

IPICA WORKSHOP ON INTELLECTUAL CAPITAL REPORTING

SESSION 4: CASE STUDIES

CASE STUDY 1: IC REPORTING AT UNIVERSITY OF GRAZ

(Based on an Interview with Raggautz, A. & Bernhard, M., November 29, 2013)

LINK TO THE LAST ICR: http://static.uni-graz.at/fileadmin/Akgl/4_F%C3%BCr_MitarbeiterInnen/WiBi



Founded in 1595 and hosting more than 30,000 students and 3,900 staff within 6 faculties and 123 institutes/centres, the University of Graz is the second largest Austrian higher education institution (University of Graz, Wissensbilanz, 2012). The first ICR was published for the year 2005, followed by a new publication each year. The quality management department at the University of Graz coordinates the IC reporting and is approved by the Rector's office and the University Council. The data collection is conducted in collaboration with 19 other university departments (e.g. PR department, HR department, Research Management, International relations office, UNI-IT...). The internal gathering of data starts in January and the final submission to the Federal Ministry has to be completed in April.

Since 2012, the detailed illustration of key figures and the performance report (how the objectives of the performance agreement are implemented) are annexed to the ICR – instead of having two documents like in previous years (University of Graz, 2013). Some indicators have been integrated in the narrative part corresponding to the 2010 revision of the legal requirements.

Figure 1: Example of one indicator, "Number of students that are actively taking exams for the study year 2011/12". Source: Adaptation of Wissensbilanz Universität Graz, 2012, p. 43.

Country	Female	Male	Total
Austria	10.212	5.443	15.655
EU	751	373	1.124
Third countries	554	241	795
Total	11.517	6.057	17.574

The University of Graz implemented additional key figures as some of the research activities are not covered by the overall university ICR model. For instance, the University of Graz conducts a study cooperation program in collaboration with the Technical University of Graz. As universities obtained the possibility to propose additional key figures, the University of Graz submitted three additional key figures for this specific cooperation program to the Austrian Federal Ministry of Science in October 2013. After some minor adaptations, hopefully followed by the approval, the new indicators are integrated as "official" ICR indicators in the next report and also in the Data Warehouse of the Federal Ministry, where the indicators of all universities are submitted and stored.

CASE STUDY 2: ICR REPORTING AT GRAZ UNIVERSITY OF TECHNOLOGY

(Based on an interview with Berner, M. & Euler, R., January 8, 2014)

LINK TO THE LAST ICR:

http://mibla.tugraz.at/12_13/Stk_16/Wissensbilanz_2012_TU_Graz.zip



Graz University of Technology (TU Graz) was founded in 1811 and is home to 12,300 students and almost 2,300 staff within seven faculties (Graz University of Technology, Facts & Figures, 2012). TU Graz published its first ICR for the year 2005. For 2012, the ICR report consists of 297 pages including an additional performance agreement part. It is a published report released through the TU Graz bulletin.

Since 2010, the ICR is combined with the progress report on goals and initiatives of the performance agreement with the Federal Ministry of Science and Research. The performance agreement is concluded for a period of 3 years, the reporting on progress has to be delivered on an annual basis. Interestingly, the Ministry has now implemented key figures for the measurement of the performance agreement as well. Hitherto key figures have only been established for the Austrian Universities' ICR reporting but not for the performance agreement. Unfortunately, the key figures are not related.

The key figures for the ICR with additional interpretation notes have to be approved by the Rector's Office and submitted to the Federal Ministry by March 15 each year for data clearing. This process has to be concluded by April 28 and might result in additional data collection and interpretation requirements. Interpretation notes are provided for instance for the mode of calculation, definition of certain values, statements concerning the achievement of performance goals or critic (as the definition of certain key figures is not exactly specified by the Federal Ministry). After finalization, the University Council approves and officially submits the ICR to the Federal Ministry.

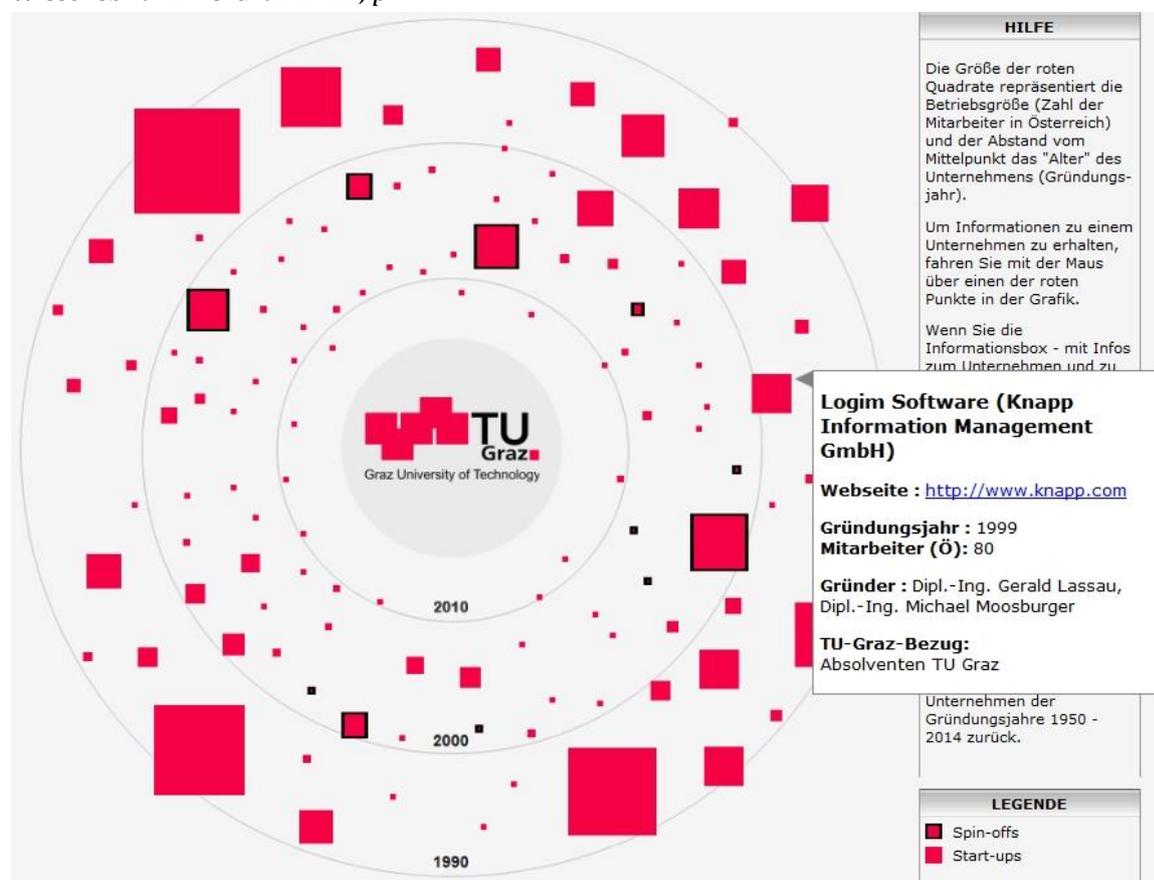
The data collection is conducted by the Rector's Office and the Statistics & Evaluation Office. The narrative part is developed by two employees in cooperation with the heads of departments. For compiling the key figures and indicators, there are different established resource-planning systems utilized to gather the data, like SAP or the information management system. Both of them are already established instruments of TU Graz university management.

Only a few indicators have to be compiled additionally. Almost every data set collected through the existing systems needs to be manually processed, adapted and interpreted to fit the requirements of the Austrian Universities ICR system. In some cases, where the collection of required data is inconsistent or required to be scrutinized, TU Graz delivers explanations why a certain parameter is not provided.

To recap, the ICR reporting at the TU Graz is linked to existing university management tools for data collection, but requires a decent additional effort to adapt the data to ICR requirements. The TU Graz also made some efforts to link the ICR to other management instruments, such as jointly

publishing the ICR with the performance progress report. As reported by the University of Graz, some key figures required by the Federal Ministry cannot be applied in the TU Graz for its own university management and some key figures are failing to depict the real situation. Therefore, the TU Graz submitted additional optional key figures - also for their cooperation programs with the University of Graz and the University of Music and Performing Arts Graz. There are several interesting optional key figures provided in the ICR that are not mandated by the Federal Ministry and do not require the Ministry approval either. For instance, the narrative part of the report contains a map representing the entrepreneurial activities by the TU Graz alumni and staff (Figure 12).

Figure 2: Start-up and Spin-off map of the TU Graz. The size of the squares indicates the company size in terms of staff in Austria. The distance to the center is the age of the company. Source: Wissensbilanz TU Graz 2012, p. 96.



In addition, the TU Graz started and coordinates an Austrian-wide inter-university project with the aim to analyse the comparability of the ICR key figures and parameters and check their potential usability for international university rankings, such as "U-Multirank¹". First comprehensive results are expected to be delivered at the end of 2014. The project implementation has already indicated that some indicators will need further improvement and their scope will have to be developed more in line with international standards (e.g. bibliometric indicators).

¹See eg. <http://www.u-portal.org/u-multirank/>