

Exercise 4: You are required to summarise the main features of your project idea in 2 pages

Name of the funding programme: ... Ersamus+

Proposed Title: ... Introducing Key Performance Indicators to the Faculty of Economics and Business Administration (FEB) of NUOL: A Pilot Project ...

Duration: ...September 2021 – December 2022...

Target countries: ... Laos and Cambodia ...

Tentative Partners: ... University of Bologna and Uppsala University...

Need analysis

National University of Laos (NUOL) is the top university in Laos. So far NUOL has been established for 25 years. It has accomplished many aspects, such as the numbers of master- and doctoral degree academic members has increased. There are diverse academic programmes ranging from bachelor up to doctoral levels. NUOL continues attempting and evolving. For example, in 2021, NUOL was granted more financial autonomy while several financial categories have been cut out. NUOL has established its vision from 2021-2025 that “NUOL will become an academic and scientific research centre with the quality that is comparable to regional and international levels.” This vision becomes both opportunities and challenges because when compared with regional universities, NUOL has to attempt strenuously and in many aspects, such as quality assurance, effectiveness, facilities, finance, and human resources management. The issues of human resources management include academic staff members get retired more but new staff intakes are fewer. Therefore, lecturers take more hours to teach students. That is, lecturers’ teaching load is heavier. However, at least some staff members and directorates are seen to have light workload. The former and latter are called “overload and underload phenomena”. These phenomena have occurred for a long time. Therefore, the exploitation of labour and capacity of NUOL’s human resources has not been fully used. These challenges and gaps are good opportunities for NUOL to build management and leadership capacity in development to obtain goals that NUOL has established with effectiveness and efficiency, and moving toward internationalization, and being a role model for public other HEIs. This means NUOL may need to consider introducing KPIs to NUOL.

KPIs are performance indicators, ranging from institutional leaders to middle and junior managers, to lecturers and administrative staff member. The performances are measurable based on evidences. Evidences might be checked weekly, monthly, each semester, or annually. However, measuring KPIs annually may be the most suitable. Nowadays NUOL measures performances in a few forms, namely lecturer evaluation, and Party member evaluation. These measures, however, are evidenceless. They are done by imagination, lacking integration, and reviewing of their effectiveness. Furthermore, viewing staff member performances are based on their punctuality of their coming and leaving the workplace, which outputs are not seen clearly and the punctuality of coming and leaving workplace of staff members are not effective. In addition, staying at workplace or offices, members cannot be clearly seen of the level of their performances. Thus, if there are systematic measuring tools, they will be most beneficial for NUOL. Key advantages of introducing KPIs may include:

1. Strengths and improvement needs are seen.
2. Effectiveness, efficiency, and transparency are enhanced and manageable.
3. Working time is flexible according to circumstances.
4. Management will be more effective and efficient.
5. Leading to work from home more.
6. If there are covid-19 impacts, university can still be operational.

7. Partially reduce road traffic, traffic jam, time wasting from traveling to and from work, consuming fuel, and damaging environment.
8. It is not necessary to come and leave workplace on time.
9. There can save university electric bill.
10. Opportunities, challenges, and solutions can be identified.
11. There are opportunities to work from different places and times – reducing repetitiveness.
12. Attempt to exploit technologies would increase.
13. Nowadays, when reaching retirement age, staff members get retired automatically. This deprives the opportunity for institutions to use talented members. Therefore, when there are evidences from KPIs, it would be attractive to consider maintaining to employ the talented members.
14. Annual priorities considered from KPI evaluation are more suitable.
15. If KPI introduction to NUOL is successful, it can be a role model for other Laos' public higher education institutions, and it can also attract the interest of other organizations outside education.

Objectives:

1. Align with internationalization.
2. Make performance measurable.
3. Make staff members' behaviours to be manageable and expectable.
4. Increase accountability and transparency.
5. Enable management to prioritise tasks.
6. Enhance quality assurance practices.

Main workpackages, activities and outcomes:... Main workpackages consist of 4 stages. ...

The 1st stage involves the conduct of a one-day meeting to be held in the 1st week of August 2021. It will involve personnel responsible for QA processes from across all faculties of NUOL. Its purpose will be to develop principles for the implementation of a KPI framework at NUOL. This meeting will be chaired by a Vice-President from NUOL. Themes to be addressed will include: the possible design of KPIs for NUOL; the role and importance of transparency; the relationship between KPIs and QA; and circumstances permitting. Prof. Hayden will come to NUOL for this meeting.

The 2nd stage involves KPI development and implementation in the Faculty of Economics and Business Administration (FEB). All FEB members will participate. There will be a two-day meeting of all members of Faculty staff to discuss KPIs and to develop mechanisms for their implementation. This meeting will be held in three weeks after the one in stage 1. Faculty ownership of this initiative will be critical. The first day will address the development of Faculty KPIs and a plan for their implementation. The second day will focus on the allocation of responsibilities regarding the implementation of KPIs in the Faculty. Following the program, a detailed plan will be prepared for approval by the Dean of the Faculty, in consultation with the President's Office, the Academic Office, the Post-graduate Office, the Personnel Office, and the Vice-Deans. This process will take 10 weeks. The KPI plan will come into effect at the start of 2022.

The 3rd stage will involve a repeat of the 2nd stage across more than one-half of the Faculties (7 out of 13 faculties) at NUOL. Two faculties at a time will proceed as such. Twelve weeks will be spent in this stage beginning in March 2022. These Faculties will begin to implement KPIs by September 2022.

The 4th stage will be the development of an institutional policy and plan for the adoption of KPIs by NUOL. There will be a two-day meeting participated by the President and Vices, all deans, and Heads of institutes,



centres, and offices. It will be held in October 2022. The aim of this stage is to initiate an institutional KPI framework at the start of 2023.

Expected contribution from your Institution: NUOL's contribution will be in-kind including meeting venue and meeting communication tools ...

Tentative budget:... Each Asian partner can count on a budget around 150.000 Euro divided as follow (70.000 Staff cost, 50.000 mobility for project activities, 30.000 equipment)