

# **EUDIS**

## **European Universities Diversifying Income Streams**

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## Overview

- Presentation of the project
- Rationale
- Objectives
- Project's milestones
- Project progress
- Questionnaire structure

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## Presentation of the project

- Funded by DG EAC (Erasmus – Multilateral Projects)
  - 2008-2010
  - Partners:
    - ✓ EUA
    - ✓ HUMANE,
    - ✓ Bavarian State Institute for Higher Education Research and Planning,
    - ✓ University of Bologna
  - Financial Sustainability:
    - ✓ Part 1 – Full Costing project (Know Your Costs)
    - ✓ Part 2 – EUDIS project (Diversify Your Income)
  - Financial crisis highlights need for sustainable management
- ...3...

## The project's rationale

- Universities must maintain / increase quality standards...
- ... manage diversified activity portfolios...
- ... while access to financial resources is more constrained
  
- Top priority: how to increase and diversify funding
  
- To do so, universities need to adopt more business-like perspectives in ***pursuing alternative income streams*** while securing their core values and integrating financing in their overall strategy.

## The project's rationale

- EUA's "Financially Sustainable Universities" (part 1) report showed that:
  - European universities are still largely **state-funded**
    - Public expenditure needs to be increased...
    - ... but not sufficient: universities need to broaden their income base through other funding streams
  - More **autonomous** HEIs have a more **diverse** funding base
    - But little preparation: need to build up capacity and clientele

## The project's rationale

Hence the need to provide institutions with the appropriate tools and opportunities to make use of their autonomy and to diversify their income.

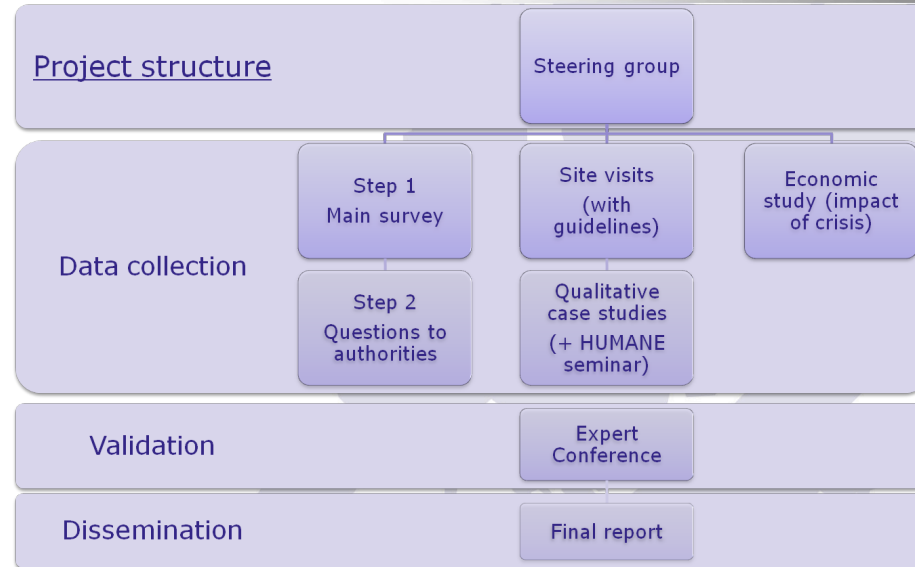
## The objectives

- The project:
  - explores how universities with different missions and profiles are diversifying their income streams,
  - identifies the essential external "environmental" conditions for this, and the obstacles and pitfalls involved.

## The objectives

- In more detail, the project seeks to:
  - ✓ **identify best practices** in diversifying income streams, with a focus on **innovative and transferable examples**;
  - ✓ analyse how **institutions' strategies** in lifelong learning, stakeholder engagement, collaboration with business and others are also used to broaden the funding base of an institution;
  - ✓ analyse the **conditions and environmental factors** that allow institutions to diversify their funding streams successfully;
  - ✓ **investigate the challenges** that diversified funding brings for managing and governing institutions and the **impact of autonomy**;
  - ✓ **raise awareness** to **improve the environmental conditions** and provide universities with a **set of useful tools** to begin diversifying their funding base in a coherent and strategic fashion.

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## The project's milestones

- ✓ Creation of a questionnaire sent to European universities  
*(launch: mid-May 2009)*
- ✓ Interviews and site visits aimed at identifying best practices  
*– targeting both HEIs and governmental bodies  
(end of 2009 – beginning of 2010)*
- ✓ A validation and dissemination conference gathering  
experts from all over Europe *(April 2010)*
- ✓ A final report, including recommendations to all relevant  
stakeholders: universities, regional authorities, national  
governments and the European Commission *(end of 2010)*

## Project progress

- First Steering Group meeting was held at the beginning of 2009
- Design of the questionnaire to higher education institutions is now in its final stage
- Launch of the questionnaire is planned for mid-May, after validation at 2<sup>nd</sup> Steering Group meeting
- Online questionnaire open to all during one month

## Questionnaire structure

- Institutional profile
- Specific section on hospital income & expenditure
- Financial structure
  - ✓ *Income from public sources (national / regional)*
  - ✓ *Income from private sources*
  - ✓ *Income from philanthropic sources*
  - ✓ *Income from international sources*
  - ✓ *Co-funding*
  - ✓ *Expenditure*
- Institutional strategy
- Legal framework (autonomy)
- The university's environment
- Effect of economic policies

## Questionnaire structure

- Specific issues remain to be solved – **feedback is highly appreciated!**
  - ✓ Autonomy table
  - ✓ Percentages or amounts in € when asking about financial data?
  - ✓ Is the « internal » perspective included in a proper way?
  - ✓ Is the issue of university hospitals approached correctly?

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