Vrije Universiteit Brussel

www.vub.eu

Key Performance Indicators (KPI)

Jacqueline Couder, Head International Relations & Mobility Office

UNICA IRO meeting 2014

in a nutshell

- Belgian mixed public-private university
- 180 years of history
- 2 green campuses - 8 faculties -1 university hospital
- 2 Fields Medals (3 Nobel Prize Winners before the ULB-VUB split)
- 13.000 students – 10% PhD-students
- 23% international students- 120 nationalities (language restriction in academic offer)
- 50,000 alumni
- 3,000 staff of which 2,000 academic (approx.700 profs)
- 150 research groups -21 spin-offs
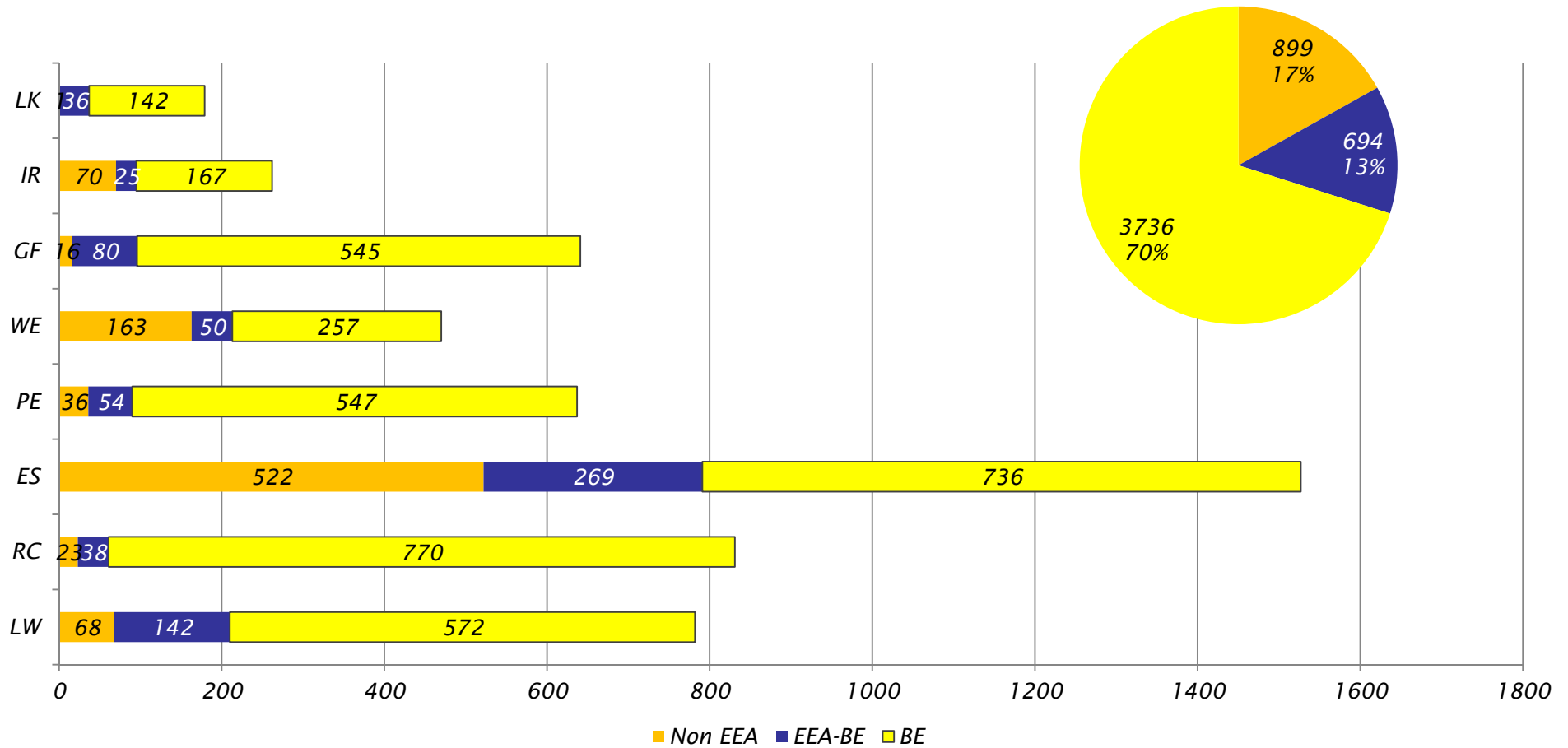- 105 patent families

QS University Rankings 2013: **172**
QS Best Student Cities 2013: **33**

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**2012-2013 Master
Total registrations: 6023**

Pie chart:
- 899 / 17% (Non EEA)
- 694 / 13% (EEA-BE)
- 3736 / 70% (BE)

Horizontal bar chart:

Faculty	Non EEA	EEA-BE	BE
LK	36		142
IR	70	25	167
GF	16	80	545
WE	163	50	257
PE	36	54	547
ES	522	269	736
RC	23	38	770
LW	68	142	572

Legend: ■ Non EEA ■ EEA-BE ■ BE

2012-2013 Ph.D
Total registrations: 1349
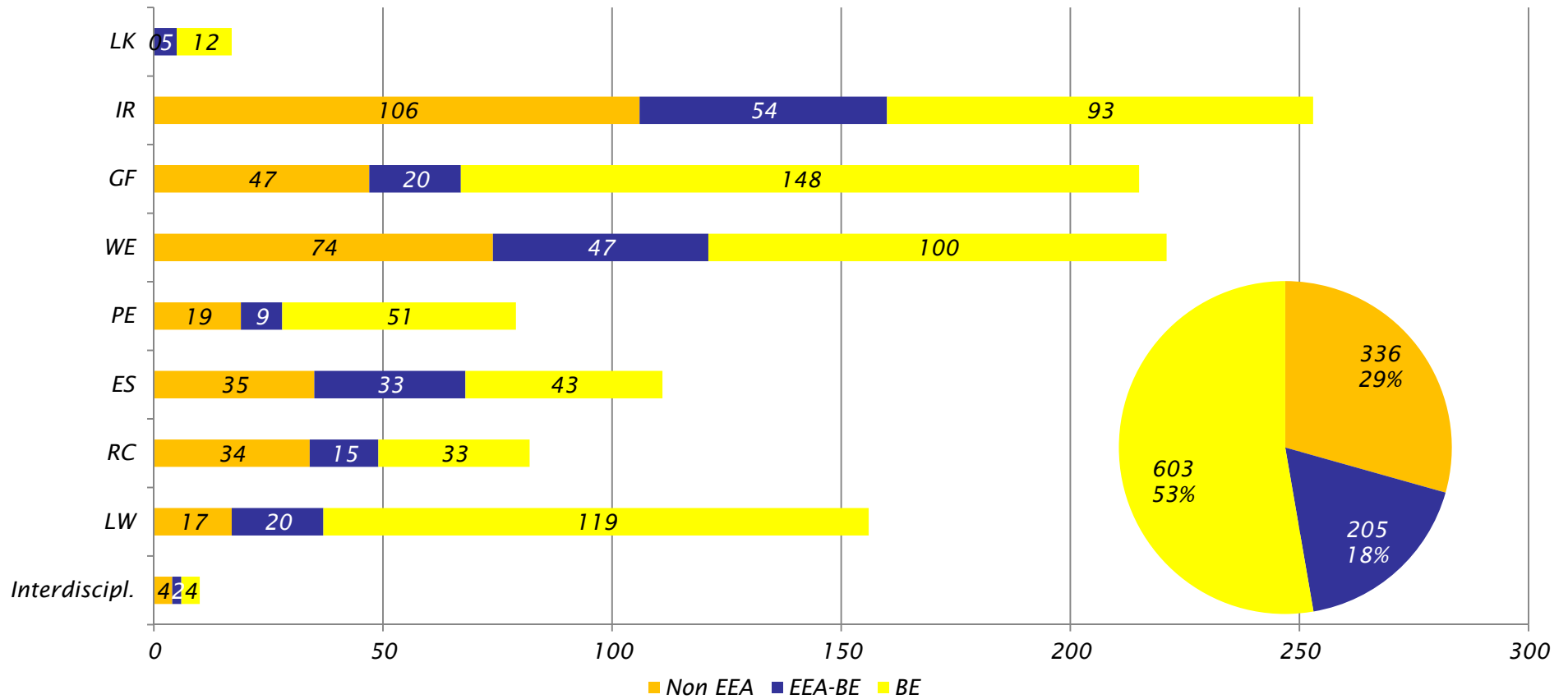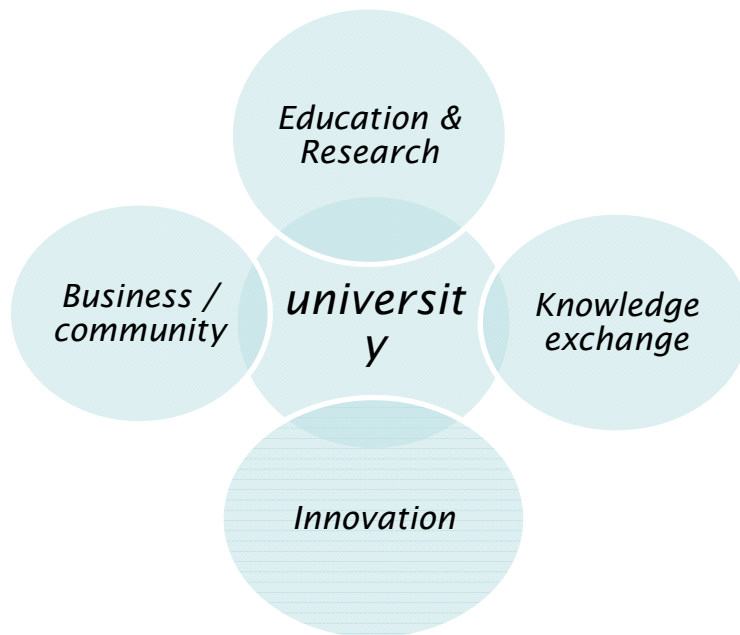
Novel situations

- Scale and complexity of issues are getting bigger
- Example: Global challenges: e.g. climate change, green footprint, ageing society ... get also economic value as the urgency to solve them increases

New skills

- Increased global interconnectivity: ***diversity and adaptability***
- Interpretation of complex data: ***critical thinking, understand concepts across multiple disciplines*** (thematic rather than monodisciplinary curricula)
- Change in communication: ***multimedia literacy***
- Operate in different cultural settings: ***interculturalty, languages***
- Virtual collaboration: ***leadership and teamwork talents in mixed virtual/physical teams***

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University & changing responsibility

Education & Research

Business / community

university

Knowledge exchange

Innovation

- Prepare for new career paths:
  - Longer life span (100+)
  - Longer careers up to 60 years
  - A new job more frequently
  - Shorter economic cycles (decade)
  - Talent competition
  - Global and intercultural environment

-> Need for lifelong SKILLS oriented learning instead of early qualifications-focused education

-> (Bi-/Joint-) Diploma with maintenance contract
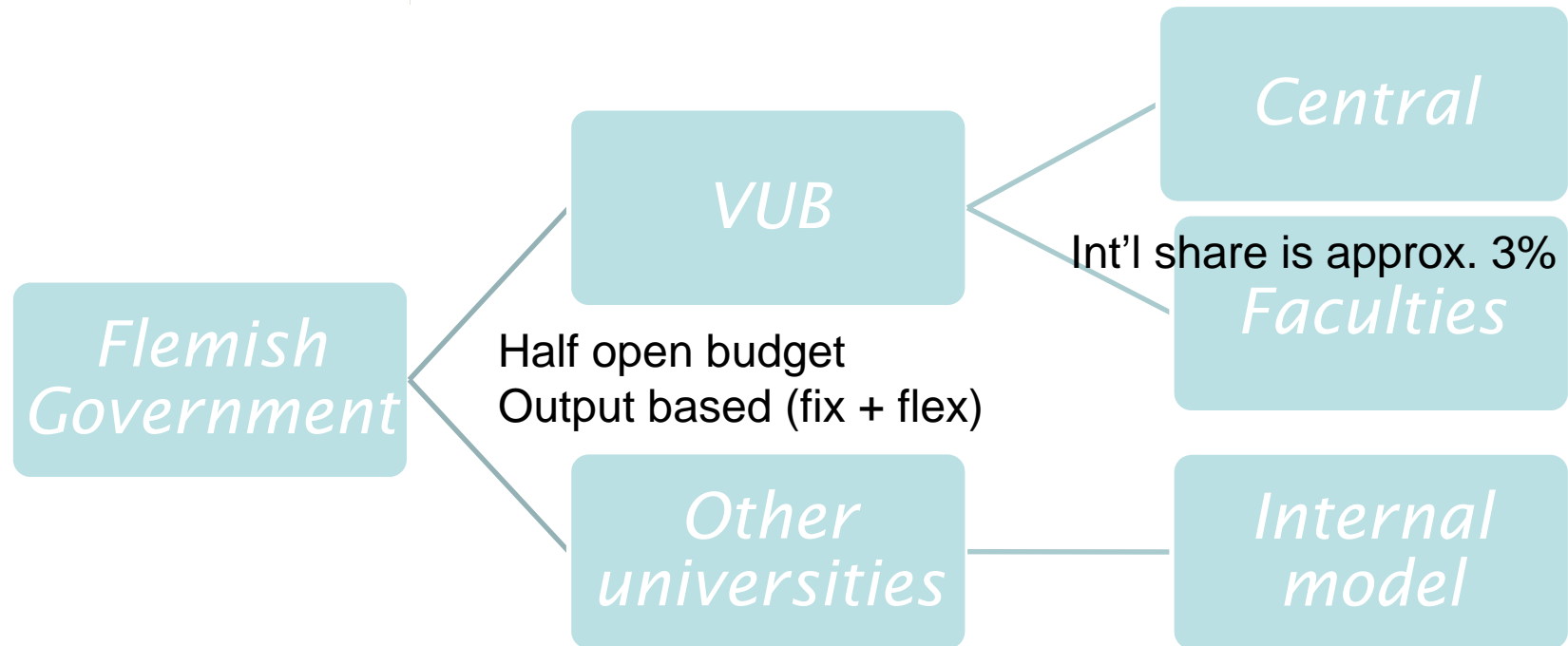
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Context (2/3)

- **Changes in HE to cope with globalisation (= internationalisation)**

-Flanders Action plan on mobility: more incoming and 33% outgoing with 10 ECTS

-Europe (2020 Bologna goal)

- **Internationalisation is a strategic priority of VUB and is incorporated in its mission (= anchoring)**

-University GSP2 (2012-2016)

-Transversal check of policy plans of faculties and central services (= internal alignment)

- **Institutional audit 2016**

-Vision text Int'l with focus on Education

-Implement procedures (not always obvious)

Context (3/3)

Flemish Government

VUB

Half open budget
Output based (fix + flex)

Central

Int'l share is approx. 3%

Faculties

Other universities

Internal model

-Allocation model for Flemish universities (market share)
-Allocation model for Faculties: faculties were not prepared/ red and green faculties

Shared responsibility

Measuring Internationalisation

why?

- <u>Responsibility</u> towards society for the cost/benefit in HE
- Objective support for <u>reporting</u>
- Input towards <u>Policy</u>
- Monitoring of <u>reaching goals</u>
- <u>Benchmarking</u>

1,5 year of

to agree on the indicators and measurement

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	education	research	staff	reputation
Priorities according to faculty policy plan	**Policy 1**: %, # of students with double/joint diploma with an international partner **Policy 2**: %, # programmes leading to double/joint diploma with an international partner Policy 1 en 2: related to curriculum, recruitment and study yield	**Policy 4**: %, # of co-tutelle PhD's with an international partner (in & outgoing) **Policy 5**: %, # of PhD's obtained at VUB by international researchers Policy 4 & 5 are related to international research collaboration & recruitment	**Policy 7**: incoming int. staff (guest) for short assignment in education and/or research Policy 7 related to a.o. I@H	
	Policy 3: %, # of incorporated and maintained "mobility windows" in the curriculum Policy 3: mainly related to outgoing mobility	**Policy 6**: projects of excellence whereby international talent is attracted : ERC, Francqui, Odysseus,… Policy 6 is related to research output, networking and reputation	**Policy 8**: English language skills of admin. personnel (in first priority desk officers) Policy 8 is related to recruitment and reputation	

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	Education	Research	Staff	Reputation
ZAP-matrix **Also valid on faculty level:** **Ex. % OO-cards per faculty that are updated in Dutch and English** **…same for language skills and mobility of staff**	**ZAP 1: % OO cards updated in Dutch and English** ZAP 1 related to curriculum, recruitment and reputation		**ZAP 2: C1 attestation in English language skills for staff without teaching assignment in English.** ZAP 2 related to potential expansion of English offer and I@H	**ZAP 3: %, # outgoing staff: education 5 course hours or research period of 3 months** ZAP 3 related to international visibility, and I@H **ZAP 4: Int. jury member in master or PhD thesis defence** ZAP 4 related to research reputation **ZAP 5: Perform as 'VUB International Ambassador'** ZAP 5 is related to international visibility,

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	Education	Research	Staff	Reputation
Allocation model	**Allocation 1:** number of externally gained credits **Allocation 1** related to outgoing mobility			
	Allocation 2: %, # gained fundable credits by international students **Allocation 2** related to financial health of university, I@H, reputation			

Central 1: EC-conformity of central and faculty web pages with EC guidelines of the ECTS-label
Central 2: international staff recruitment

Reaching the KPI's: joint effort (1/2)

- **'Up front' financing** of selected programmes (new programmes or steep grow in student number): to cope with delay in government financing (2013)

- Central co-financing for **Erasmus Mundus Action 1 joint masters** (2013) (to be revised for Erasmus+)

- Preparation a of set of **educational collaboration models** (2013).

- Call for proposals for **group mobility** (2014).

- IRO: **project writing/management** of scholarship programmes: EC, Federal government - development cooperation, Flemish government, foreign governments.

- First central **summer school** (2014)

- Financial support for **crisis situations** of international students (2014)

MOBILITY extended by STRUCTURED (GROUP) MOBILITY

Group mobility

- Planned exchange with limited number of partner universities: incoming and outgoing **groups**, rather than **individual** mobility.
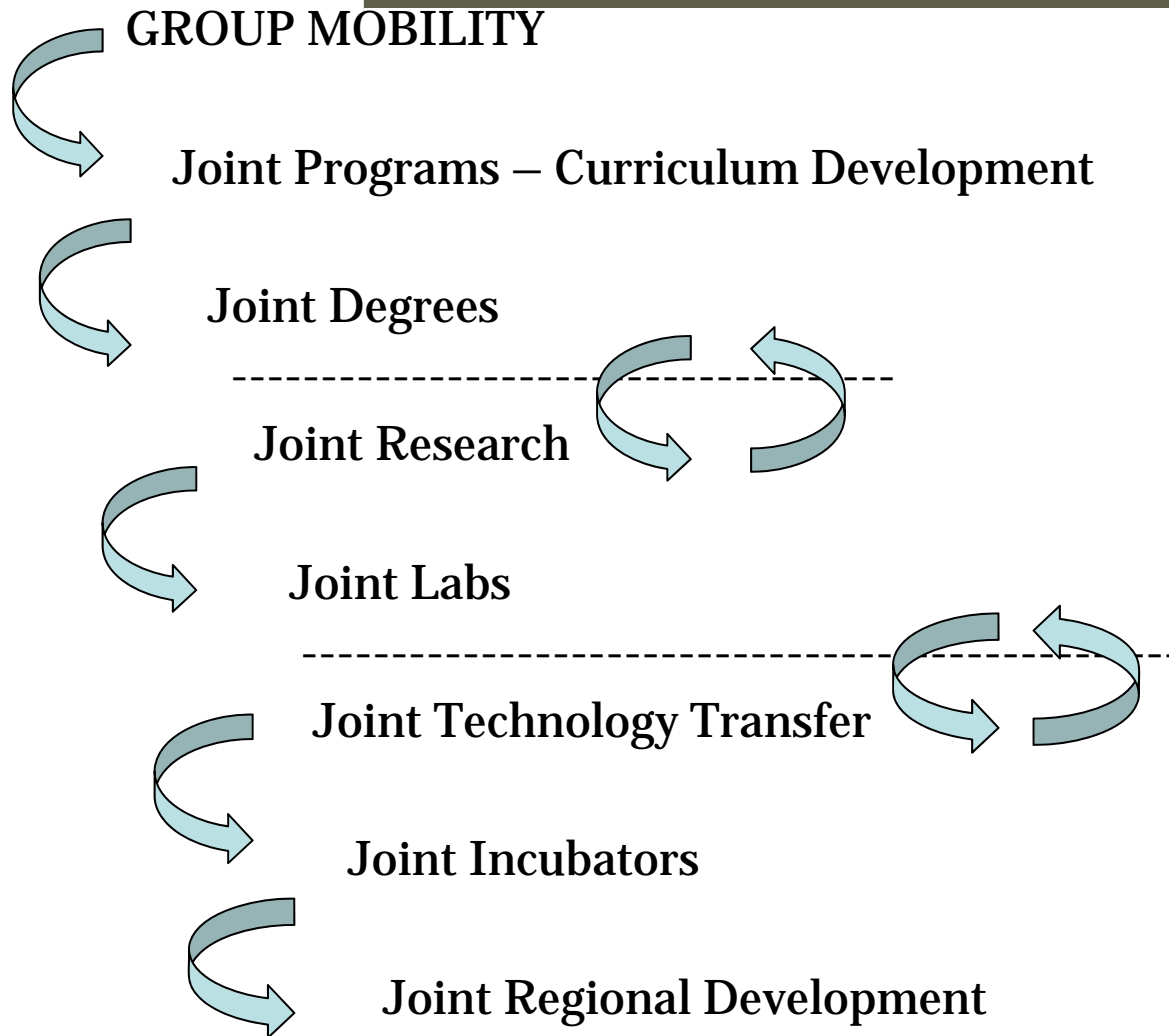
Organisational aspects

- good knowledge of procedures of the partner university
- fixed mobility window in the curricula
- less administrative hurdle (no individual files)
- better control of quality assurance
- less effort to mobilise students
- services (housing) can be well regulated
- students experience less anxiety effects (>< individual)
- sense of inclusion in the joint community
- higher success rates

Reaching the KPI's: joint effort (2/2)

- Application for **ECTS-label** (2014)

- Call for setting up **international research labs** (2014)

- Financing of **outgoing delegations** for setting up joint initiatives

- **Communication & networking**:
  - IRO-seminars
  - intranet
  - student portal
  - English publications and events
  - visits to embassies

- **Tandem language learning** : pilot project

Collaboration, the VUB style, beyond student mobility

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GROUP MOBILITY

Joint Programs – Curriculum Development

Joint Degrees

Joint Research

Joint Labs

Joint Technology Transfer

Joint Incubators

Joint Regional Development

Bilateral agreements (exchange)

2011-2012: 485 bilateral agreements
- ➢ **more than half inactive**
- ➢ **request for clean up action in 2010-11: minus 17 bila's, plus 50 agreements in 2011**

- ➢ **Too much useless administration**
- ➢ **Too unclear for outgoing students**
- ➢ **Not familiar with course package of partner**

Example: Bilateral agreements (exchange)

➢**Criteria – service (IRO)**

- Welcoming & support of host institution, clear info, language classes, housing, sending transcripts timely,…

➢**Criteria – content (programme)**

- Students: course offer, content, match with own curriculum, min 21 ECTS/semester at host institution, language of instruction, period of mobility,…
- Staff: goal of mobility

➢**Criteria Int'l policy VUB (IRO)**

$$-N_{b\ faculty} = \frac{20\%\ \times\ (\text{total \# students 3 Ba + 1 Ma})}{2}$$

$$\text{min } N_{b\ per\ programme} \geq 3$$

result: 458 submitted to IRO, 367 sent to partner, 292 signed (80%)