EUROPEAN UNIVERSITY ASSOCIATION

Creating enabling conditions for efficiency & effectiveness in higher education and research

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Focus

- Background: USTREAM approach to efficiency
- Efficiency and effectiveness at system sector and institutional level
- Enabling frameworks and considerations for policy makers
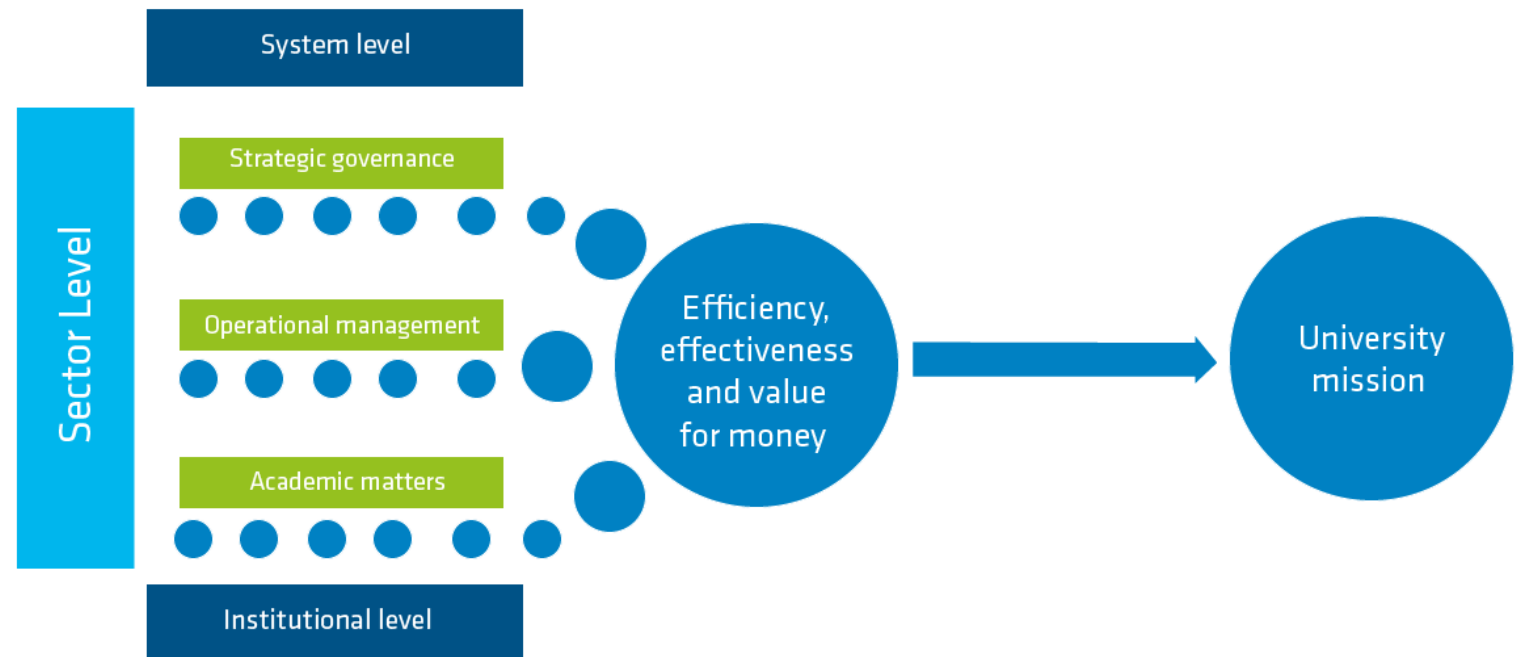- Q&A

USTREAM project

State of play

- Growing attention to efficiency in a changing context (funding, accountability, student numbers...)

- Limited conceptual, methodological and policy clarity

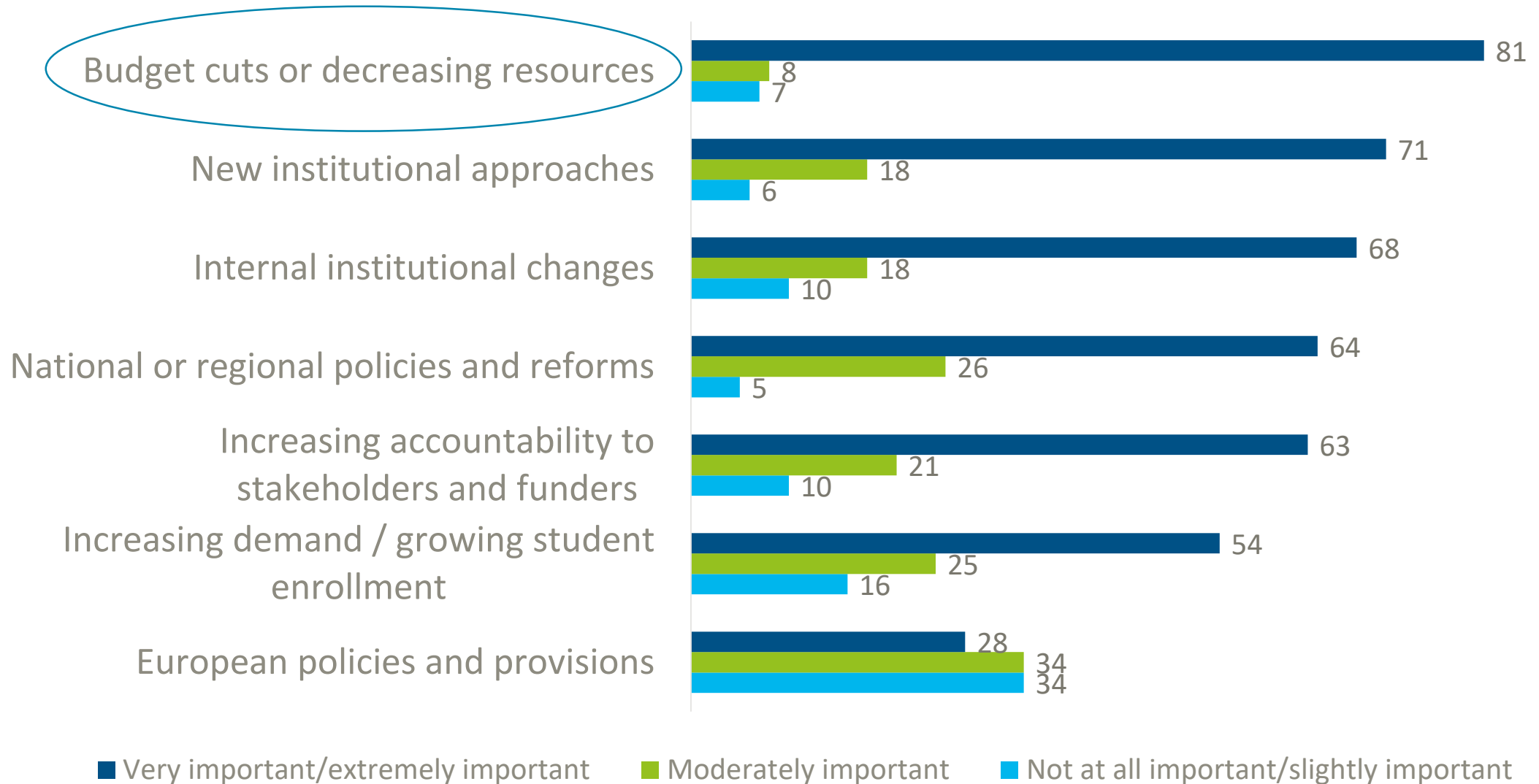- Varied interest and concerns about quality and long-term impact

USTREAM approach

Broad and flexible framework linking efficiency to:

- Effectiveness, quality and value for money

- System, sector and institutional efforts

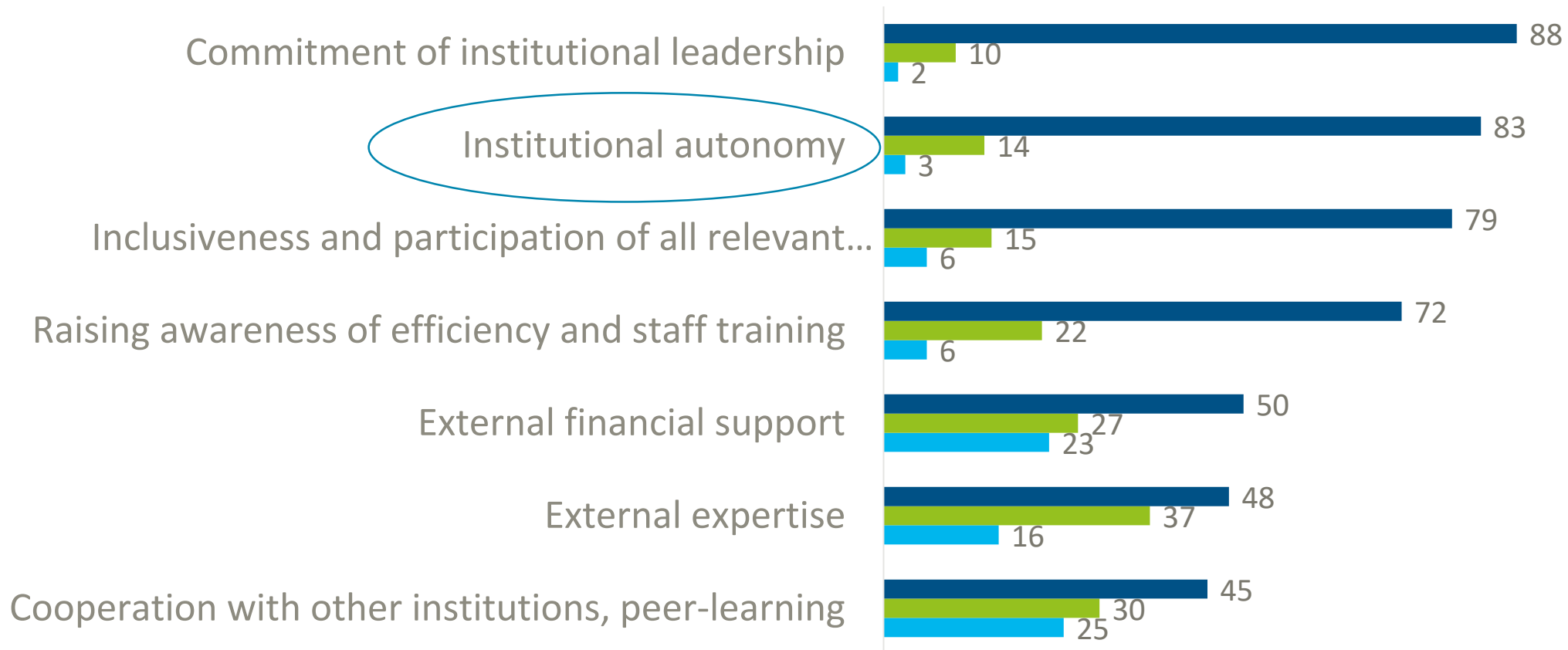- All university settings (strategic management, operations and academic matters)

Key drivers of efficiency

Budget cuts or decreasing resources
- Very important/extremely important: 81
- Moderately important: 8
- Not at all important/slightly important: 7

New institutional approaches
- Very important/extremely important: 71
- Moderately important: 18
- Not at all important/slightly important: 6

Internal institutional changes
- Very important/extremely important: 68
- Moderately important: 18
- Not at all important/slightly important: 10

National or regional policies and reforms
- Very important/extremely important: 64
- Moderately important: 26
- Not at all important/slightly important: 5

Increasing accountability to stakeholders and funders
- Very important/extremely important: 63
- Moderately important: 21
- Not at all important/slightly important: 10

Increasing demand / growing student enrollment
- Very important/extremely important: 54
- Moderately important: 25
- Not at all important/slightly important: 16

European policies and provisions
- Very important/extremely important: 28
- Moderately important: 34
- Not at all important/slightly important: 34

■ Very important/extremely important ■ Moderately important ■ Not at all important/slightly important

Source: USTREAM institutional survey (n=69)

Key enablers of efficiency

Commitment of institutional leadership — 88 / 10 / 2

Institutional autonomy — 83 / 14 / 3

Inclusiveness and participation of all relevant... — 79 / 15 / 6

Raising awareness of efficiency and staff training — 72 / 22 / 6

External financial support — 50 / 27 / 23

External expertise — 48 / 37 / 16

Cooperation with other institutions, peer-learning — 45 / 30 / 25

Source: USTREAM institutional survey (n=69)

Systems with declining public funding for universities 2008-2017
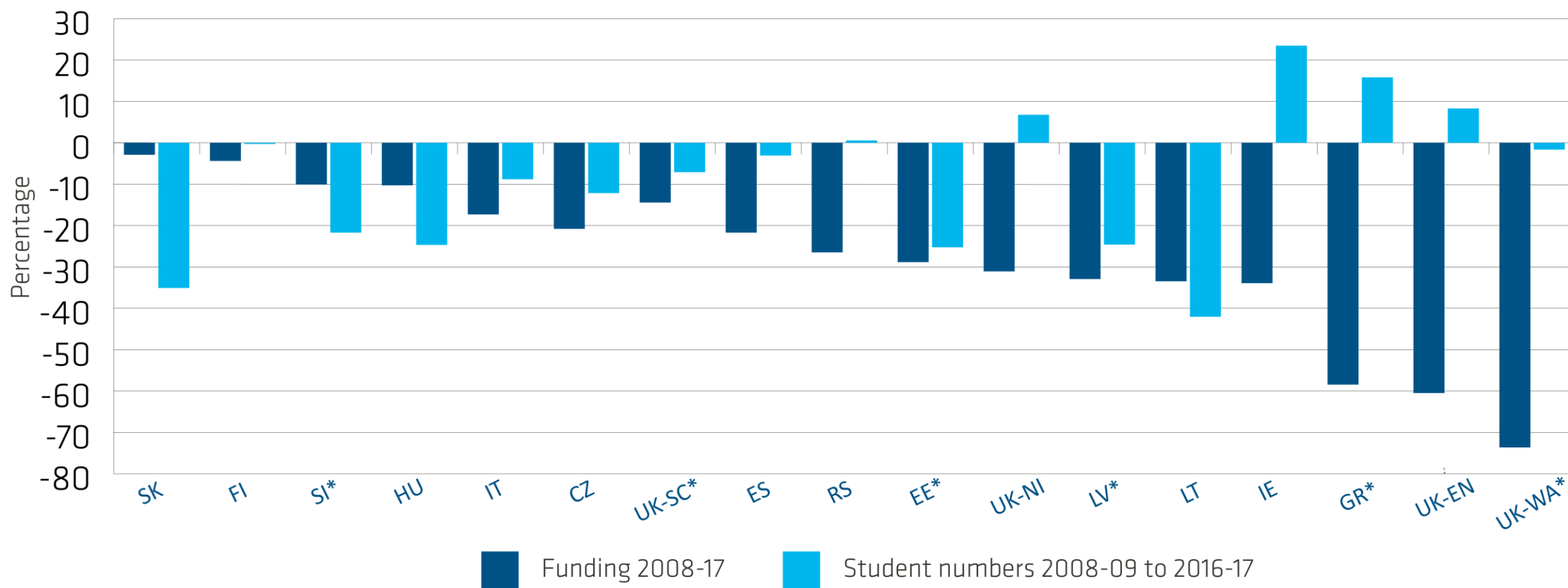
Source: EUA Public Funding Observatory 2018

Systems with growing public funding for universities 2008-2017
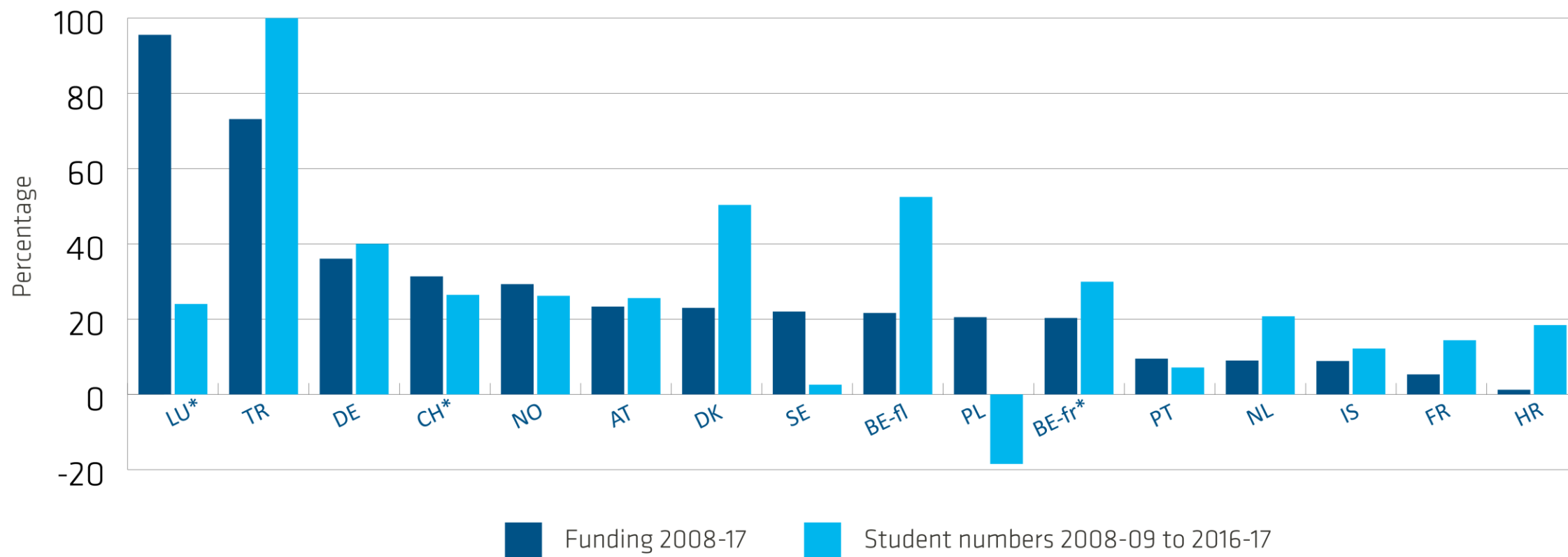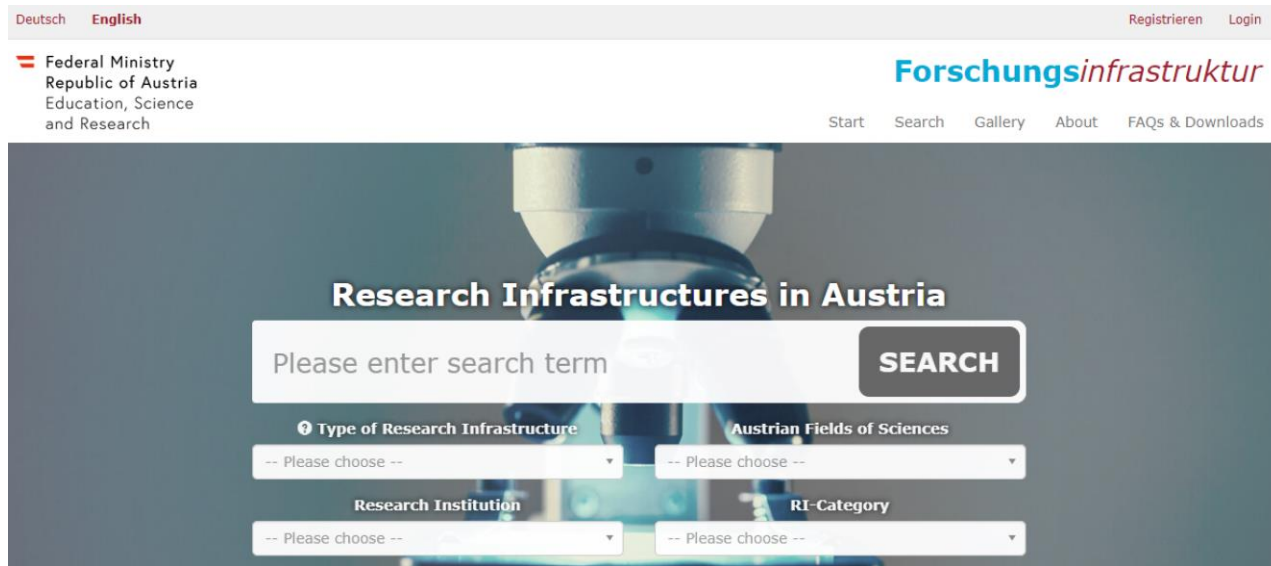
Source: EUA Public Funding Observatory 2018

Examples of actions at different levels

	Operational dimension	Academic dimension	Strategic governance dimension
System level	Land use Estate ownership VAT regulations	Programme certification procedures	University autonomy legislation Funding modalities
Sector level	Collaborative procurement Shared services	Shared research assets Shared staff	Exchange of practices Benchmarking Peer learning
Institutional level	Space use optimisation Centralised procurement Asset sharing within institution	Research profiling Review of the academic offer	Leadership and engagement Value for money reports 'Efficiency culture'

Actions at system / national level

Information support / Austria

Clustering / restructuring of the higher education landscape / France

Actions at system / EU level

Fostering better use of unique research infrastructures

ESFRI **Strategic Report on RIs in Europe**

ESFRI has established a European Roadmap for research infrastructures (new and major upgrades, pan-European interest) for the next 10-20 years, stimulates the implementation of these facilities, and updates the roadmap as needed.

ESFRI **Roadmap 2018**

The new Strategy Report on Research Infrastructures in Europe will be announced soon! more...

Research and Innovation Strategies for Smart Specialisation (RIS3)

Sector-level collaboration

Resources: KTI website

Science Space Styria

Institutional efforts

Using data to track research performance
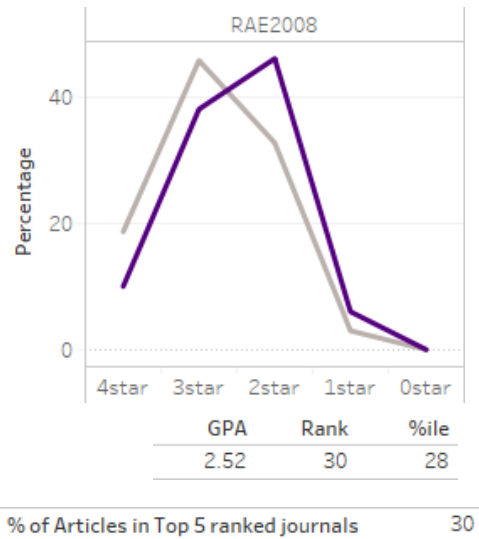
Space for multidisciplinary research & learning communities

University of Jyvaskyla, Finland
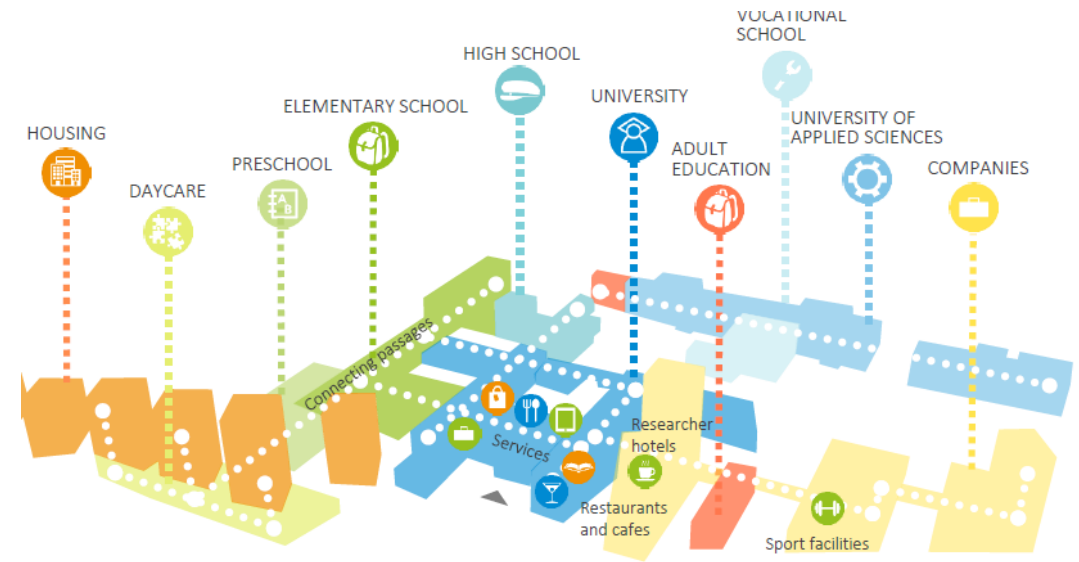
Source: Suvi Nenonen, Tampere University of Technology

Enabling frameworks: three pillars

- Sustainable & adequate funding
- Flexible governance
- Sufficient autonomy
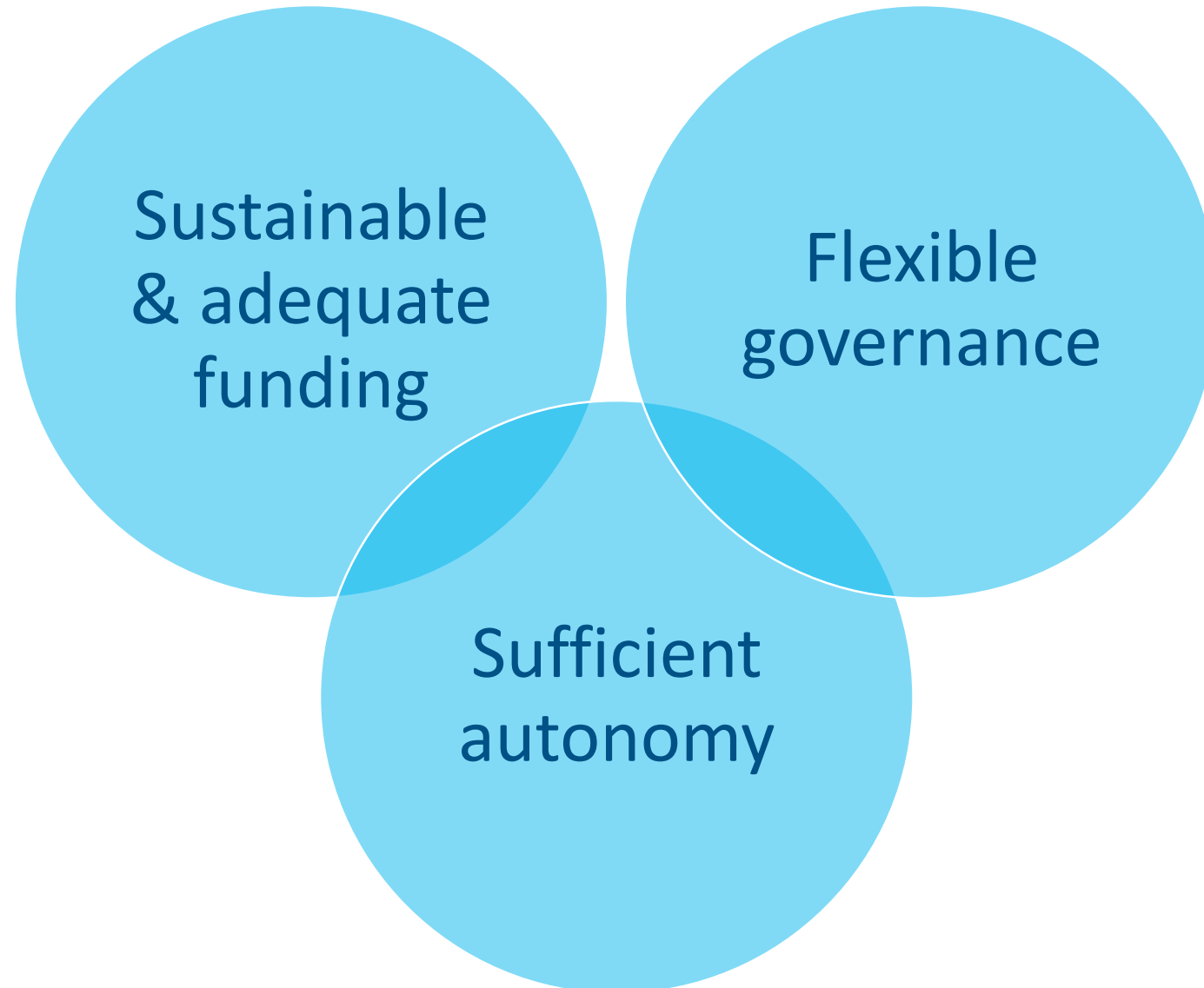
Why Sustainable & adequate funding?

- Chronicle underfunding prevents HEIs to implement efficiency (e.g. invest in enabling technology and skills)

- Additional funding / incentives leads to better reform delivery

- Sustainability of efficiency gains depend on a long term vision

Why University autonomy & governance?

Autonomy

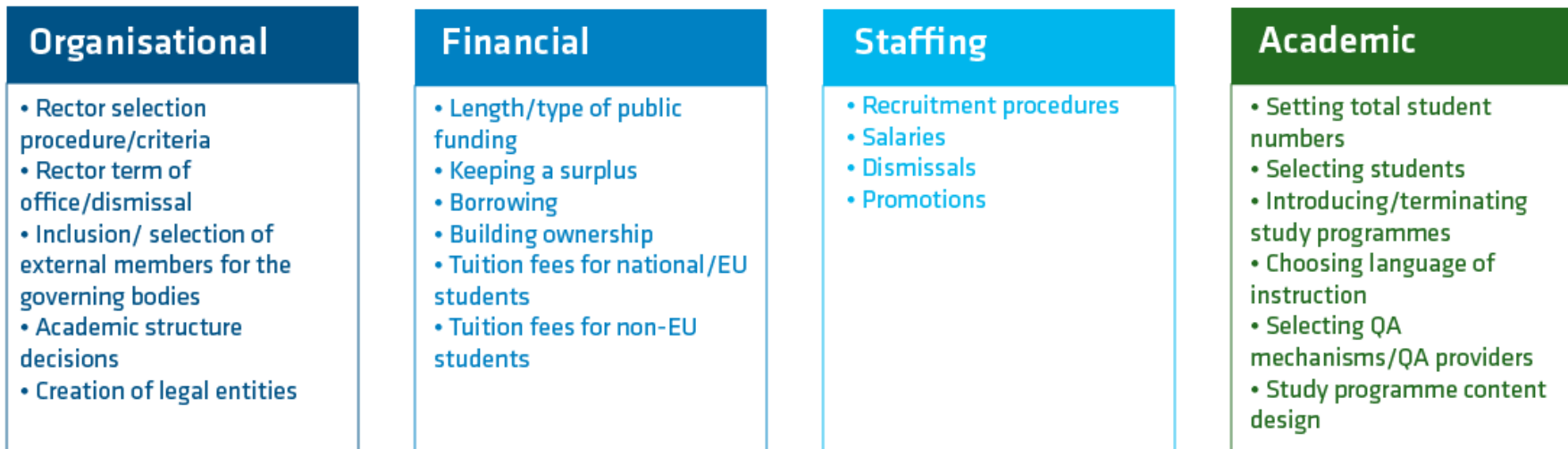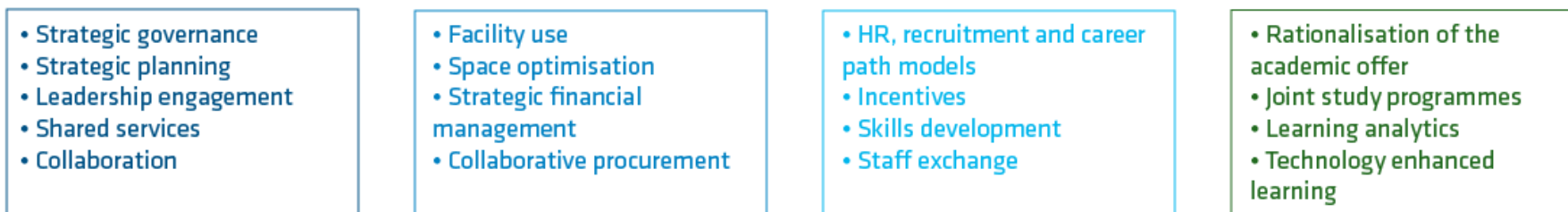| Organisational	Financial	Staffing	Academic
• Rector selection procedure/criteria • Rector term of office/dismissal • Inclusion/ selection of external members for the governing bodies • Academic structure decisions • Creation of legal entities	• Length/type of public funding • Keeping a surplus • Borrowing • Building ownership • Tuition fees for national/EU students • Tuition fees for non-EU students	• Recruitment procedures • Salaries • Dismissals • Promotions	• Setting total student numbers • Selecting students • Introducing/terminating study programmes • Choosing language of instruction • Selecting QA mechanisms/QA providers • Study programme content design

Impact on efficiency

• Strategic governance • Strategic planning • Leadership engagement • Shared services • Collaboration	• Facility use • Space optimisation • Strategic financial management • Collaborative procurement	• HR, recruitment and career path models • Incentives • Skills development • Staff exchange	• Rationalisation of the academic offer • Joint study programmes • Learning analytics • Technology enhanced learning

Source: University Autonomy Scorecard

EU funding: room for efficiency

Application

ca. 90%
H2020 proposals remain unfunded

€ 6.8 billion*
Spent on unsuccessful H2020 proposals to date

Participation

750 pages
H2020 Annoted Model Grant Agreement

ca. 7%
Average H2020 project management budget

Reporting
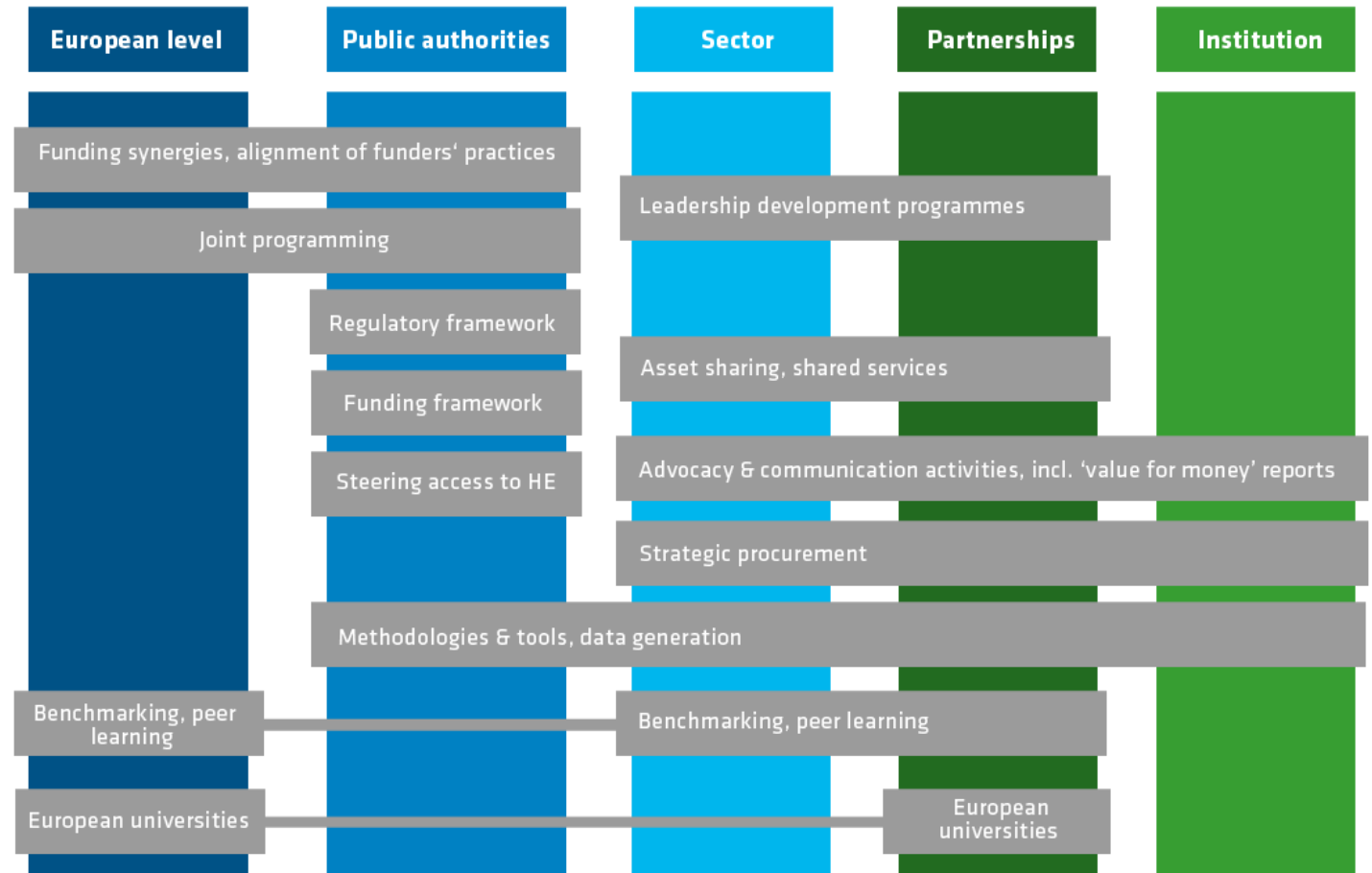
ca. 7%
H2020 projects audited

ca. 4.1%
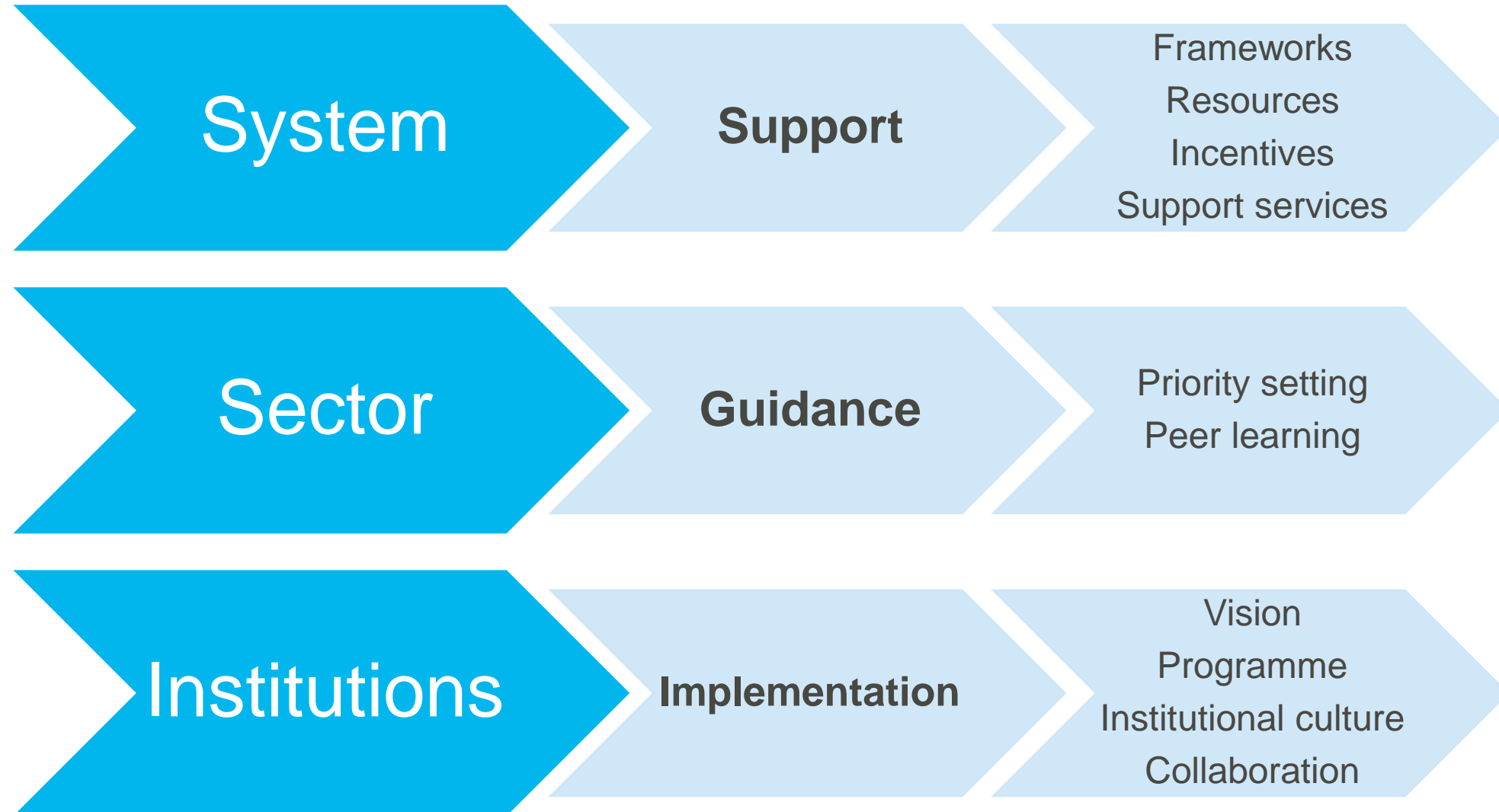2016 estimated error rate under Competitiveness for Jobs and Growth

*Source: EUA calculation based on European Commission's Horizon 2020 Monitoring flash (September 2018) data

Making it work...

- Efficiency is a collective responsibility of all HE stakeholders

- It requires a continuing policy dialogue and a joint action of policy makers, universities and their networks

'Collective ownership' scheme

System	Support	Frameworks Resources Incentives Support services
Sector	Guidance	Priority setting Peer learning
Institutions	Implementation	Vision Programme Institutional culture Collaboration

Considerations for policy makers

- Provide sustainable and adequate core funding

- Base expectations on realistic outcomes

- Link efficiency to achievement of the university's goals and missions

- Reward universities for efficiency gains through incentives

- Maintain a strategic dialogue and promote peer learning

- Foster partnerships and sector-level collaboration

- Establish bodies or services that help enhance efficiency

Efficiency, Effectiveness and **Value for Money**: Insights from the UK and other countries

A **USTREAM** REPORT

By Thomas Estermann and Veronika Kupriyanova

Efficiency, Effectiveness and Value for Money: Insights from Ireland and Other Countries

A USTREAM REPORT

By Thomas Estermann, Veronika Kupriyanova and Michael Casey

Efficiency, Leadership and **Governance**: Closing the gap between strategy and execution

A **USTREAM** REPORT

By Thomas Estermann and Veronika Kupriyanova

DECEMBER 2018

EUA REPORT

A comparative analysis of public procurement frameworks and practices in universities in Portugal and selected EU member states

EUA BRIEFING
University Mergers in Europe

April 2019

University Efficiency Hub www.efficiency.eua.eu

THANK YOU

USTREAM project

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