Performance based funding and performance. Is there a relationship?

Professor Poul Erik Mouritzen
University of Southern Denmark
pem@sam.sdu.dk
PBFS + PERFORMANCE

False
Depends
True…
Maybe
False

In organizations where
1. Motivation is to a large extent based on intrinsic rewards (prof. Geuna: Top scientists are motivated by curiosity)
2. Promotion is to a large extent based on fairly transparent quality criteria
3. The producers work 45-55 hours a week for an hourly salary which equals a primary school teacher
4. Quality is in the world top 3

The introduction of performance-based funding models will probably have very few – if any - positive effects
It depends

In organizations where PBFS is perceived by university staff as a management control instrument performance is likely to go down

If it is perceived by university staff as a supportive measure performance is likely to be improved

True

When organizations are exposed to evaluative indicators the results is always an increase in the values of the indicators

cf. Sivertsen's analyses of Norway
Maybe

PBB

Coping strategies
• Time allocation
• Fiction
• Slicing
• Re-circulation
• Creaming
• Safety play

PERFORMANCE

Publication strategy
• Quantity
• Quality
• Type
• Cooperation
• Language
Conclusion

When your response to a simple question is no, depends, yes and maybe it is a reflection of the fact that you know almost nothing about the subject matter.

When governments spend millions of Euros on PBFS they may very well waste taxpayers’ money – maybe!

In other words: We desperately need an assessment of the assessment systems.
Results: Relative citation impact

Since the mid-1990s Denmark has had a steep rise in citation impact to a current level more than 20% above the world average.

Figure 14: Development of relative citation impact for all fields. Weighted average according to field size; index 100 is the world average in the given period.