and performance-based measures for education and research. Distribution within the department: goal to cover 75% of salary costs for the faculty.
- **Education**: education corresponding to 15% salary guaranteed at all departments. Updated process to (re-)distribute education without quality loss. Education input to all new positions.
- **Performance parameters**: the department’s collective performance is measured by a combination of indicators, that are revised on an annual basis.
- **Areas of Advance**: the AoAs finance inflow through Ass. Prof. Recruitment + give input to all new faculty positions. Other adaptation is further investigated.
• **Recruitment**, three project parts:
  
  — Preparation group for new base funded faculty positions = the Department Heads. Decisions by the President. Input from strategic discussions at the departments + the AoAs, the Education Organisation and the Faculty Senate.
  
  — New Ass. Prof. Positions are tenure track = guaranteed faculty position after successful evaluation. Increased demands on 1) qualifications, 2) conditions for professional development, and 3) evaluation.
  
  — Specialist-positions for research: career outside the faculty. Mainly external financing for research contracts. Three levels: 1) Researcher, 2) Senior Researcher (Docent), and 3) Research Professor. Two specialist-positions for teaching also installed.

• **Leadership/employeeship**: various activities for supporting the implementation of the new model at the department level. Base funding means both benefits and demands, to be clarified. Education in employeeship, workshops to develop new routines, facilitation of the Department Heads regarding procedure for prioritization of new positions, etc.
Fall 2015: status

• Activity planning process – on its way!
• DI-project management: Henriette Söderberg (PL), Marie Klemets (P-Support), Christina Hagelin (P-Comm), Mats Viberg (Project Owner)
• Presentation and discussion of DI at CLG, 2015-08-17
• Presentation och discussion DI+VP in the Budget Group, 2015-08-17
• DI-kickoff with project leaders: 2015-08-19
• Updated DI-project plan: President’s office meeting Aug. 27-28, decision Aug. 31.
• PAE visit to Department Steering Groups (focus: administrative routines)
• **Prorektor visit to Department Faculties (focus: DI culture change)**
• Workshop for the Department Heads Aug. 26: focus at the role as prioritizing among new faculty positions
• Risk and consequence workshop Sept. 30
Program Order: Stefan Bengtsson
Steering Group: Chalmers LG
Program Owner: Mats Viberg
Program Leader: Henriette Söderberg

DI PROJECT

- Kompetensförsörjning: Specialist-tjänster + Beredningsgruppen
- Prestationsparametrar
- Ledarskap/
  Medarbetarskap
- Anpassning av SO

Project owner: Mats Viberg
PL: Henriette Söderberg

Implementation in the organization

Academy: Mats Viberg
Admin: Rolf Almelund

NEW PROJECTS?