4th EUA FUNDING FORUM

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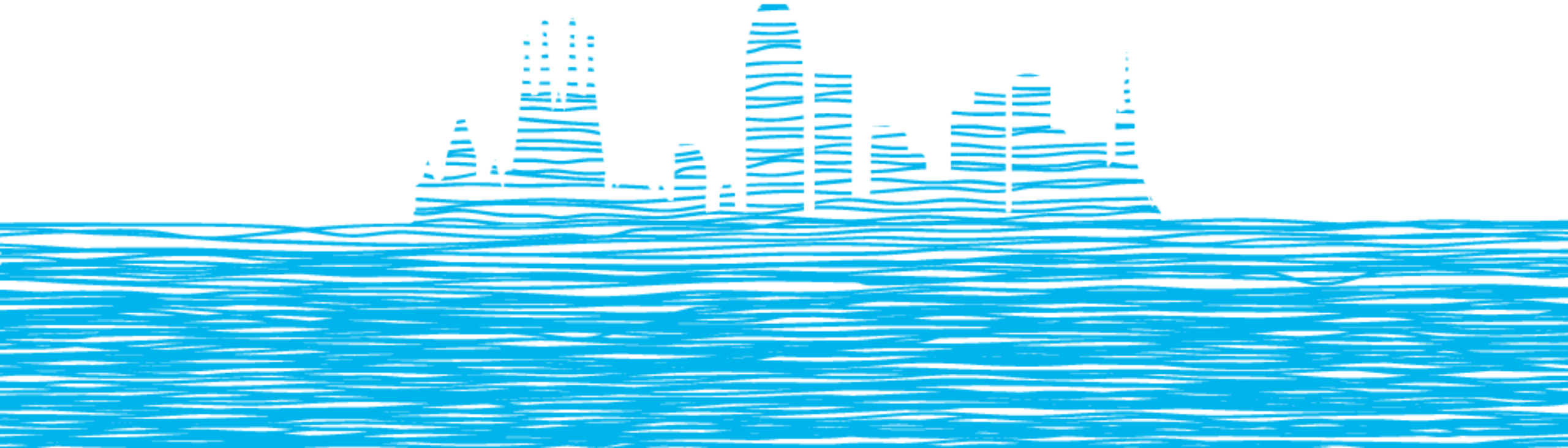

Designing an institutional efficiency strategy: USTREAM approach

Veronika Kupriyanova
Policy and Project Officer
European University Association

Barcelona, 18 October 2018

Structure of the session

1. **Introduction**
2. **Institutional efficiency strategies: insights from USTREAM**
3. **Case studies: efficiency approaches of University College Dublin and Ghent University**
4. **Presentation of the University Efficiency Hub**
5. **Discussion**

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Funding, autonomy and governance

University Autonomy Scorecard, comparing degree of autonomy in 29 systems

Public Funding Observatory: annual monitoring of trends in public funding since 2008 in 30 systems

Studies on efficient and sustainable funding systems:

- **DEFINE** - Designing Strategies for Efficient Funding of Higher Education in Europe: performance-based funding, university mergers and funding for excellence
- **USTREAM** – Universities for Strategic, Autonomous and Efficient Management: efficiency, effectiveness and value for money

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USTREAM project

Universities UK

IRISH UNIVERSITIES ASSOCIATION

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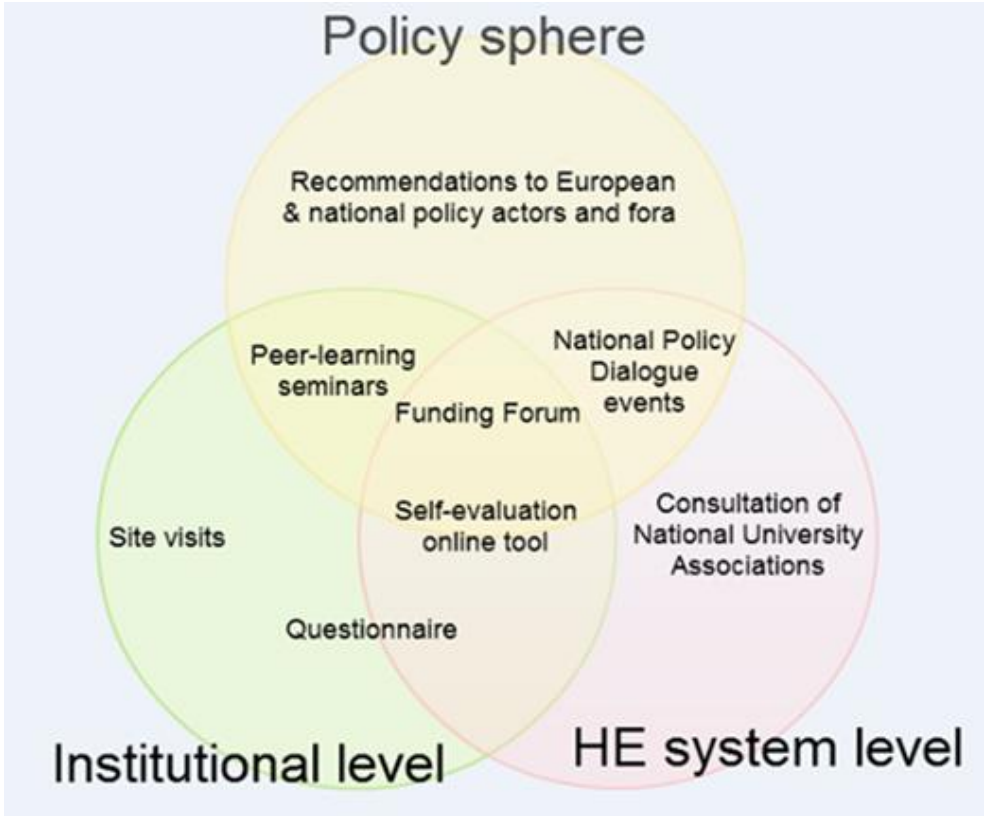

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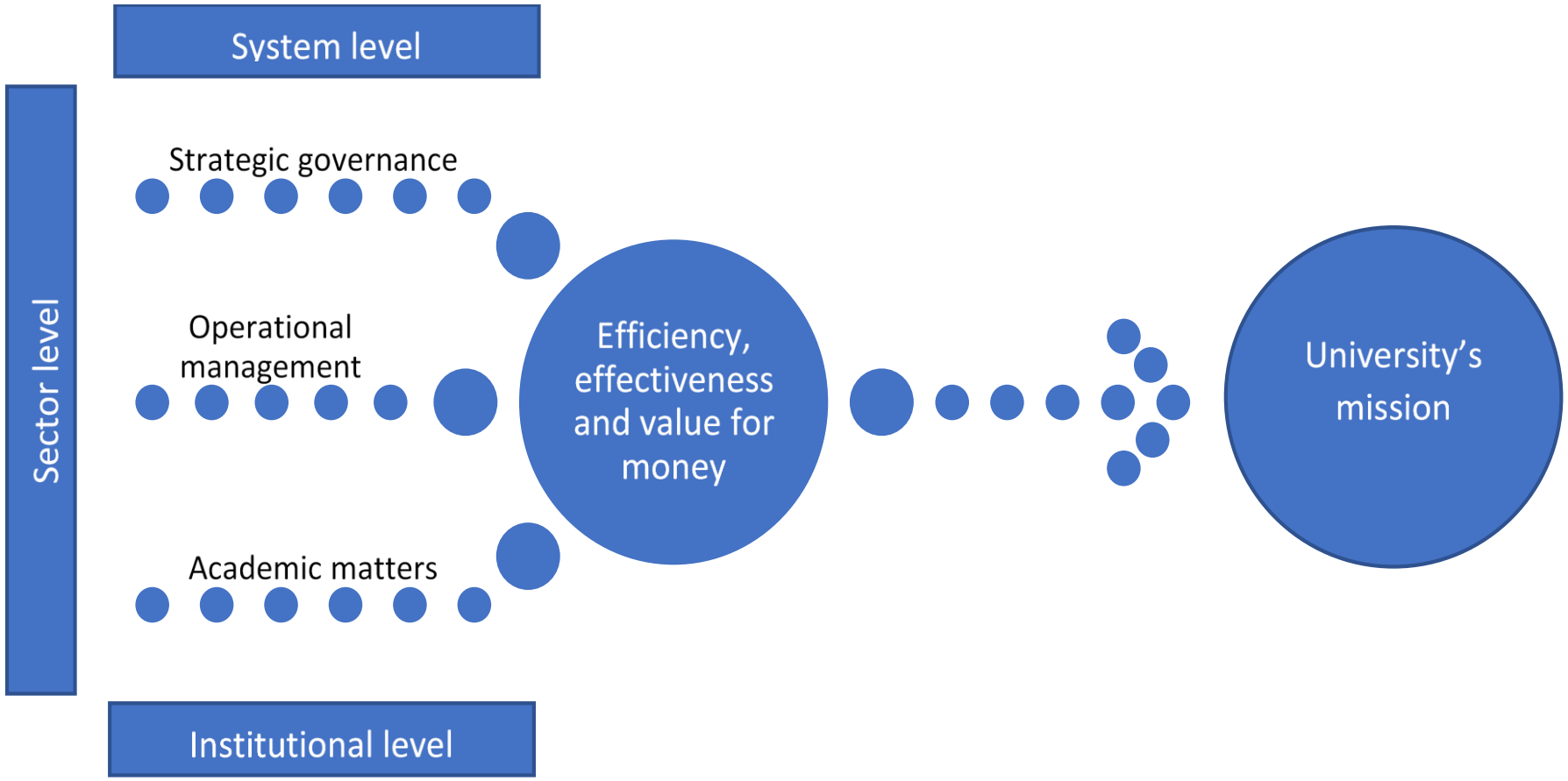
USTREAM approach



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“Does your institution have an institutional strategy for efficiency, effectiveness or value for money?”

www.sli.do

Event code:
#efficiency

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Institutional drivers of efficiency

Efficiency is discussed at most institutions

	not at all important	slightly important	moderately important	very important	extremely important
Budget Cuts or decreasing resources	2%	5%	8%	41%	40%
New institutional approaches	3%	3%	18%	48%	23%
National or regional policies and reforms	2%	3%	26%	40%	24%
Internal institutional changes	0%	10%	18%	58%	10%
Increasing demand/growing student enrollment	8%	8%	25%	33%	21%
Increasing accountability to stakeholders and funder	0%	10%	21%	50%	13%
European policies and provisions	11%	23%	34%	21%	7%

USTREAM survey (n=71)

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"**Strategic Objectives:** to transform student's lives, international recognition as university of enterprise, drive social and economic progress by translating knowledge

University in Ireland

"**New ministry policies** with regard to funding regulations require from our institution several steps to change efficiency"

University in Poland

"External - increasingly uncertain political and economic environment, increased competition and regulation of HE sector, Brexit, requirement to **demonstrate value for money to funders**.

Internal - new University strategy driving growth and resulting requirement to deliver professional services more effectively"

University in the UK

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Institutional approaches to efficiency

New dedicated framework

- Separate efficiency strategy
- Dedicated implementation units and resources

Existing framework

- Efficiency embedded in overarching strategic plan(s)
- Existing units, no additional resources

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DTU's strategy 2014-2019

Technical University of Denmark

Goals
- Mission
- Vision
- Strategic objectives

Instruments
- Values
- Organisation
- Strategic plan foundation

Education, research, scientific advice, innovation & **support functions**

Administration: developing a **"model of efficient university management"**

Finance: showing **"correspondence between resource consumption and results and document efficiency"**

IT system: ensuring **"efficient administration** and purposeful management implementation of the strategy **"**

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University of Hertfordshire UH

The University's Strategic Plan 2015-2020

Commitment to being efficient, effective & delivering value for money by spending less and well (i.e. wisely and fairly)

Efficiency, Effectiveness and Value for Money Strategy for 2015-2020

- Discussion on what efficiency means
- Seven strategic priorities

- Excellence, reward and HE workforce
- Delivering value from HE estate
- A world class and sustainable research base
- Harnessing the benefits of asset-sharing
- Unlocking value from HE data
- Shared services, infrastructure & procurement
- Evidence, oversight and sharing good practice

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Common problems

- Bias, lack of incentives
- Goal fragmentation and poor definition of objectives
- Dispersed capacity and capability
- Lack of engagement and institutional efficiency culture

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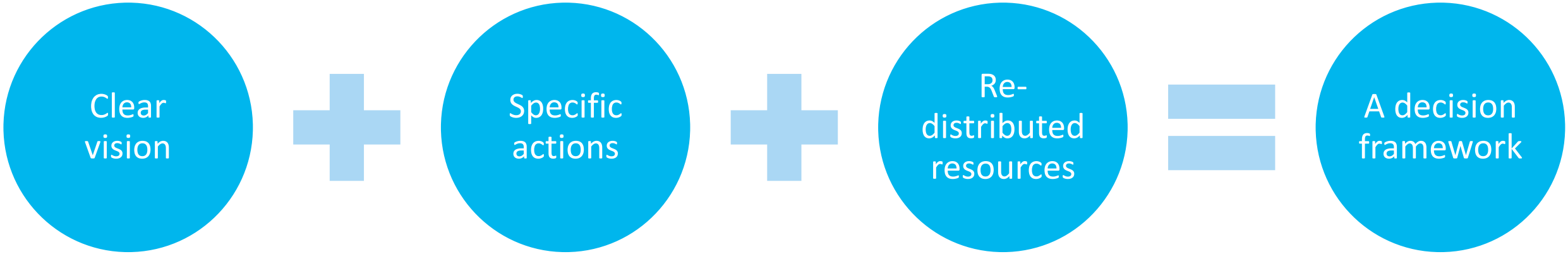
Strategy formulation



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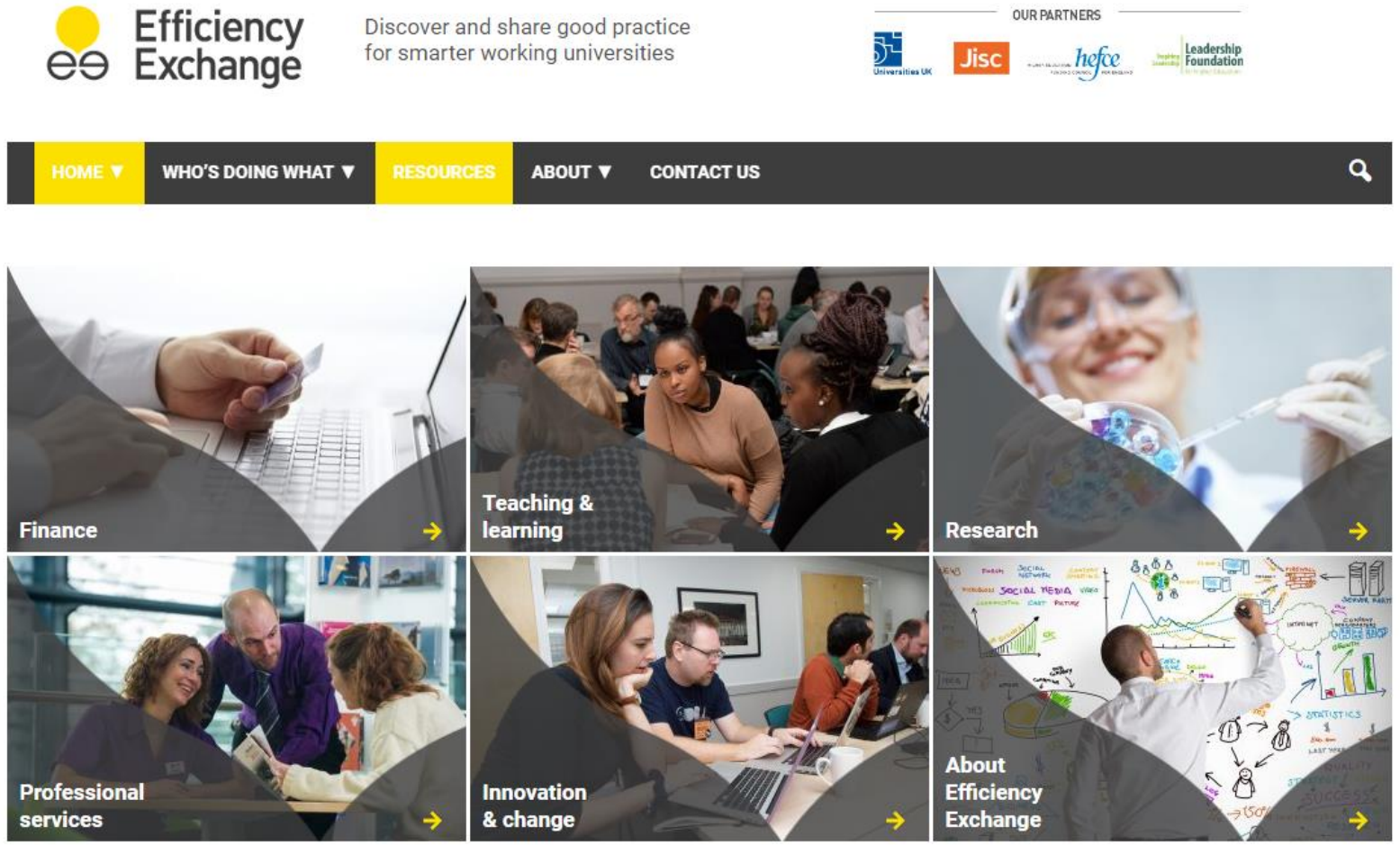
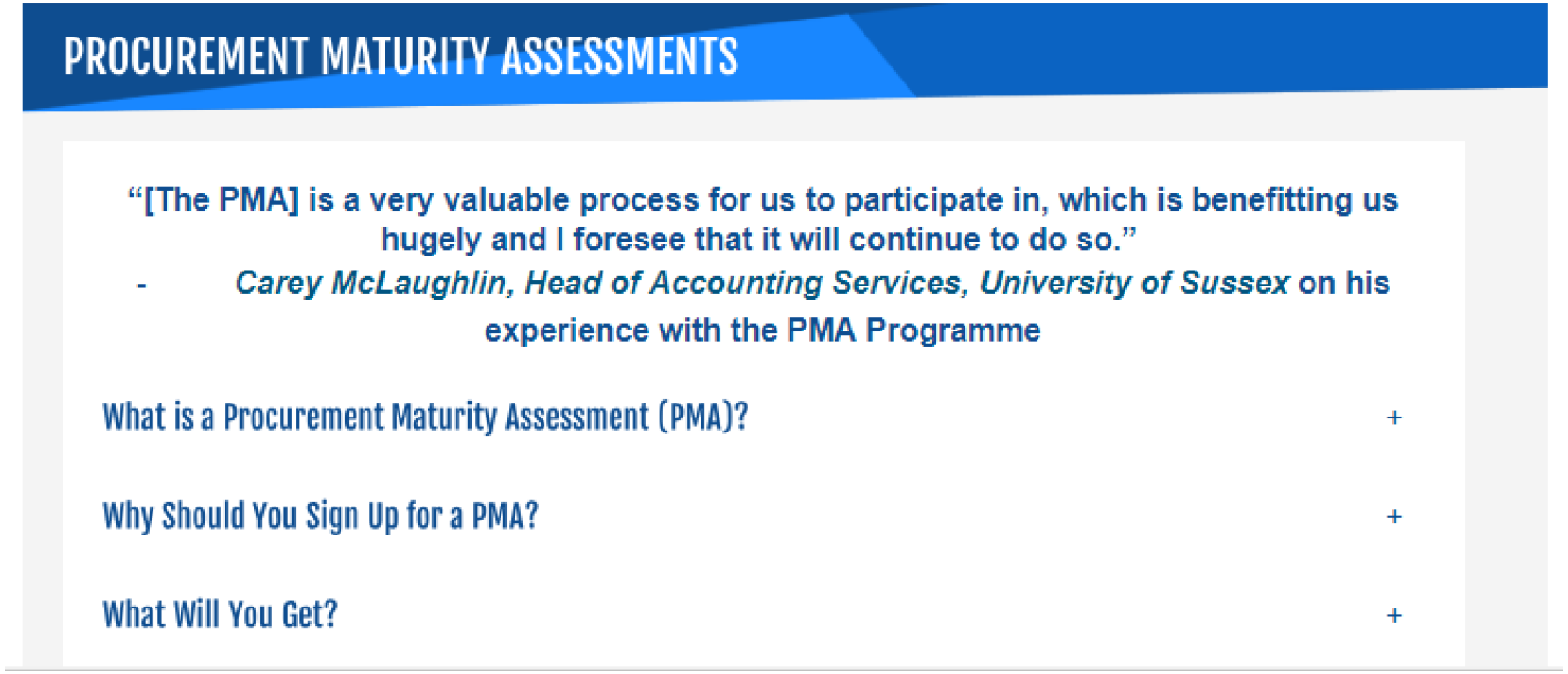
Tools supporting the efficiency agenda - general



Tools supporting the efficiency agenda - procurement



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USTREAM project — Universities for Strategic, Efficient & Autonomous Management

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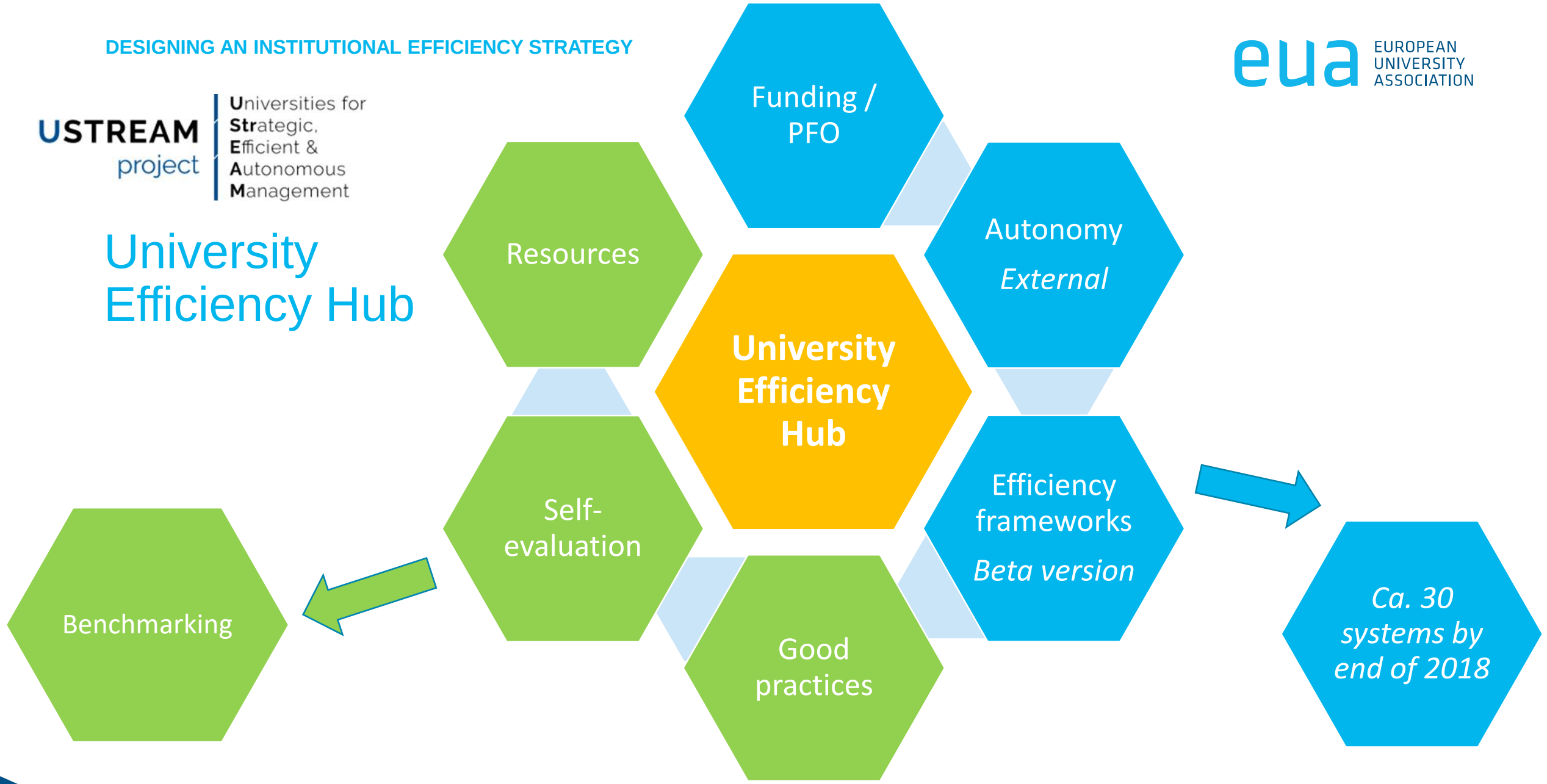
University Efficiency Hub



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Discover good practices

- Inform institutions about a broad range of practices
- Provide inspiration for less traditional – research, teaching and learning contexts
- Offer a possibility to showcase a good practice
- Search function by type of institution, good practice or keyword

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Evaluate where you stand

Questionnaire

- Governance
- Organisation
- Resources and skills
- Reporting and KPIs
- Institutional details

Report

- Basic institutional information
- Score per section
- Examples of good practices
- Benchmarking (*upcoming*)

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University
Efficiency Hub

www.efficiency.eua.eu

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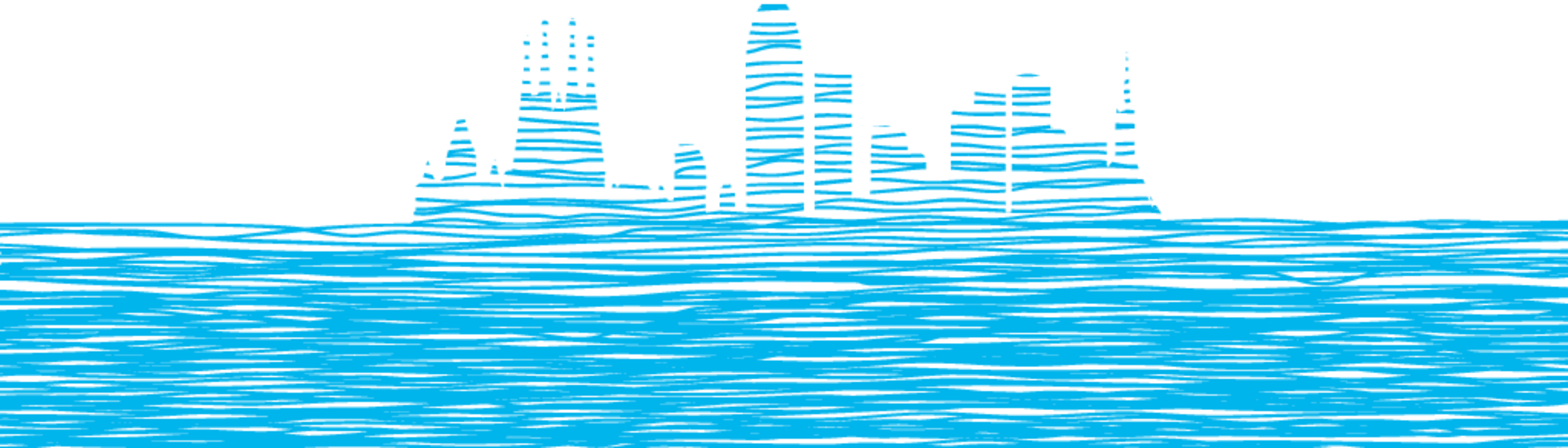
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