

INTELLECTUAL CAPITAL MANAGEMENT AND REPORTING IN UNIVERSITIES.

SOME INSIGHTS FROM THE AUTONOMOUS
UNIVERSITY OF MADRID CASE STUDY.

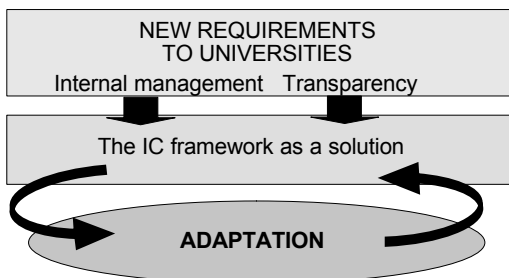
Prof. M. Paloma Sánchez Rocío Castrillo Susana Elena
UAM UAM Pablo Olavide University
(presenting author)

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4. The ICU Report: An approach for disclosure of IC in Universities.
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1. WHY INTELLECTUAL CAPITAL APPROACHES IN UNIVERSITIES?



1. WHY INTELLECTUAL CAPITAL APPROACHES IN UNIVERSITIES?

- ↑ + Increasing number of for-profit research organizations.
 - ↑ + Increasing autonomy of universities together with an increasing demand of transparency.
 - ↑ + Increasing cooperation between university and industry.
- == New tools for MANAGEMENT AND MEASUREMENT are required

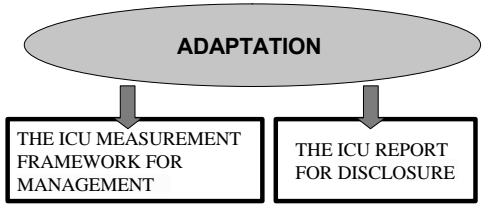
1. WHY INTELLECTUAL CAPITAL APPROACHES IN UNIVERSITIES?

THE EUROPEAN COMMISSION RECOMMENDATIONS:
RICARDIS

- RICARDIS objective: to promote the use of IC Reporting in SMEs.
- **It directly recommends universities to manage and report on their Intellectual Capital.**

2. LOOKING FOR SOLUTIONS...

HYPOTHESIS TESTED:
AN INTELLECTUAL CAPITAL MODEL FOR UNIVERSITIES HAS BECOME CRUCIAL



3. THE ICU MEASUREMENT FRAMEWORK

- Origin: The OEU Project and the Strategic Matrix

	Funding	Human Resources	Academic Outcomes	Third Mission	Governance
Autonomy	-Key Questions -Indicators				
Strategic Capabilities					
Attractiveness					
Differentiation Profile					
Territorial Embedding					

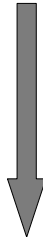
- Reclassification by the IC categories: Human Organisational and Relational Capital

4. THE ICU REPORT

STRUCTURE OF THE REPORT



- **Section 1. Vision of the institution.**
- **Section 2. Summary of intangible resources and activities.**
- **Section 3. The system of indicators.**



5. SUITABILITY OF THE ICU FRAMEWORK IN THE UAM

- 14 in-depth interviews.
- Participants: Members of the UAM community (Rector, Management Director, Vice-rectors, Deputy Director of Research in Universities of the Regional Government, etc.).
- Lasting between 1,5 hours and 2,5 hours.

Two general purposes:

A. Assessment of the ICU Report

- Usefulness for management
- Confidentiality problems

B. Characterisation of the Research Management and Governance in the UAM

5. SUITABILITY OF THE ICU FRAMEWORK IN THE UAM

A. ASSESSMENT OF THE ICU REPORT

	RESULT	CONCLUSION
Usefulness for management	ALL INDICATORS USEFUL OR VERY USEFUL	CLEAR NECESSITY OF INDICATORS
Confidentiality problems	NONE	DESIRE OF INCREASING COMMITMENT WITH SOCIETY

5. SUITABILITY OF THE ICU FRAMEWORK IN THE UAM

B. ANALYSIS OF THE RESEARCH MANAGEMENT AND THE GOVERNANCE STYLES

SOME CRITICAL POINTS OF GENERAL INTEREST

- Organisational structure: the democratic university
- Formal autonomy vs. "real" autonomy in management

METHODOLOGICAL CONCLUSION:
More tailor-made interviews

5. SUITABILITY OF THE ICU FRAMEWORK IN THE UAM

B. ANALYSIS OF THE RESEARCH MANAGEMENT AND THE GOVERNANCE STYLES

Two main recommendations for UAM:

- Improvement in the **information and communication systems**.
- Need of **measurable objectives**, and of **verifiable and comparable indicators**.

THE IMPLEMENTATION OF AN
INTELLECTUAL CAPITAL MODEL IN
THE UAM

2. LOOKING FOR SOLUTIONS...

THE ICU FRAMEWORK

TOOL	FUNCTION	OBJECTIVE
ICU Measurement Framework	Measurement tool to develop and allocate resources	Improvement in management
ICU Report	Communication device	Improvement in transparency

6. TENTATIVE CONCLUSIONS

- ICU framework seems to be useful and suitable for universities, in order to cope with the requirements of the challenging paradigm.
- It has been proved its usefulness for the UAM, although it is crucial to take into account the institution idiosyncrasy when thinking in implementing it.
