

Cover note University Council

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Details		
Topic		Evaluation of allocation model
To be discussed before		April 2022
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Context / Reason

The EUR internal allocation model is used to divide the direct funding from the Ministry of Education between the faculties and services. The model was revised in 2018 and the revised model became effective in 2019. The Executive Board and University Council have agreed upon that the model after a while should be evaluated.

The evaluation has been carried out by an external party, Andersson Elffers Felix (AEF) under the direction of the Internal Audit & Review Function/CPC. The evaluation was guided by a steering committee chaired by the vice-president and consisting of the Director of Corporate Planning & Control, the Director of Academic Affairs, three members of the University Council, two deans (ESSB, RSM) and two directors of operations (ESHPM and FIN).

The evaluation was broadly based and deans and directors from the faculties have participated in the evaluation as well as the Professional services, ABD en members of the Financial Task Force of the UC.

This evaluation report serves as substantive input for the decision whether the current allocation model should be structurally revised.

The Executive Board has its own vision on the allocation model and emphasizes that a potential revision of the allocation model should lay the foundation for a clear and transparent model which should promote and stimulate cooperation. The board would like to discuss findings of the evaluation report and regards it important, that this report will give rise to constructive discussion on the vision on the allocation model and the next steps in the decision-making.

Jurisdiction UC / Question to the UC

Will UC give advice on the next steps in this decision-making process, as outlined by the steering committee?

Short Summary

The purpose of the evaluation was to assess whether the objectives of the 2018 revision of the internal allocation model have been achieved.

The report shows that the interviewees see some positive points in the current allocation model. However, in general the interviewees are quite critical of the model.

Remarkably, this critical stance did not fully match the amount of knowledge interviewees have about the model. Quite frequently interviewees did not fully understand (parts of) the model or had quite a different idea about its workings than its functioning in reality.

In the report recommendation are made regarding communication and transparency of the process around the model, the process towards a possible revision and some focus areas for a possible revision.

Follow-up process

The steering group has in response to the evaluation discussed three possible steps:

1. Short term quick wins and model hygiene: Improving the processes and communication around the current model (quick wins) and improving the current model on some specific points to make it cleaner and more understandable, such as the allocation of temporary funds and the allocation of budget for the services (model hygiene).
2. A partial/minor revision on certain parts of the model, based on benchmark research about those model parts
3. A full revision, based on a set of agreed upon principles, that may lead to redistribution effects

The Steering Committee recommends that an improvement of the processes and communication around the current model ('Quick wins and model hygiene') shall be undertaken. The steering committee has decided that further input and analysis is needed before it will give the Executive Board final advice on a possible revision of the model.

The evaluation report has also been discussed in the Executive Board. The Executive Board is very pleased with the report and the advice and feedback from the Steering Group and the different stakeholders. The Board endorses the findings in the report and supports all possible adjustments that may lead to a more clear and transparent allocation model.

UC has the right of consent regarding possible adjustments to the allocation model. The final advice from the steering group and the Executive Board's decision on whether and under what conditions the model should be adjusted will be submitted to UC, and UC has then the right of consent.

Specifics

Not applicable

Documents to be attached

- Annex 1. Evaluation report (Original report in Dutch)
- Annex 2 Management Summary (English)
- Annex 3. Evaluation report (English translation)
- Annex 4. Feedback on the report
- Annex 5. Next steps