

UNIVERSITY EFFICIENCY HUB

SELF-EVALUATION QUESTIONNAIRE

PART 1. EFFICIENCY LEADERSHIP, GOVERNANCE AND STRATEGY

1.1 Is efficiency or effectiveness specifically addressed or referenced in the strategic plan of your institution?

- a. No, these topics are not referenced in our strategic plan
- b. Not yet, but it is under discussion
- c. Yes, efficiency and effectiveness are briefly mentioned in our strategic plan
- d. Yes, efficiency and effectiveness are prominently referenced in our strategic plan
- e. Efficiency and effectiveness are fully integrated into the logic and structure of our strategic plan
- f. I don't know

1.2 How is it referenced in your institutional strategic plan?

- a. Efficiency or effectiveness are broadly mentioned in general terms (e.g. as part of the context)
- b. Efficiency or effectiveness are referenced as a specific action area / in a separate chapter
- c. Efficiency and effectiveness are referenced as cross-cutting issues for the entire institution throughout the entire plan
- d. I don't know

1.3 Does your institution have a dedicated action plan for efficiency and effectiveness?

- a. No, we do not have it yet, but we are considering developing it
- b. Yes, we have some sort of an action plan for a single area (e.g. energy) or unit (e.g. administration)
- c. Yes, we have an action plan for several areas or units
- d. Yes, we have a comprehensive action plan for all activities of our institution
- e. I don't know

1.4 How developed is your efficiency action plan?

- a. The key objectives of efficiency are broadly specified
- b. The key objectives and implementation aspects of efficiency are somehow specified
- c. The key objectives and implementation aspects of both efficiency and effectiveness (incl. specific actions, responsibilities, resources and the timeline) are clearly specified
- d. I don't know

1.5 Which areas are addressed in your efficiency plan?

- a. The plan mostly refers to some activities in the operational area (e.g. administrative, professional or support services)
- b. The plan includes activities in both operational/administrative and academic areas (learning, teaching and research)
- c. The plan refers to a broad range of activities pursued in all university settings, including operational and strategic management and academic matters
- d. I don't know

PART 2. IMPLEMENTATION OF EFFICIENCY-ORIENTED MEASURES

2.1 Who is involved in the design and strategic planning of efficiency and effectiveness actions at your institution?

- a. The related responsibilities are unclear
- b. The related responsibilities are being defined
- c. Mostly leadership (rector, vice-rector(s), head of administration)
- d. Leadership and governing bodies
- e. All internal actors, including leadership, central administration, faculties and governing bodies
- f. I don't know

2.2 Who is involved in the implementation of the efficiency action plan at your institution?

- a. The related responsibilities are unclear
- b. The related responsibilities are being defined
- c. Mostly central administration (finance, HR, support services...)
- d. Central administration and faculty/unit-level administration
- e. All institutional actors, including both research and administrative staff
- f. I don't know

2.3 What is the role of the leadership in the implementation and monitoring of the efficiency plan?

- a. The leadership is not involved in the monitoring of the efficiency topics
- b. The role of the leadership is being clarified
- c. The leadership generally supports the implementation of the efficiency plan, but does not require any regular reporting on the progress
- d. The leadership fully supports the implementation of the efficiency plan and requires regular reporting on the progress for decision-making
- e. I don't know

2.4 Is the topic of efficiency and effectiveness included in the internal communication process?

- a. The topic of efficiency is not part of our internal communication process
- b. The topic of efficiency is not part of our internal communication yet, but we are considering taking some measures in this respect
- c. Information about efficiency circulates within responsible units
- d. Information about efficiency is regularly exchanged between various levels and services in order to provide responsible managers with appropriate, timely and accurate data
- e. All internal actors, including students and staff, are engaged in the communication on efficiency related goals and the related progress
- f. I don't know

2.5 Is the topic of efficiency and effectiveness included in the external communication process?

- a. The topic of efficiency is not part of our external communication
- b. The topic of efficiency is not part of our external communication yet, but we are considering taking some measures in this respect
- c. Information about efficiency is communicated on relevant occasions (e.g. upon ad hoc government requests)
- d. Information about efficiency is regularly channelled to all external stakeholders (e.g. as part of annual, value for money or knowledge reports)

- e. Information about efficiency is regularly shared with all external stakeholders and fed back to the strategic and efficiency action plan
- f. I don't know

2.6 Which of the following operational measures are applied at your institution?

- E-procurement
- Collaborative procurement (with other organisations)
- Outsourcing of core services (e.g. recruitment, payroll)
- Outsourcing of auxiliary services (e.g. cleaning)
- HR measures including workload allocation models, performance management
- Employee self-service systems for payroll & HR related matters
- Infrastructure management and space optimisation
- Shared services (e.g., legal, IT or research services) within the institution
- Services shared with other organisations
- Data management and automation solutions
- Other (please specify)

2.7 Which of the following research measures are applied at your institution?

- Asset sharing within the institution (sharing of research facilities, equipment or data between different units)
- Asset sharing with other organisations
- Research profiling (e.g. research specialisation)
- Other (please specify)

2.8 Which of the following teaching and learning measures are applied at your institution?

- a. Streamlined use of ICT in learning and teaching (e.g. online courses)
- b. Learning analytics (e.g. actions to address time to degree or drop-out)
- c. Actions addressing student : teacher ratio
- d. Review of the academic offer within the institution (closure or merge of courses or programmes)
- e. Review of the academic offer with other institutions (e.g. joint academic offer)
- f. Other (please, specify)

2.9 Which of the following strategic governance measures are applied at your institution?

- a. Use of data for informed decision-making
- b. Independent evaluation (e.g. through EUA's Institutional Evaluation Programme)
- c. Benchmarking
- d. Peer learning (e.g. staff exchange)
- e. Development of the internal efficiency culture
- f. Leadership training and staff development programmes on efficiency matters
- g. Strategic stakeholder management and cooperation (e.g. engagement of governing bodies in the design of the efficiency agenda)
- h. Other (please specify)

2.10 Do you collaborate with other universities to foster efficiency and effectiveness?

- a. We hardly cooperate with other universities on the efficiency topics
- b. We do not cooperate with other universities at this stage, but we are exploring such possibility

- c. We collaborate with other universities within some operational measures (e.g. shared campus, joint procurement)
- d. We collaborate with other universities in multiple settings (strategic, operational, academic)
- e. I don't know

2.11 Do you collaborate with any other external actors to foster efficiency and effectiveness?

- a. We hardly cooperate with other external actors on the efficiency topics
- b. We do not cooperate with any external actors at this stage, but we are exploring such possibilities
- c. We collaborate with other external actors within some operational measures (e.g. sharing infrastructure with local council)
- f. We collaborate with other external actors in multiple settings (strategic, operational, academic)
- d. I don't know

2.12 Is there a designated budget for efficiency and effectiveness activities?

- a. No, there is no budget for efficiency related measures at this stage
- b. No, there is no budget for efficiency related measures at this stage, but we are considering to make some allocations in the next funding period
- c. Our efficiency action plan is supported with some basic financial or human resources
- d. There is a dedicated budget supporting the implementation of all activities included in the efficiency plan (e.g. person months, resources to purchase of IT systems or for training)
- e. I don't know

2.13 Do you have any internal training and development programmes that cover efficiency and effectiveness matters?

- a. Efficiency or effectiveness are not reflected in our internal training programmes
- b. Efficiency or effectiveness are part of our training programmes for professional staff
- c. Efficiency or effectiveness are part of our training programmes for all senior leaders (both professional and academic)
- d. Matters related to efficiency or effectiveness are part of our training programmes at all levels and for all kind of staff
- e. I don't know

2.14 Do you have any information systems or tools in place to support efficiency or effectiveness?

- a. No, we do not use any information systems for efficiency or effectiveness
- b. No, we do not use any information systems for efficiency or effectiveness, but we are planning to develop / acquire some
- c. We are using some systems in the operational / professional context (e.g. IT system for procurement)
- d. We are using some systems in the operational and academic contexts (e.g. IT systems for data collection and processing)
- e. We have an integrated IT system, which covers all settings and levels of activity and is used to support both efficiency and effectiveness
- f. I don't know

2.15 Do you have any targets or KPIs for efficiency and effectiveness?

- a. We don't have any KPIs for efficiency or effectiveness
- b. We don't have any related KPIs, but we are planning to design some in the future
- c. We have some KPIs for efficiency at some levels or in some contexts
- d. We have some KPIs for both efficiency and effectiveness at some levels or in some contexts
- e. We have a comprehensive set of KPIs for efficiency and effectiveness for all levels and contexts (operational, academic and strategic) reflected in our action plan
- f. I don't know

2.16 Do you evaluate the achievement of efficiency and effectiveness KPIs at your institution?

- a. We don't evaluate the achievement of efficiency and effectiveness KPIs at the current stage
- b. We don't evaluate the achievement of the related KPIs at the current stage, but we are considering it in the future
- c. We evaluate the achievement of the related KPIs on an ad hoc basis
- d. We regularly evaluate the achievement of our efficiency and effectiveness KPIs
- e. We regularly evaluate and report internally and externally on the achievement of efficiency KPIs and feed the results back into our planning processes
- f. I don't know

PART 3. INSTITUTIONAL DATA

3.1 Please specify the name of your institution

3.2 Please specify the type of institution

3.3 Please specify the country

3.4 Please provide some details about the person filling in the survey

3.5 Where is your position located within your institution?

- Rector's or Vice-Rector's office
- Administration or finance department
- Other service, please specify

3.6 What is the total number of staff employed by your institution?

3.7 What is the total number of students at your institution? Please specify the number as headcount or full-time equivalent.

3.8 What is the total annual budget of your institution? Please provide the latest estimate in euro.

3.9 What has changed at your institution over the last five years?

| | It has decreased | It has increased | It has remained unchanged |
|--|------------------|------------------|---------------------------|
| Total student enrolment | | | |
| Academic staff | | | |
| Professional/admin/support staff | | | |
| Overall budget/income | | | |
| Any other major change, please specify | | | |