

# EUROPEAN UNIVERSITY ASSOCIATION

## Efficiency & effectiveness in European Higher Education – Trends and institutional approaches

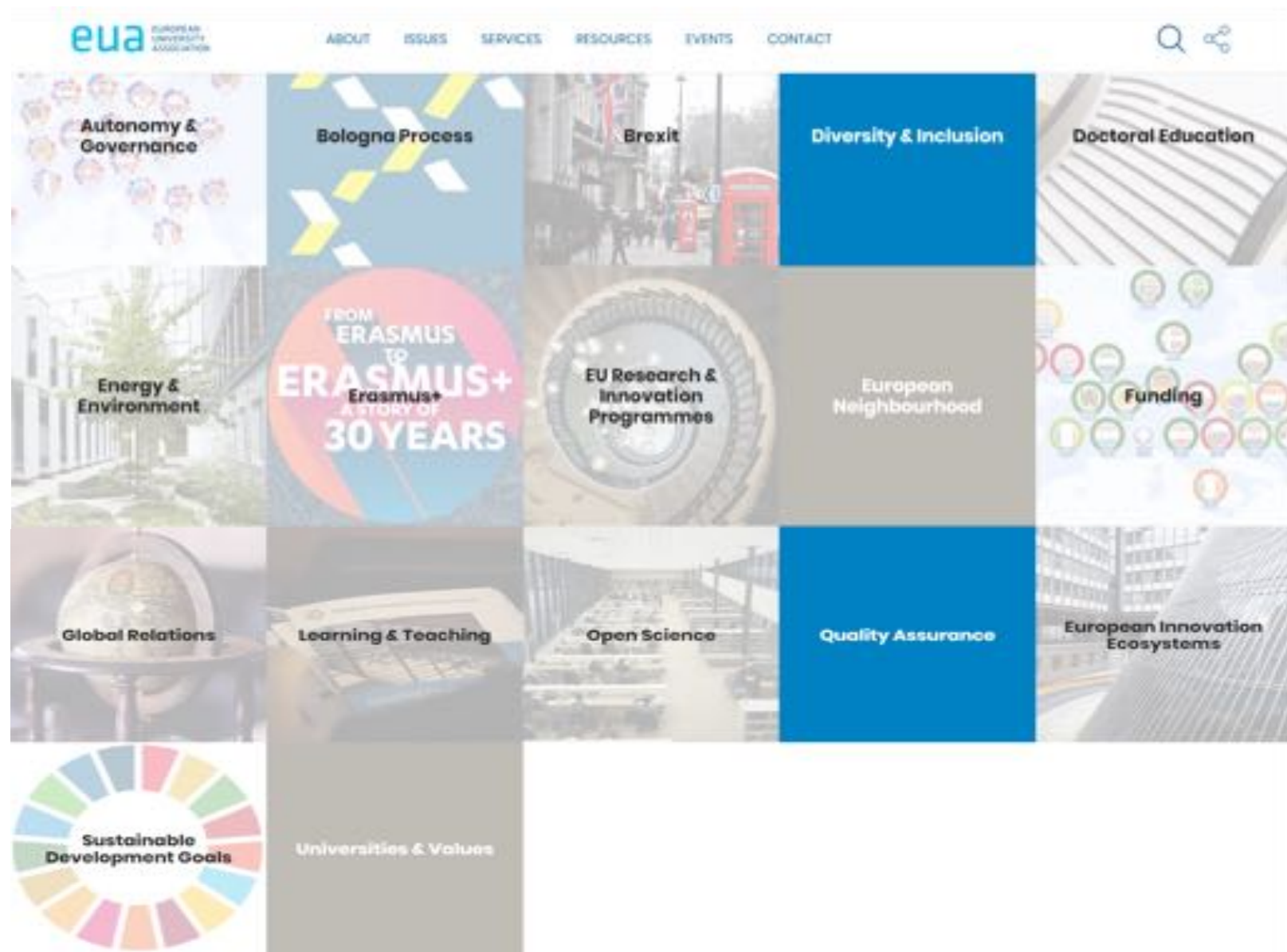
Thomas Estermann  
Director for Governance, Funding and Public  
Policy Development at EUA

**25 October 2019**  
**VUB, Brussels, BE**



WSAN YEAR 1

# EUA Areas of work



## Focus

- Global challenges
- USTREAM approach to efficiency
- Efficiency and effectiveness at sector and institutional level

# USTREAM project



Co-funded by the  
Erasmus+ Programme  
of the European Union



# Global pressures on universities

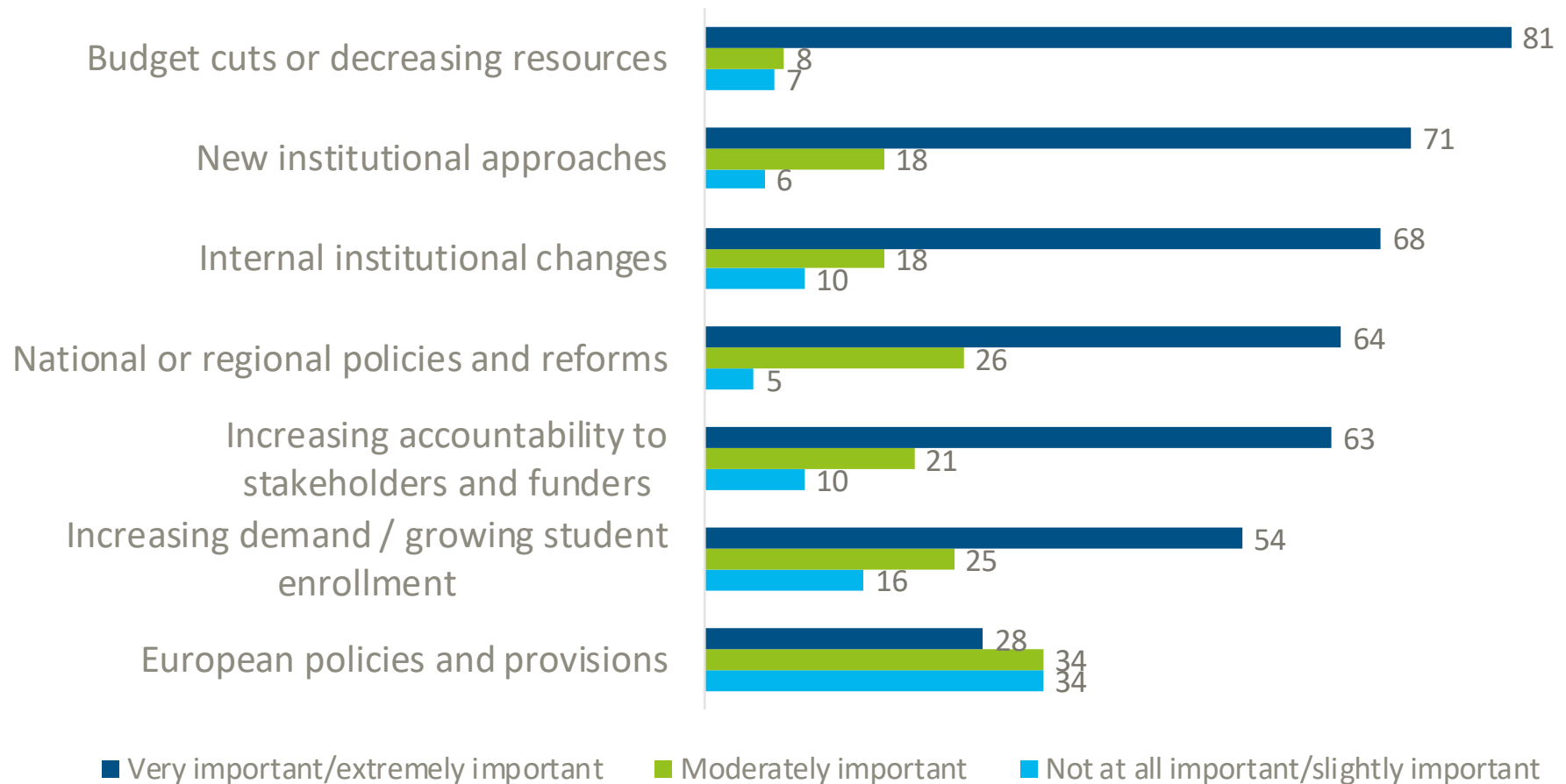
- Policy & regulatory turbulence
- Pressure on public HE funding, growing demand for value for money
- Globalisation of academic research; global talent mobility
- Collaboration vs competition
- Digitalisation
- Changing stakeholder expectations
  - Increased gov expectations for HE in eco & social growth
  - Business & industry (skilled & adaptable workforce, collaborative research)
  - Evolving student expectations (quality, employability, services)

=> Growing need for efficiency and effectiveness

# USTREAM approach

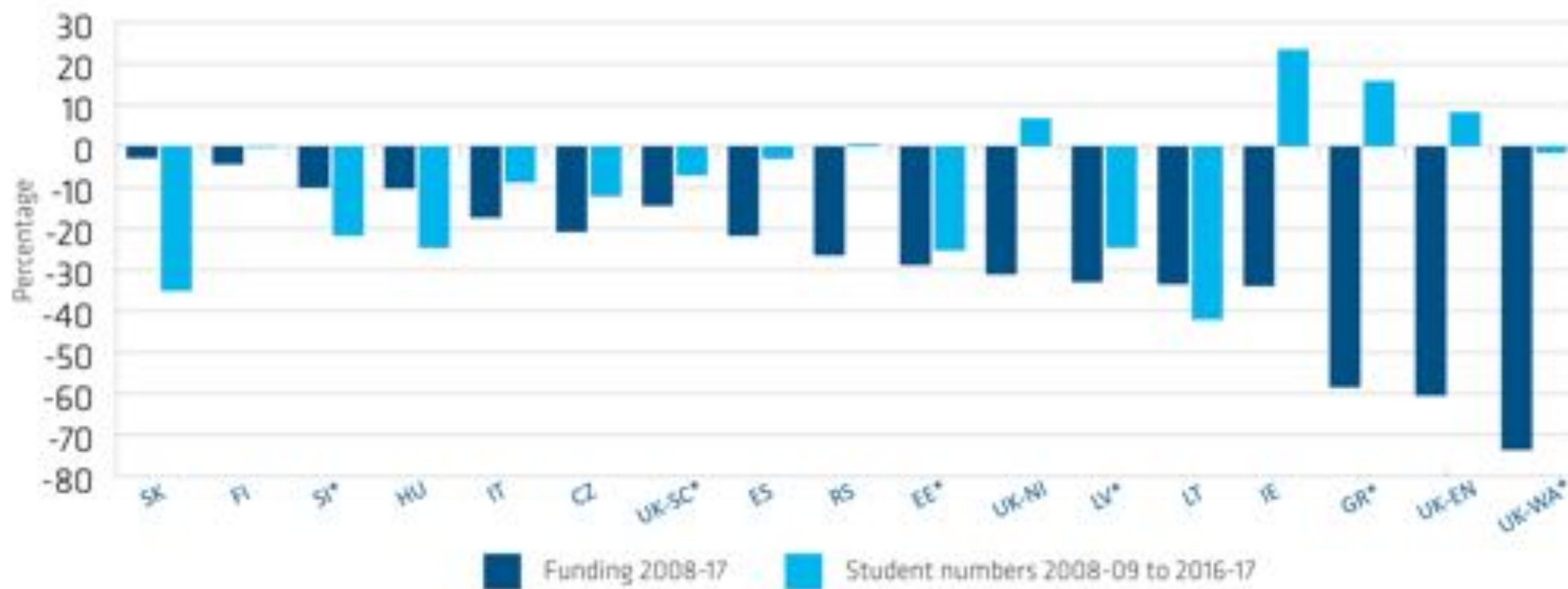


# Key drivers of efficiency



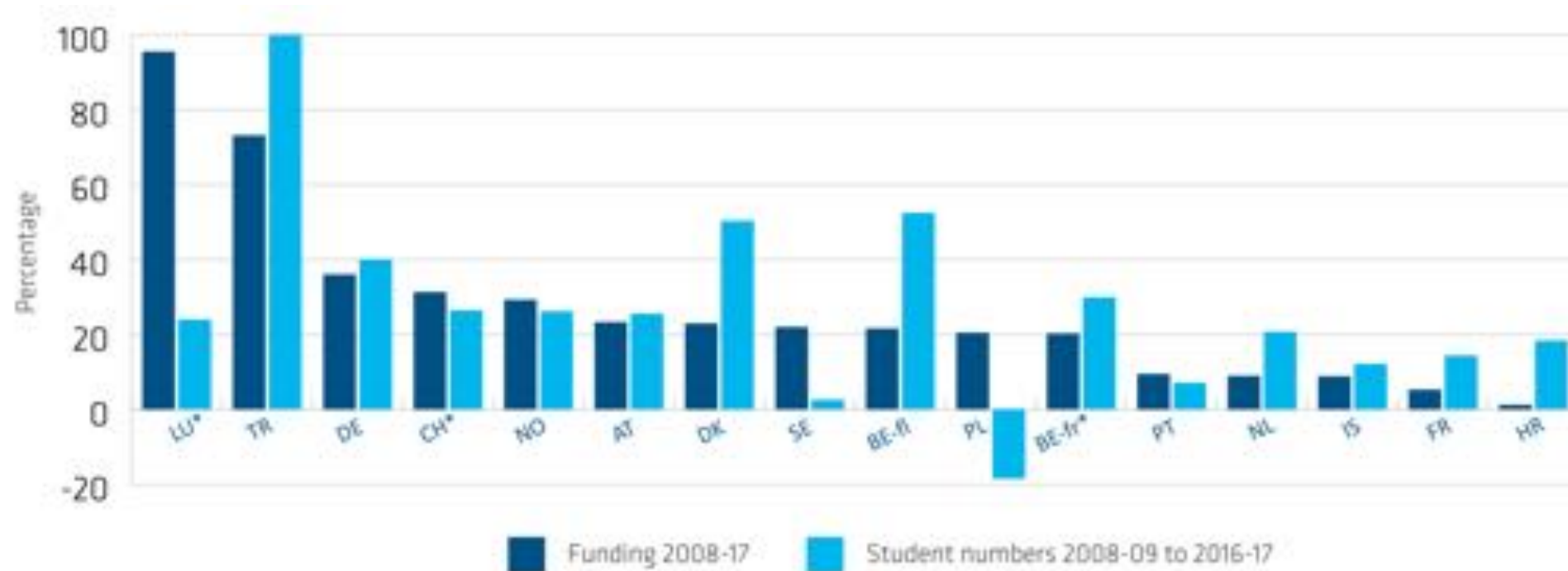
Source: USTREAM institutional survey (n=69)

## Systems with declining public funding for universities 2008-2017



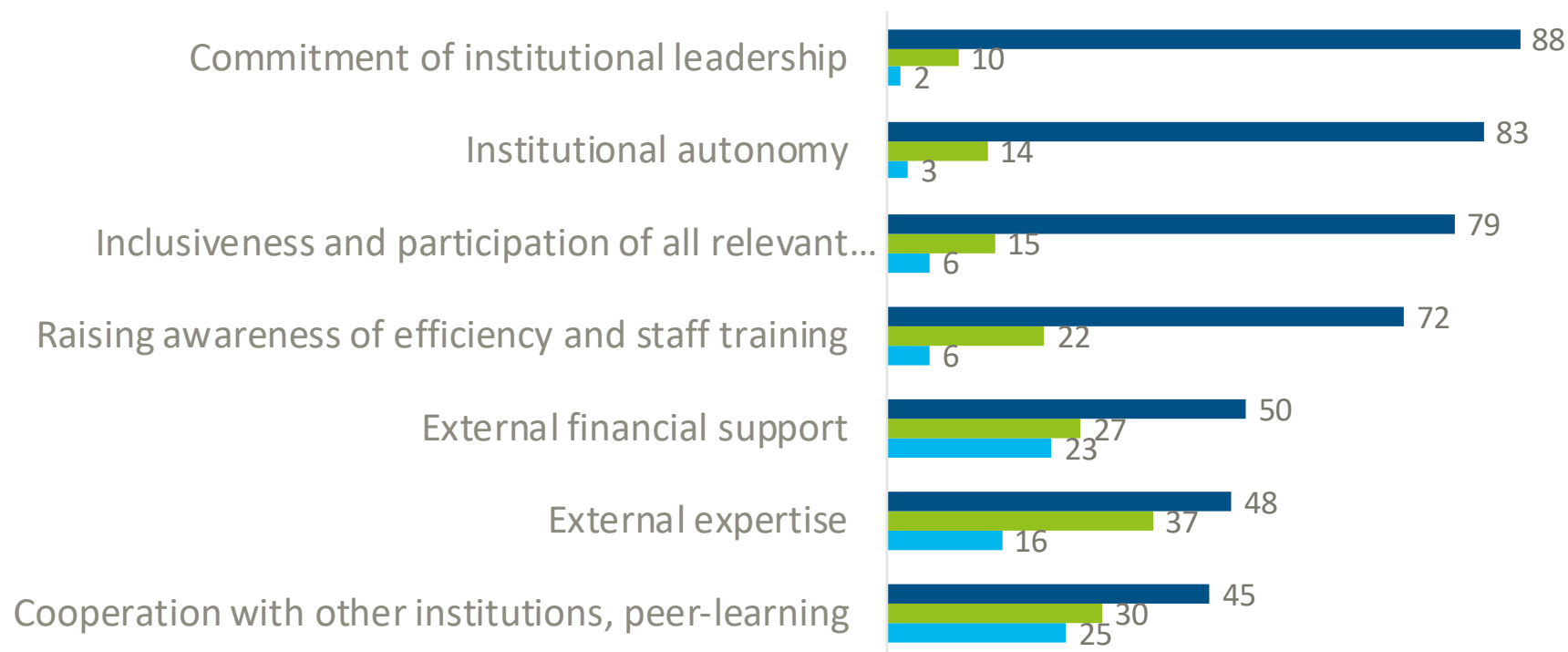
Source: EUA Public Funding Observatory 2018

## Systems with growing public funding for universities 2008-2017



Source: EUA Public Funding Observatory 2018

# Key enablers of efficiency



Source: USTREAM institutional survey (n=69)

## LEARNING FROM OTHERS

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About Contact

### Welcome to the University Efficiency Hub

This online portal allows university practitioners and policy makers across Europe to share knowledge and hands-on experience on efficiency, effectiveness and value for money in the field of higher education.

#### Learn more about efficiency frameworks

Find out about framework conditions and policy trends in efficiency in different countries across Europe.

#### Discover Good Practices

See what is being done to enhance efficiency in the university context and share your good practices and experiences.

#### Evaluate where you stand

Take an online test to evaluate efficiency at your institution and find ways to move forward.

Efficiency Exchange

Discover and share good practice for smarter working universities

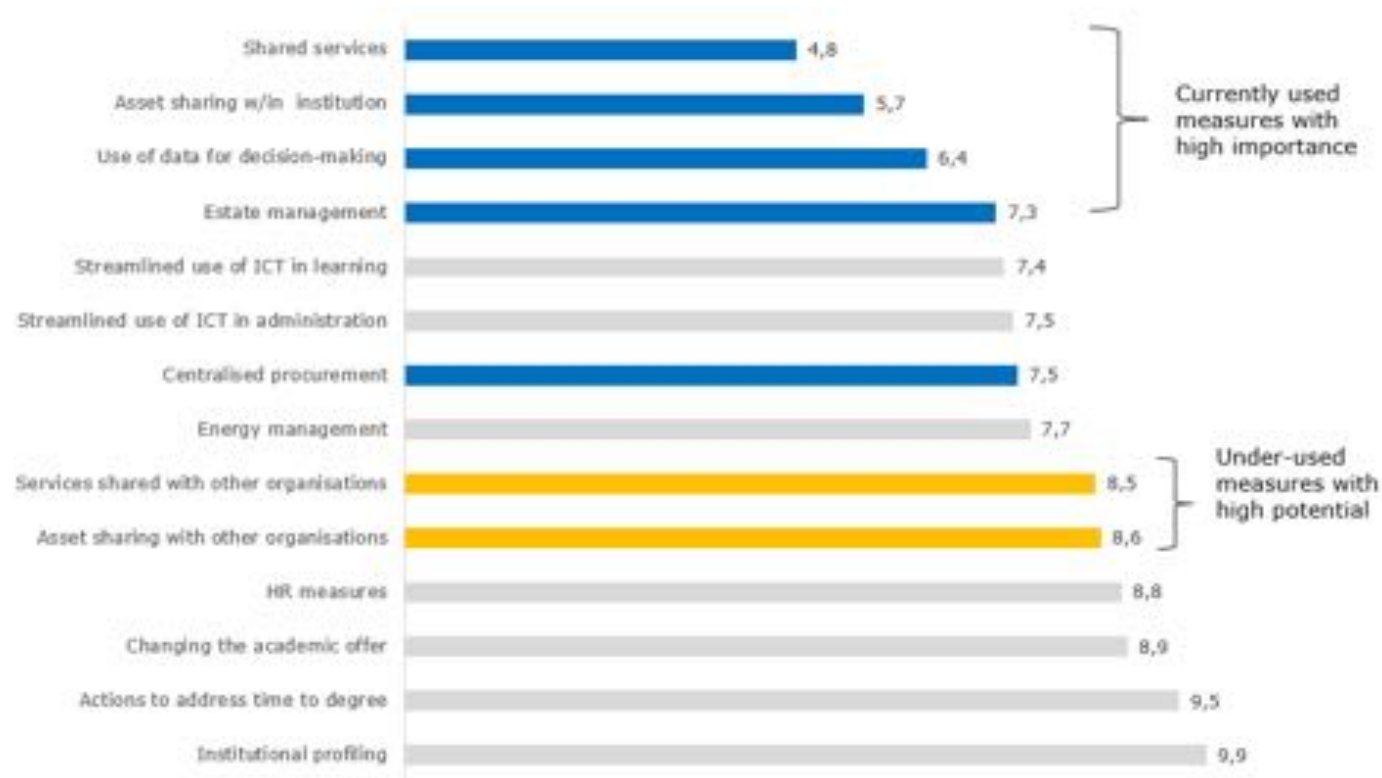
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Jisc hefce Leadership Foundation

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Finance Teaching & learning Research Professional services Innovation & change About Efficiency Exchange

## Top 15 most important efficiency measures



Source: USTREAM survey (n=69)

# Sector-level collaboration

## Strategic partnerships / research profiling

NAWI Graz



## Developing common rules and standards

### BOX 8. NORWEGIAN TDI COST ACCOUNTING MODEL

The TDI full costing methodology is a Norwegian model designed to ensure that full costs of all externally funded research project activities are properly identified. It is based on the idea that the Time spent by academic staff is the primary driver of both Direct and Indirect costs (TDI). It was developed by the higher education sector for Norwegian Research Council grant applications. The TDI model is mandatory for all higher education institutions engaged in externally funded research in Norway and promotes:

- More accurate financing of actual research project costs
- Improved resource management
- Better oversight of research project resources
- Simplified project finance monitoring

**Source:** European University Association (2018). Accepting University Accounting Practices under Horizon Europe. A Compendium of National and Institutional Cases.

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## Collaborative procurement and smart lab management

### Centrale d'achats



Funcionalidades

Sobre Nós

Recomendar

Entrar / Login

Agendar Demo

### Software para Laboratórios Felizes

Os nossos clientes já pouparam mais de **20 Milhões de Euros** em compras e gerem melhor os seus laboratórios com o **LabOrders**.

Agendar Demo

Quer recomendar o LabOrders à direção do Laboratório ou à Instituição onde trabalha? [Clique Aqui](#)



# Institutional level

## Using data to track research performance



RAE 2008 - University of Warwick Sector Rankings by UOA

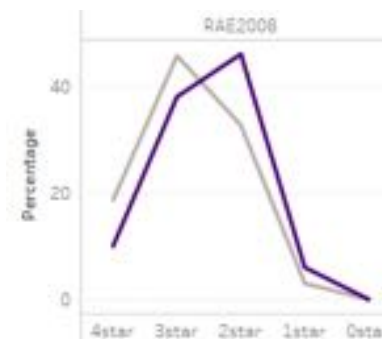
rae2008

| Unit of Assessment | FTE    | % Submitted | Overall |      |      | Outputs |      |      | Environment |      |      | Esteem |      |      |
|--------------------|--------|-------------|---------|------|------|---------|------|------|-------------|------|------|--------|------|------|
|                    |        |             | GPA     | Rank | %ile | GPA     | Rank | %ile | GPA         | Rank | %ile | GPA    | Rank | %ile |
| 04 - XXXXX         | 38.00  | 76.00%      | 2.40    | 20   | 37%  | 2.49    | 14   | 57%  | 2.00        | 24   | 23%  | 2.00   | 19   | 40%  |
| 07 - XXXXX         | 30.90  | 69.52%      | 2.70    | 10   | 64%  | 2.71    | 7    | 76%  | 2.71        | 12   | 56%  | 2.00   | 13   | 52%  |
| 14 - XXXXX         | 57.57  | 86.48%      | 2.45    | 30   | 45%  | 2.34    | 30   | 45%  | 2.73        | 27   | 51%  | 2.18   | 28   | 49%  |
| 16 - XXXXX         | 33.52  | 81.42%      | 2.75    | 1    | 100% | 2.70    | 1    | 100% | 3.00        | 6    | 82%  | 2.65   | 1    | 100% |
| 18 - XXXXX         | 32.80  | 97.04%      | 2.90    | 9    | 77%  | 2.85    | 7    | 83%  | 3.01        | 16   | 57%  | 2.85   | 6    | 86%  |
| 19 - XXXXX         | 51.00  | 100.00%     | 2.60    | 20   | 52%  | 2.52    | 30   | 28%  | 2.86        | 16   | 62%  | 2.52   | 23   | 45%  |
| 20 - XXXXX         | 32.00  | 88.89%      | 3.15    | 2    | 97%  | 3.00    | 2    | 97%  | 3.70        | 1    | 100% | 2.98   | 5    | 90%  |
| 21 - XXXXX         | 29.25  | 100.00%     | 2.85    | 7    | 86%  | 2.68    | 18   | 61%  | 3.53        | 5    | 91%  | 2.70   | 11   | 77%  |
| 22 - XXXXX         | 24.00  | 90.57%      | 2.95    | 4    | 90%  | 2.88    | 6    | 84%  | 3.24        | 4    | 90%  | 2.99   | 5    | 87%  |
| 23 - XXXXX         | 26.50  | 92.98%      | 2.75    | 29   | 65%  | 2.86    | 31   | 62%  | 2.46        | 46   | 44%  | 2.45   | 28   | 66%  |
| 25 - XXXXX         | 68.45  | 86.33%      | 2.85    | 10   | 82%  | 2.79    | 19   | 65%  | 2.59        | 16   | 71%  | 3.14   | 4    | 94%  |
| 34 - XXXXX         | 49.63  | 91.61%      | 3.35    | 3    | 94%  | 3.32    | 4    | 94%  | 3.45        | 4    | 91%  | 3.40   | 5    | 89%  |
| 36 - XXXXX         | 130.70 | 88.55%      | 2.95    | 5    | 96%  | 2.74    | 11   | 89%  | 3.40        | 4    | 97%  | 3.50   | 6    | 94%  |
| 38 - XXXXX         | 47.33  | 95.95%      | 2.40    | 30   | 55%  | 2.25    | 29   | 56%  | 2.90        | 25   | 62%  | 2.45   | 42   | 36%  |
| 39 - XXXXX         | 31.00  | 91.18%      | 2.65    | 7    | 90%  | 2.42    | 9    | 86%  | 3.40        | 6    | 91%  | 3.40   | 9    | 86%  |
| 40 - XXXXX         | 22.80  | 97.44%      | 2.65    | 18   | 75%  | 2.46    | 26   | 63%  | 3.20        | 13   | 82%  | 3.20   | 13   | 82%  |
| 41 - XXXXX         | 37.80  | 100.00%     | 2.70    | 8    | 82%  | 2.34    | 12   | 72%  | 3.80        | 4    | 92%  | 3.90   | 5    | 90%  |
| 44 - XXXXX         | 18.00  | 90.00%      | 2.65    | 17   | 78%  | 2.69    | 9    | 89%  | 2.60        | 27   | 64%  | 2.55   | 19   | 75%  |
| 45 - XXXXX         | 35.43  | 62.62%      | 2.65    | 8    | 91%  | 2.60    | 10   | 89%  | 3.05        | 8    | 91%  | 2.75   | 5    | 95%  |
| 52 - XXXXX         | 13.00  | 100.00%     | 2.80    | 2    | 97%  | 2.79    | 1    | 100% | 2.91        | 9    | 73%  | 2.85   | 9    | 73%  |
| 53 - XXXXX         | 8.00   | 88.89%      | 2.40    | 16   | 44%  | 2.43    | 15   | 48%  | 2.26        | 22   | 22%  | 2.45   | 13   | 56%  |
| 54 - XXXXX         | 7.00   | 100.00%     | 2.85    | 3    | 87%  | 2.76    | 3    | 87%  | 3.30        | 4    | 80%  | 2.80   | 8    | 53%  |
| 57 - XXXXX         | 34.32  | 83.66%      | 2.95    | 8    | 92%  | 2.62    | 22   | 75%  | 4.00        | 1    | 100% | 4.00   | 1    | 100% |
| 59 - XXXXX         | 14.00  | 100.00%     | 2.85    | 4    | 87%  | 2.88    | 2    | 96%  | 2.60        | 14   | 43%  | 3.00   | 6    | 79%  |
| 60 - XXXXX         | 22.00  | 100.00%     | 2.65    | 19   | 53%  | 2.45    | 26   | 34%  | 3.70        | 10   | 76%  | 3.00   | 13   | 68%  |
| 62 - XXXXX         | 36.75  | 92.45%      | 3.00    | 2    | 99%  | 2.90    | 4    | 96%  | 3.50        | 18   | 79%  | 3.00   | 19   | 78%  |
| 64 - XXXXX         | 9.00   | 100.00%     | 2.85    | 12   | 63%  | 2.85    | 13   | 60%  | 2.50        | 14   | 57%  | 3.00   | 6    | 83%  |

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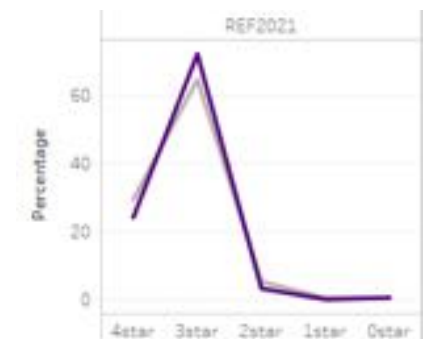
- 1 -

2017-05-18 13:21 using Packages ->RAE2008 on Development



| GPA  | Rank | %ile |
|------|------|------|
| 2.52 | 30   | 28   |

% of Articles in Top 5 ranked journals 30



Institution  
■ Warwick  
■ Top 5

| GPA  | Rank | %ile |
|------|------|------|
| 3.19 | 6    | 88   |

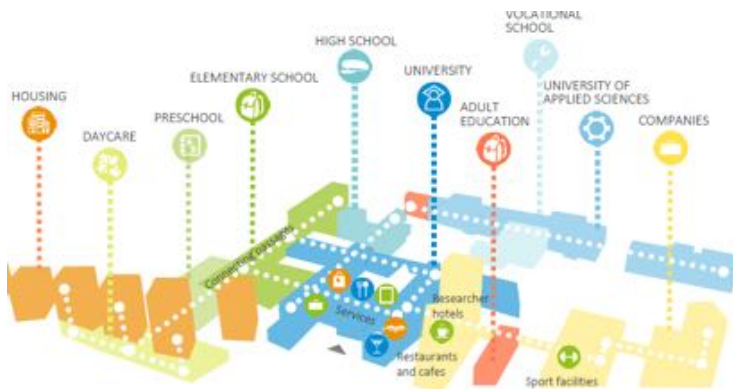
% of Articles in Top 5 ranked journals 45

# Institutional level

## Space for multidisciplinary research & learning communities

University of Liverpool, UK – Apex2 building

University of Jyväskylä, Finland



Source: Suvi Nenonen, Tampere  
University of Technology

Vienna's University of Natural  
Resources and Life Sciences (BOKU)



Source: ATP Architects Engineers



Source: University of Liverpool

# Efficiency is a leadership and change issue **eua** EUROPEAN UNIVERSITY ASSOCIATION



*"For us, efficiency was not a choice, or a concept, but a necessity"*

Philip Nolan, President of Maynooth University, Ireland

## 70% of change projects fail.....

- Unrealistic goals
- Resistance to change
- Not including the right people
- Lack of accountability
- Lack of proper budgeting
- Lack of management capacity

## Efficiency measures need to.....

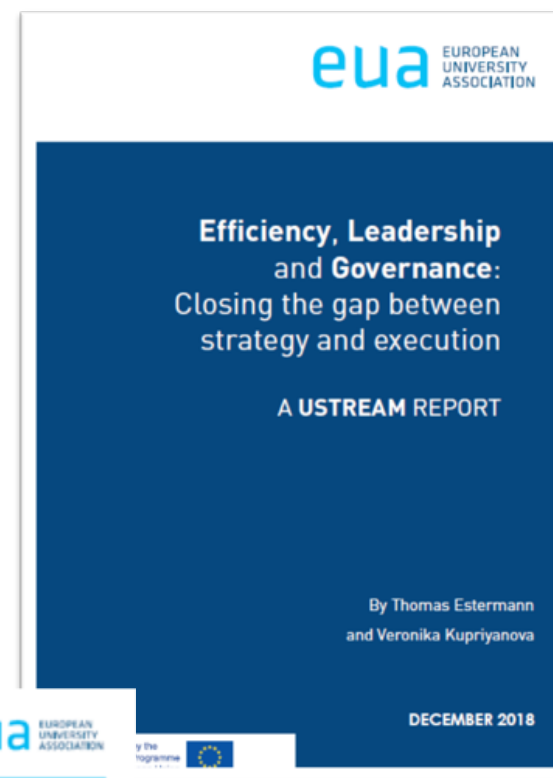
- Respond to a clear need and be economically viable
- Assess what can be measured and what not
- Evaluate what can be transferred or repeated
- Be part of a continuous institutional change programme

## 5 Institutional success factors

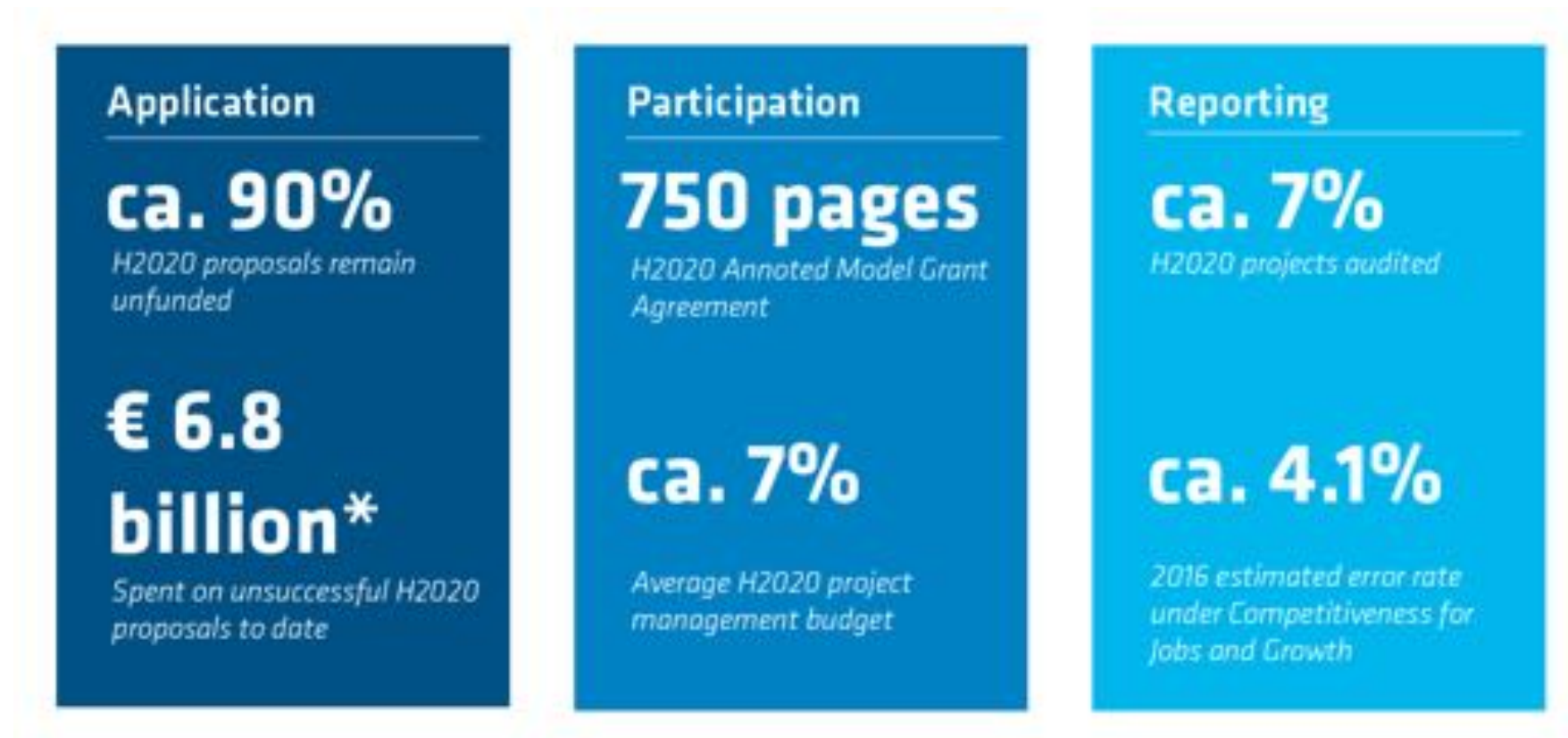
- Leadership and engagement of all institutional actors
- Communication and proactive approach
- Address change culture and concerns over quality
- Explore all dimensions of efficiency and effectiveness
- Focus on inter- and intra-institutional collaboration

**“ If we were to do it again, I would set up a dedicated team  
with a budget to implement efficiency measures and  
strategy”**

- Philip Nolan, president University Maynooth



# EU funding: room for efficiency



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

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