University Industry Innovation Network

Future of Universities Workshop

Outcomes report for Risen consortium

09.07.2021

Introduction

UIIN delivered a workshop for representatives from JAMK, HS Esslingen, IT Sligo, University of Obuda, University of Sannio and Karel de Grote Hogeschool on co-creating the future vision for the Risen University Alliance.

The aim of the workshop was to create a shared understanding of the vision, challenges and opportunities, and develop concrete steps going forward. The workshop was supplemented with theory and insights into the future roles of universities and case studies on entrepreneurship education and innovative pedagogies.

Agenda of the workshop

1. **Introduction and flashback**
   From Bologna, Humboldt to the Entrepreneurial university
2. **Imagining the future**
   A series of creative exercises to identify common objectives and set a vision for RISEN
3. **Role of universities**
   Overview of the different roles of universities with global case studies on education and innovative pedagogies
4. **Identifying challenges and finding solutions**
   Identification of the key challenges and brainstorming solutions to overcome these challenges
5. **Creating a pathway to the future university**
   Working in groups to map the steps and activities required over the next 3-5 years towards achieving the vision

Outcomes

☑ **Objectives and vision of the future**
Clarity about the possible directions and key objectives of the further development of the initiative

☑ **Developed solutions to the challenges**
Concrete steps to the vision and a blueprint for driving entrepreneurial change towards the future

☑ **Prioritisation of solutions**
Insights into forward-thinking practices of entrepreneurship education around the globe

☑ **Roadmap towards vision**
A set of activities and pathways towards collaboratively achieving the vision

Vision and Purpose

This section provides a synthesis of the vision and purpose for Risen, based on responses and ideas provided by the participants during the workshop.

Vision & Purpose

What would the vision and purpose of RISEN be?

To be an open, **international, multidisciplinary and inclusive community** composed of students and professors from different countries and backgrounds, breaking the geographical and economical borders of knowledge, and providing an excellent hybrid (on-site and online) learning experience.

To be an institution that excels at providing **personalized learning experiences**, offering students new possibilities to take flexible, multi-professional, and entrepreneurial learning paths and real-life authentic learning environments, being globally engaged and having sustainability at its core.

To be a **supportive, strong and tight network** of partner institutions that **leverages on each other's strengths and expertise to create synergies**, with HUBs being the connecting factor. Working in collaboration and providing an agile and culturally diverse research and learning environment, which responds to the challenges of entrepreneurship & innovation for sustainability.

To be an action-oriented institution who emphasizes the **development of 21st century competences and skills** rather than being only theory-intensive, who trains entrepreneurial people, recognizing and promoting their capacity to apply knowledge for their own business ventures or projects.

To be an **agile, risk-taking institution, with an entrepreneurial DNA**, from the governance structures to all the community of academics, leaders, professional staff and students, capable of fostering and training entrepreneurial game changers for building a sustainable future through education, research and innovation.

To be an institution that has **sustainability and social impact** at its core and impregnated in every action.

To be recognized as THE place for **lifelong learning**.

To be an **international top-talent source** with strong links to the labor market and external organizations, that has internships as a part of its educational pathway.

To be an institution recognized for **its constant staff training** (professional, academic, etc.) and for the outstanding balance of theory and practice of its academics.

Following a similar model to medical schools for all applied disciplines, with structured alliances with practitioner organisations, internships, collaborative research and practitioner lecturers.

Challenges and Solutions

The workshop participants worked in groups to identify the key challenges, and brainstorm solutions and opportunities. The challenges were clustered into 4 main themes, which are described in this section.

Challenges and Solutions

Challenge 1 – Changing Mindset and Culture

Creating a culture of openness for mutual learning and collaboration

- Sharing knowledge and resources
- Having joint projects
- Start with small projects
- Show the results of best practices
- Joint professional development programs for all staff (faculty, admin, professional & leadership)

Identifying, promoting and rewarding change and innovation drivers

- Identify institutional champions
- Showcase success at yearly events
- Support the champions, first adopters and ambassadors within your faculties
- Build a RISEN 'champions' network
- Celebrate succesful innovations

Enhancing transversal and transparent communication channels

- Communication – more and more information in each university what this network is and its aims
- Clarifying our mutual aims in concrete actions
- Communicate widely so everyone feels involved (also the less usual suspects)

Supporting innovative approaches and the involvement of all relevant stakeholders

- Participating the relevant people in different actions
- Run these types of workshops more widely
- Pilot new approaches, attach status to them
- Include students in the process. How do they see their education?

Establishing innovation and openness as sought-after institutional values

- HR, part of hiring policy and cycle
- At least 1 month every 5y an academic needs to spend time in external organisations

Challenges and Solutions

Challenge 2 – Overcoming structures (internal and external)

Identifying key stakeholders and defining management guidelines to support change

- Identify the (key) Stakeholders and define actions
- Having a joint management group
- Leaders of Alliance commit themselves to streamlining internal structures to make it work

Developing funding structures and action plans that support change

- Modularise funding to follow activity across faculties
- Action plan, roles and responsibilities, time-table
- Run pilot with dedicated funding on different model
- Devolve more Decision making on resources

Pursuing new models and projects based on flexibility and innovation

- Develop new model of programme or contract - "layering strategy"
- Minimum of 3 'pilot' projects / initiatives p/a
- Lobby national government for flexibility in regulations

Promoting involvement in innovation activities as a formal part of the working structure

- Time for staff to be involved (change culture?)
- 10% of working time for engagement

Establishing common vision and objectives based on openness and mutual benefit

- Agree on common vision and objectives
- Open mind to seek the change
- Find the mutual ways of acting.

Challenges and Solutions

Challenge 3 – Bringing together the different roles of the university (life-partner, sustainability)

Identifying, convincing and strengthening key roles for the change process

- Identifying the key university roles of the different partners
- Recognise the value of each role
- Explore university chart
- Discussing and convincing all stakeholders what we are doing
- Start by bringing together key roles in: Sustainability /ES/IRO
- Finding the roles which we all want to strengthen

Creating, articulating and promoting networks and infrastructures for change

- Network activities in teaching, research => institutionalized programmes
- Create a common infrastructure to deal with different stakeholders in different regions
- Articulate the different roles into the University's strategic plans
- hubs to support the different roles of universities (eg. Lounch Pad, Life partner.
- Promote successful case studies / stories

Defining change priorities and updating university's strategies and models if needed

- Start with clear defnitions
- Update the university strategy if needed
- Find external funding if the Ministry's funding model is not good for you

Challenges and Solutions

Challenge 4 – Institutionalizing Collaboration

Starting international networks of collaboration, leveraging on Erasmus

- Starting collaboration with international offices
- International network of support
- Working on Erasmus proposals together
- Leverage on mutual Erasmus agreements to have a set of subjects available to the students of the alliance

Identifying key partners and creating pathways for interconnection

- Identify the right sparring partners across HEI
- Exchange of administrative staff
- Creating "light" way of connecting all relevant staff members to cooperation

Identifying and creating common areas for collaboration

- Create common projects for collaboration
- Collaborative events and projects
- Common research topics
- Common learning frameworks (ECTS, etc)

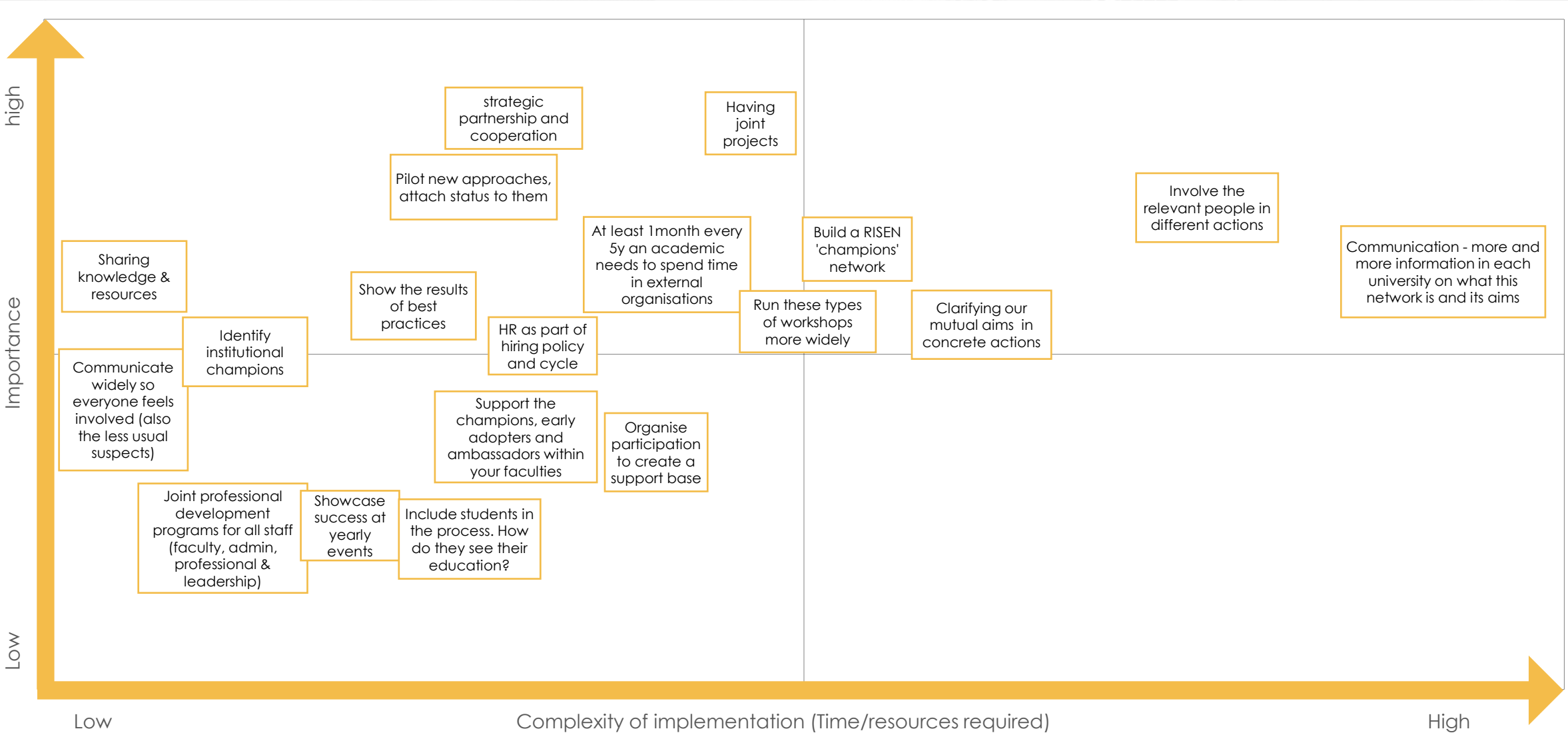
Identifying common areas and standard practices and procedures across institutions

- Annual conference on administrative education
- Common admin standards (student admission)
- common rules exchange students, researchers, etc.
- Info Platform - structured
- share how we communicate about RISEN internally
- Create international admin. Staff task forces
- Explore how we treat international students in each of our HEI
- Start with the low hanging fruits and then move to more demanding tasks

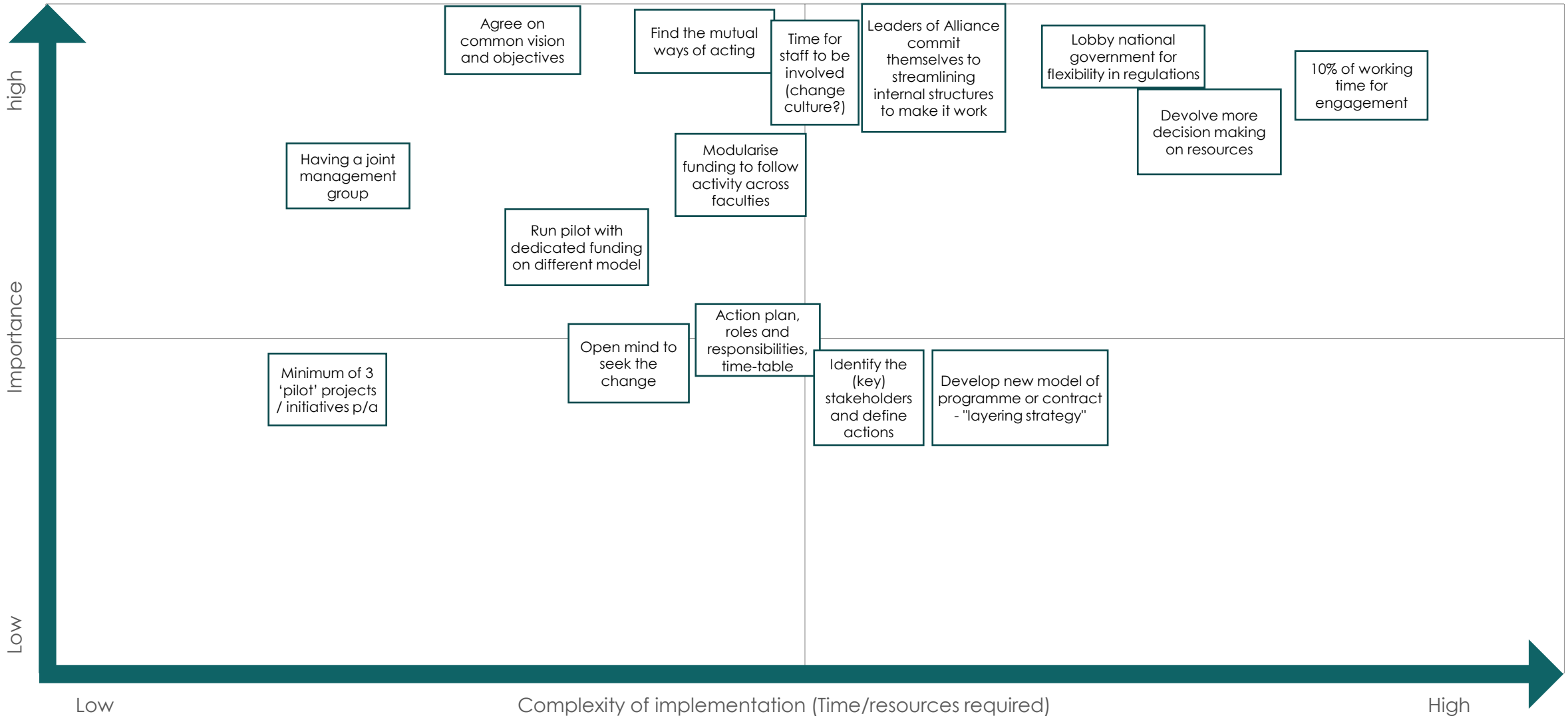
Prioritising Solutions

The next step was to prioritise the identified solutions by placing them on a matrix of importance vs. complexity of implementation (e.g. in terms of time, resources etc). The final matrix developed during the roadmap workshop is presented below.

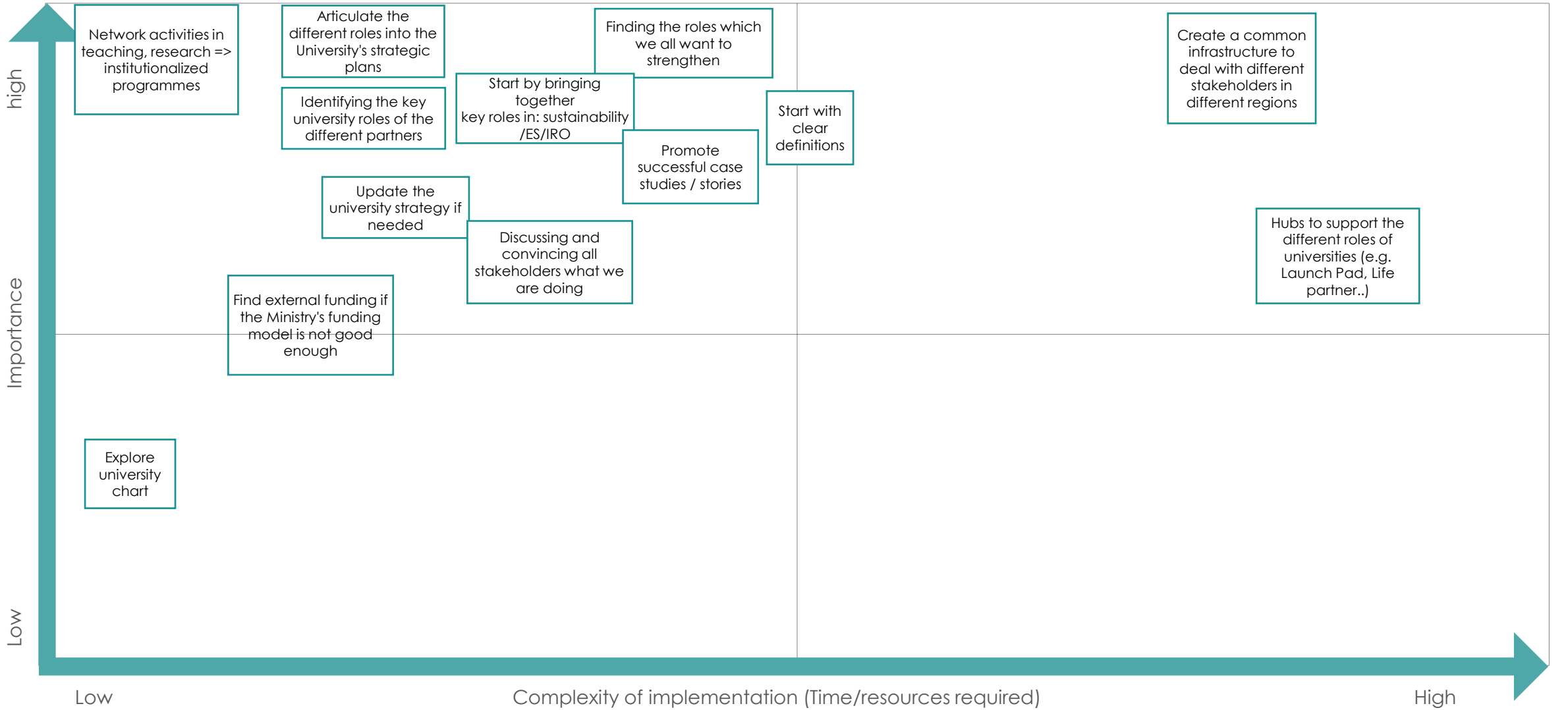
Prioritising the Solutions -Changing mindset / culture



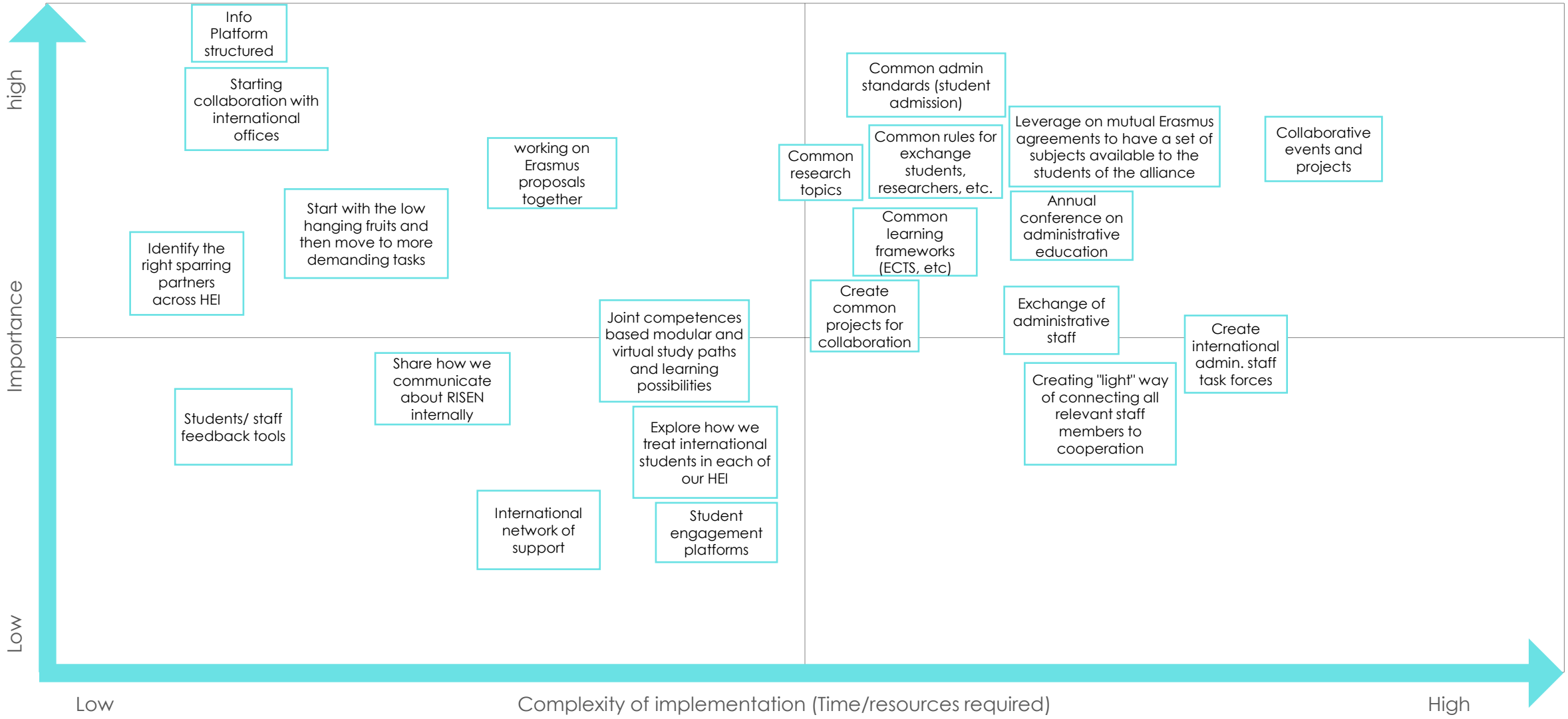
Prioritising the Solutions -Overcoming structures (internal and external)



Prioritising the Solutions -Bringing together the different roles



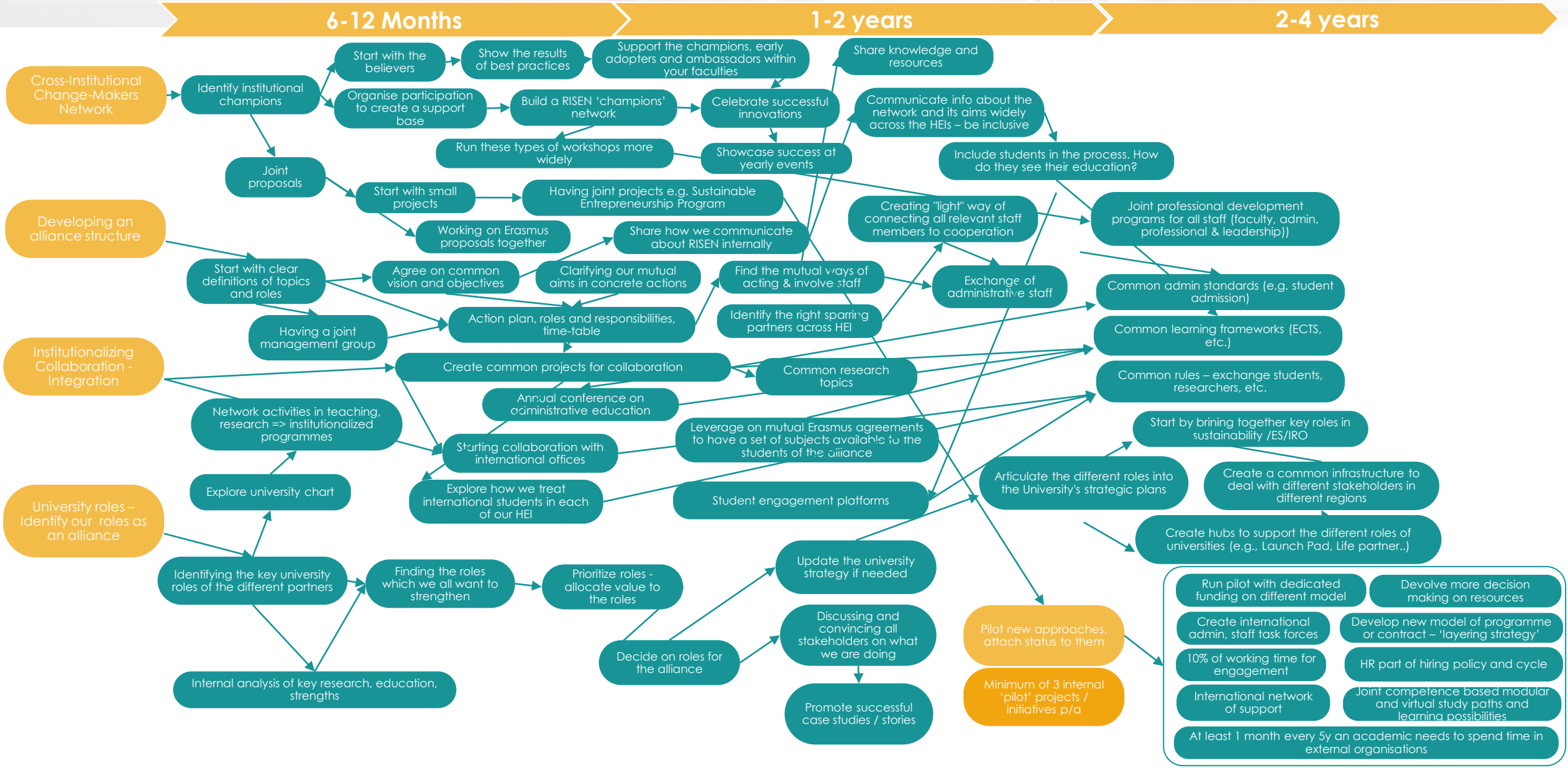
Prioritising the Solutions - Institutionalizing Collaboration

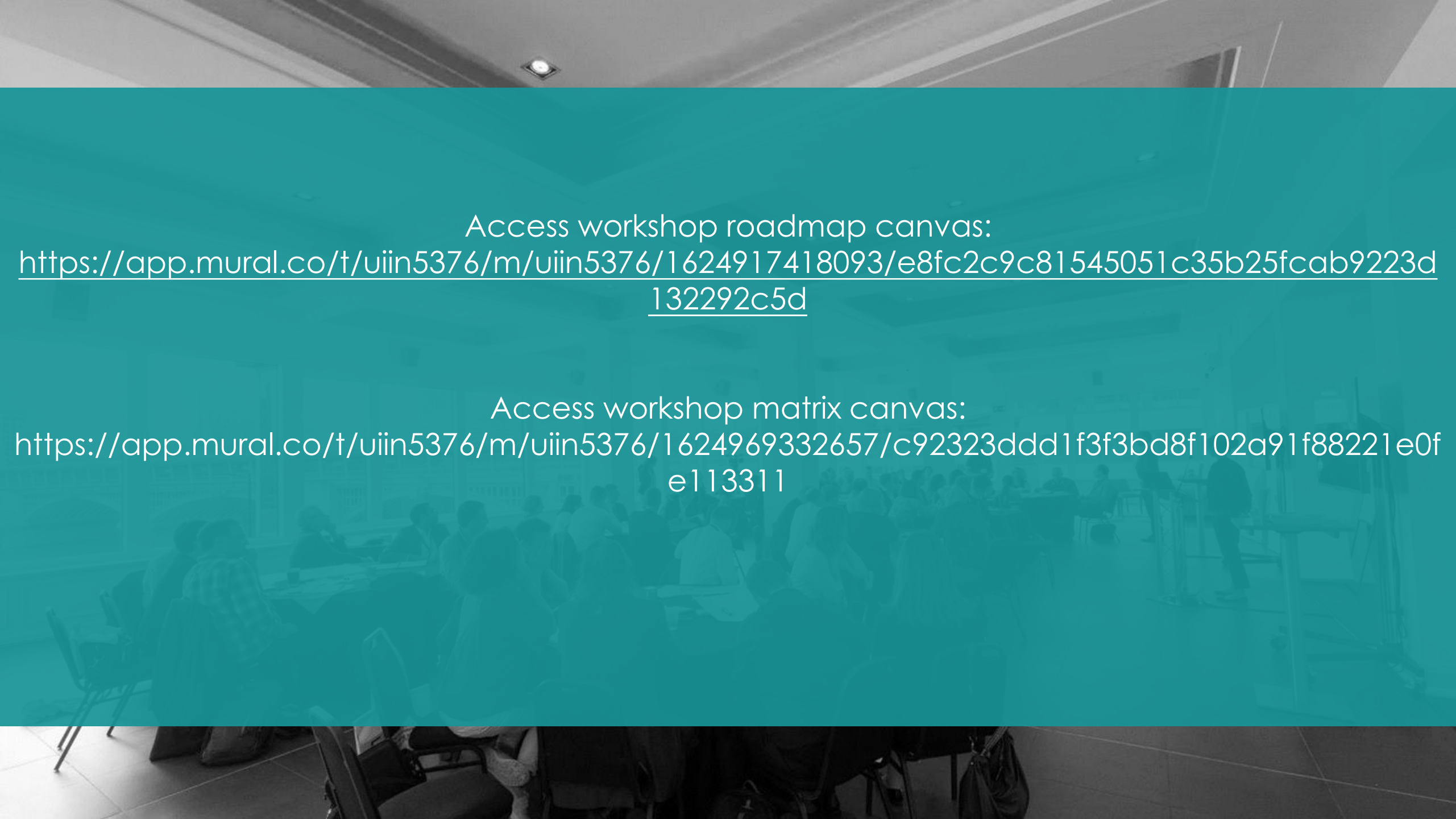


Roadmap

This section provides a synthesis of key steps and activites identified as part of the workshop. Although the challenges and solutions were categorised into 4 themes, as the participants worked through the roadmap the interconnectedness of the themes became apparent. As a result, this section combines the different themes together into one roadmap.

Roadmap towards a European entrepreneurial university





Access workshop roadmap canvas:
https://app.mural.co/t/uiin5376/m/uiin5376/1624917418093/e8fc2c9c81545051c35b25fcab9223d132292c5d

Access workshop matrix canvas:
https://app.mural.co/t/uiin5376/m/uiin5376/1624969332657/c92323ddd1f3f3bd8f102a91f88221e0fe113311

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