Internationalisation in performance agreements:

Experiences in the Netherlands

HRK Conference: Erfolgreich internationalisieren!

Hans Vossensteyn
Bonn, 11-12 December 2012
PROFILING & PERFORMANCE AGREEMENTS
INTERNATIONAL TRENDS

Strengthening diversity; performance contracts; emphasis on national priorities; transparency & accountability

- United States: Degree Qualifications Profiles
- Australia: Mission-based compacts
- Germany: Ziel- und Leistungsvereinbarungen; Excellence Initiative
- Hong Kong: Performance and Role-related Funding Scheme
- Ireland: Institutional Profiles
- Finland, Denmark, Netherlands: Performance agreements/contracts
- European Commission: U-Map; U-Multirank
- OECD: AHELO
U-Map: TRANSPARENCY INSTRUMENT

- U-Map:
  - U-Map is an instrument that intends to show the horizontal diversity and enhance the transparency of the higher education landscape in the European Higher Education Area through the creation and publication of institutional activity profiles.
U-Map ACTIVITY PROFILES ILLUSTRATED

- Categorised scores (6 categories, 4 scores)

- Colour coded
  - Teaching and learning
  - Knowledge transfer
  - Student body
  - International orientation
  - Research involvement
  - Regional engagement
U-Map ACTIVITY PROFILE

- Teaching and learning
- Knowledge transfer
- Student body
- International orientation
- Research involvement
- Regional engagement

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THE NETHERLANDS: TWO DEVELOPMENTS ON INTERNATIONALISATION

- Internationalisation integrated in missions, strategies & practice of HEI’s
- Generally strong focus on institutional level

1. New accreditation instrument developed by NVAO Distinctive Quality Feature at programme level

2. Performance agreements to stimulate profiling
INTERNATIONALISATION AS A DISTINCTIVE QUALITY FEATURE

- The Distinctive Quality Feature …
  - Connects internationalisation and learning outcomes
  - “Rewards” good and excellent forms of internationalisation
  - Provides an incentive for institutions concerned with internationalisation
  - Develops an additional information tool for students, teachers and HEIs
  - Completely voluntarily: HEIs can request assessment of internationalisation for 1 or more programmes (since 2012 for institutions)
INTERNATIONALISATION AS A DISTINCTIVE QUALITY FEATURE

- Distinctive Quality Feature Framework: Principles
  - Internationalisation assessed at programme level
  - Ambition level regarding internationalisation should be defined in a vision or policy statement
  - Reflected in intended & achieved learning outcomes
  - Internationalisation must have significant impact on the quality of the programmes
  - Assessment by experienced and authoritative panel
  - 4 point grading scale: unsatisfactory, satisfactory, good, excellent; certificate for programmes that are assessed “good” or “excellent” on internationalisation
INTERNATIONALISATION AS A DISTINCTIVE QUALITY FEATURE

- Distinctive Quality Feature Framework: Standards

1. Vision or policy on internationalisation
2. Learning outcomes: international and intercultural
3. Teaching and learning
4. Staff
5. Services
6. Students
NETHERLANDS/FLANDERS ACCREDITATION:

INTERNATIONALISATION AS A DISTINCTIVE QUALITY FEATURE

- 2010-2011 pilots:
  - 13 institutions
    - 10 Dutch, 3 Flemish
    - 5 research universities (10 programs); 7 UAS (10 programs); 1 specialised HEI (1 program)

- Results: 10 distinctive features and certificates for “good” internationalisation
  - 7 research unis, 3 UAS, 1 specialised
  - 8 distinctive features for “satisfactory” and 3 “unsatisfactory”
**NETHERLANDS/FLANDERS ACCREDITATION:**

**INTERNATIONALISATION AS A DISTINCTIVE QUALITY FEATURE**

Results on Standards

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<tr>
<th>Standard</th>
<th>Unsatisfactory</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
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<td>5. Services</td>
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<td>5</td>
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<td>6. Students</td>
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INTERNATIONALISATION: links

- Distinctive Quality Feature
  - [http://nvaq.com/distinctive_quality_feature_internationalisation](http://nvaq.com/distinctive_quality_feature_internationalisation)
  - Assessment frameworks
  - Report on pilot projects

- Good Practices in Internationalisation Platform
  - [http://gqip.nvaq.net/](http://gqip.nvaq.net/)
PROFILING IN THE NETHERLANDS

- Committee Veerman: April 2010
- Triumvarate: Working Group Quality & Funding: May 2011
- Strategic Agenda (Ministry): August 2011
- General Agreements: December 2011
- Review Committee HE&R: from January 2012
PERFORMANCE AGREEMENTS

- Performance agreements with all individual institutions
- 7% of teaching budget (up to € 310 mln. in 2015) assigned to ‘quality and profile’ (20% in 2020?)
  - 5% Education quality and Study success
  - 2% Selective budget for profiling and concentration
- Review Committee assesses results in 2016
INDICATORS
EDUCATION QUALITY AND STUDY SUCCESS

Seven indicators in three categories:

1. Performances
   - Dropout
   - Switch
   - BA success rate (after 4 years)

2. Quality & excellence
   - National Student Survey assessments, OR
   - Students in programs with NVAO score Good / Excellent, OR
   - Students in Excellence trajectories (e.g. honours, University Colleges)

3. Actions / Action lines
   - Education intensity (teaching hours), Teacher quality, Overheads
OTHER INDICATORS
AND EXTRA INFORMATION

- Institutions allowed to use alternatives for the 7 indicators

- Institutions are invited to present additional indicators / information
  - For research, valorisation, entrepreneurialism education, internationalisation, etc.
INDICATORS / INFORMATION ON INTERNATIONALISATION: UAS (15)

- Mobility of student and staff (% targets)
- Make internationalisation “return on investment” for students
- Open international labour markets for graduates
- International alumni networks
- Recruit foreign students in excellence trajectories
- Students to do part of their program abroad
- International research network and master program
- Strive for “Bologna Proof” label
- Concentrate internationally oriented programs
- Targets for scientific publications (international co-publications)
- Increase international partnerships
INDICATORS / INFORMATION
ON INTERNATIONALISATION: UAS (15) contd.

- Apply for NVAO “distinctive feature internationalisation”
- Use “distinctive feature internationalisation” to connect to international partners
- Design an international curriculum
- Attract international lectors
- Start up English taught programs
INDICATORS / INFORMATION ON INTERNATIONALISATION: Universities (6)

- Mobility of students and staff (targets for increase)
- Attract international (EU) resources
- Appoint internationally renown professors (endowed chairs)
- Become an international benchmark institution
- Research satellites abroad
- Set up an international student portal
- Joint programs / double degree programs
- Attract foreign staff
- Offer summer schools and related internships abroad
- Maintain high position on international rankings
- English taught bachelors programs
INDICATORS / INFORMATION
ON INTERNATIONALISATION: Universities (6) contd.

- Benchmark with international top-universities
- Participate in U-Map and U-Multirank
- Increase publications in Web of Science
- Apply for NVAO “distinctive feature internationalisation” for programs and later for whole institution
- Use “distinctive feature internationalisation” to connect to international partners
- More selective masters programs (preparing for PhD programs)
- Focus in international networks
- Integrate internationalisation in learning outcomes
THANK YOU FOR YOUR ATTENTION!

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