

9 KEY MESSAGES FOR EFFICIENT UNIVERSITIES



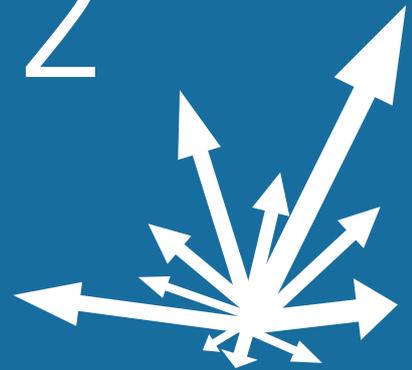
1 UNDERSTANDING

Higher education actors interpret efficiency in many different ways, but efficiency, effectiveness and value for money are inextricably intertwined and equally important, as the purely economic idea of efficiency is too narrow for the complex mission of universities.

OPPORTUNITIES

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An objective, flexible methodological framework that can be used for both theoretical efficiency considerations and practical efficiency guidance involves the convergence of activities by policy makers, higher education institutions and their partnerships at various levels (system, sector and institutional) and in different areas (strategic, operational and academic).



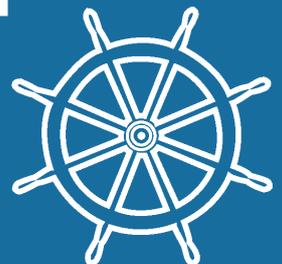
3 FUNDING

Universities need sustainable, adequate public funding to be able to invest in the capacities and capabilities (for example, human resources and tools) required to achieve economy, efficiency, effectiveness, quality and value for money.

AUTONOMY

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Universities must be autonomous and able to independently shape their governance structures within agreed accountability frameworks in order to be able to react more effectively to external challenges, address social and economic needs, and manage resources in a more strategic, efficient and effective way.



5

SIMPLIFICATION

The low success rates and high costs of participating in EU funding programmes for research, innovation and higher education undermine participating universities' long-term financial sustainability. Essential simplification of the EU funding landscape needs to be re-focused on beneficiaries' practices and processes that foster synergies between EU and national policies and funding schemes.



COLLABORATION

6

Sharing tangible and intangible resources is an important driver for university collaboration at times of financial and staffing pressure. Efficiency considerations need to be integrated more holistically into the goals of cross-institutional partnerships.



7

ADVOCACY

The university sector needs to take ownership of and shape national efficiency agendas to ensure the development of optimal higher education frameworks.

LEADERSHIP

8

The institutional efficiency agenda depends on university leaders' ability to approach this topic strategically and operationally, to secure internal support, and to mobilise resources to invest in modern capabilities and skilled staff in order to reap the benefits of efficient and effective university management.



9

DIALOGUE

Efficiency is the collective responsibility of all higher education stakeholders. Efficient and effective universities and frameworks can only be achieved through continuous policy dialogue and the joint action of policy makers, universities and their networks.

