

The university ecosystem of a regional university

RURD: Session 4

Online, 30.03.2021

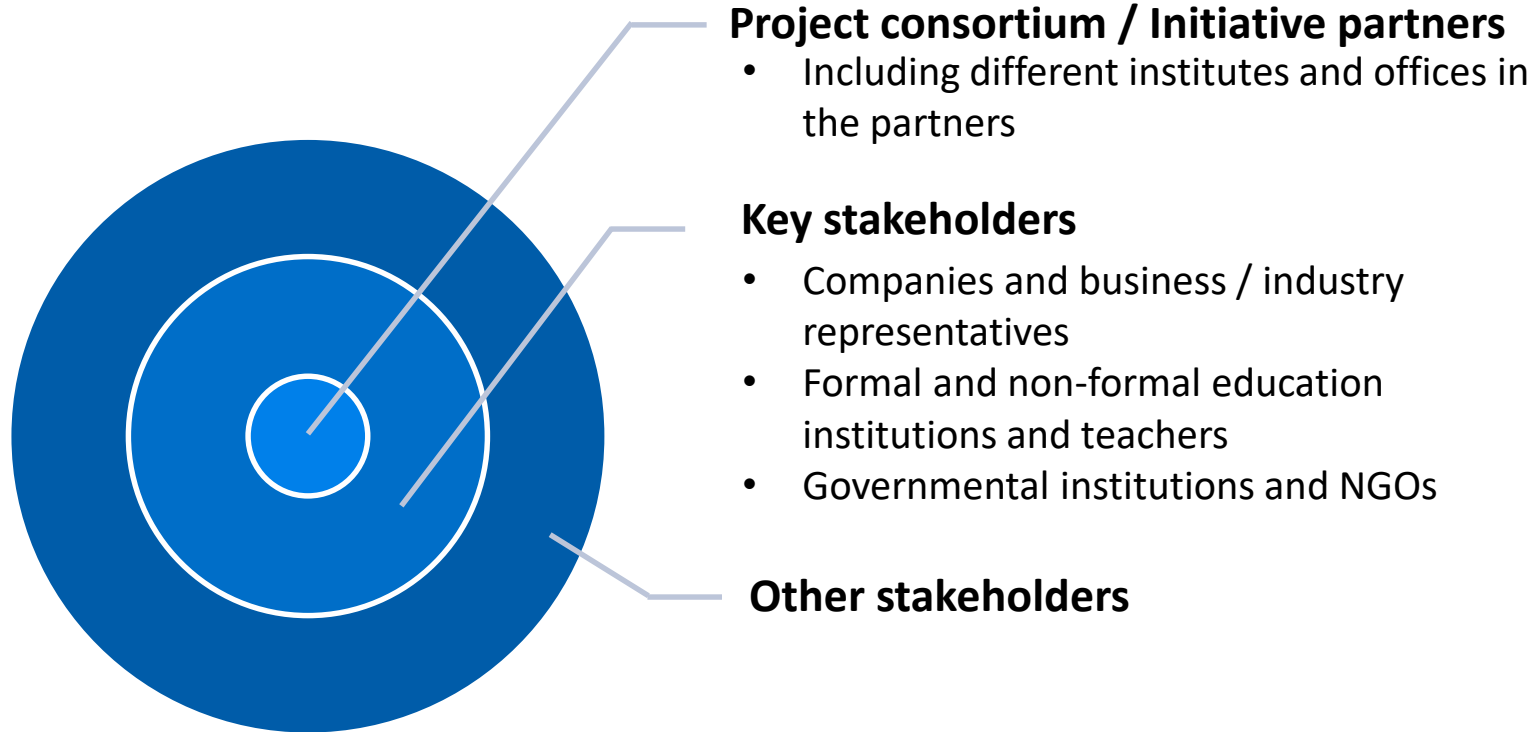
Agenda

- Identifying key stakeholders
- Mobilizing key stakeholders
- Create self-perpetuating eco-system
- Good practices of broad collaboration platforms
- Bonus topics
 - Overview of EU programmes
 - Benefits from EU projects for universities

Objectives of the session

- To continue the discussion and gain frame for identifying and mobilizing of the key stakeholders
- To get some hints on creation of self-perpetuating eco-system and its maintenance
- To understand the success factors of the selected good practices
- To understand the benefits from EU projects

Main stakeholders (example)



Types of external stakeholders

- **National**
 - Companies
 - Governmental institutions
 - Non-governmental organisations and associations
 - Research (supporting) organisations and donors
- **International**
 - EU agencies, bodies and delegation
 - Partner universities

Identifying key stakeholders

- Assumption: Internal key stakeholders are well known
- Select **divers group of representatives** from each type of internal stakeholders
- **Organise workshop(s)**
 - Moderate the workshop explaining the scope of the intervention
 - Define the groups of external stakeholders
- **Create database of stakeholders**
 - Ask all units and all internal stakeholder types to propose “nominees”
 - Collect contact info, relevance, responsible person to contact them

Mobilizing key stakeholders

Preparation process

- **Create collaboration platform**
 - Offer services for certain types of stakeholders
 - New relevant initiative (hub, centre, or a network)
 - Donor funded project
- **Invite the relevant key stakeholders through the most suitable contacts**
 - Former classmates and teachers
 - Business representatives (chambers, clusters, etc.)
 - University / unit top management

Mobilizing key stakeholders

Implementation

- **Organise event (workshop, roundtable...)**
 - Provide active participation
 - Clearly present their role in the future
 - Provide them with opportunity to make a difference
- **Keep them engaged**
 - Form relevant body where some of the key stakeholders will meet regularly
 - Provide services that bring value to them
 - Keep them in the loop

Create self-perpetuating eco-system

- **Assure joint interest of all stakeholders (internal and external)**
 - Create value for all
 - Keep the ratio of engagement vs benefit positive for all
 - Keep them regularly engaged
- **It is like riding a bicycle, if it stop moving it will fall**
 - This referrers beyond perpetuating – following changes of society, needs and behaviours need to be embedded in the systems

The GREENOVET Project

- Good practices of broad collaboration platforms (1/2) -

GREENOVET – European VET Excellence Platform for Green Innovation

Programme: Erasmus+ - KA3 Support for Policy Reform => Centers of Vocational Excellence

Duration: 1.11.2020 – 31.10.2024; **Budget:** 4.381.993 €; **EU grant:** € 3.505.595 €;

Overall objectives

- To boost Green Innovation in Europe
- To develop European best practice strategies for collaboration among VET providers at EQF Levels 4-8 and Green tech.
- To foster **environmental, social and economic development in Europe**, through green and sustainable innovation processes enabled by VET excellence
- To empower **VET graduates' long-term (self-)employability** in the changing future labour market landscape through the development of **an innovative, entrepreneurial and sustainable mind-set**.

Main deliverables

- International cooperation platform of Vocational Excellence in Green Innovation
- White paper on a model of the structure of regional Green Innovation CoVEs
- Development of an analysis tool for measuring innovation and education capacities of VET providers
- **Training programmes for teachers, lecturers and trainers in VET education**
- Setting up of an International QA for VET excellence in Green Innovation
- **Regional and international competitions in Green Innovation**

Consortium composition:

A. University (classical and FH)

B. VET school

C. Business representative / company

Austria (Styria)

- A. FH Joanneum Gesellschaft mbH
- A. Technische Universität Graz
- B. HTBLuVA Graz-Gösting
- C. Green Tech Cluster Styria GmbH
- C. Wirtschaftskammer Steiermark
- C. 3s Unternehmensberatung GmbH

North Macedonia (Skopje)

- C. National Center for Development of Innovation and Entrepreneurial Learning
- A. Ss. Cyril and Methodius University in Skopje
- B. ASUC Boro Petrushevski
- C. RADE KONCAR - TEP DOOEL Skopje
- C. Macedonian Chambers of Commerce

Finland (Vaasa)

- A. VAASAN YLIOPISTO
- A. VAASAN KAUPUNKI
- B. Ab Yrkeshögsskolan vid Åbo Akademi –
Novia
- C. Oy Merinova Ab

Portugal (Leiria)

- A. Instituto Politécnico de Leiria – Polytechnic of Leiria
- B. Pombal Prof – Sociedade de Educação e Ensino Profissional, S.A.
- C. NERLEI - Associação Empresarial Região de Leiria

+ 15 associated partners

Specific project objectives

Specific objectives

To activate the education ecosystem and development of a viable regional CoVE model.

To establish fully functional and sustainable COVEs in GI and to set the foundation for regional and international cooperation

To build the capacities of the regional CoVEs

To increase the capacities of the CoVEs ecosystems

To guarantee:

- a high quality
- dissemination and communication
- Sustainability

Work Packages

WP1 - Strategic research

WP2 - Setting up of the CoVEs and the international cooperation platform

WP3 - Capacity building of the CoVEs

WP4 - Setting up and piloting of the portfolio of services and instruments

Supporting WPs:

Quality control
Evaluation
Dissemination
Sustainability
Management

WP1 - Strategic research

Duration: 1.11.2020 – 31.7.2021 | Lead: NCDIEL, Austrian coordinator: FHJ

T.1.1 Mobilising key stakeholders in the partner regions

Workshops/ round tables on regional VET perspective on integration for regional smart specialization strategy in regards to green innovation

Foundation document: Regional Committee for VET Excellence in Green Innovation

T.1.2 Measuring skills gaps in line with the Smart Specialization Strategies (S3)

Green Innovation in VET – status quo and challenges in the participating regions

T.1.3 Status quo analysis of enablers

White paper: Model of structure of regional Green Innovation CoVEs

WP2 - Setting up of the CoVEs and the international cooperation platform

Duration: 1.5.2021 – 30.4.2022 | Lead: UKIM, Austrian coordinator: TUG

T.2.1 Developing 4 tailor-made concepts and strategies of the CoVEs

Concept and strategy for each regional CoVE

Workshops on Conceptualisation and strategy development of the regional CoVE

T.2.2 Establishment of the 4 CoVEs

Centers of Vocational Excellence in Green Innovation

T.2.3 Development of international cooperation platform of Vocational Excellence in Green Innovation

International platform strategy development workshop

International cooperation platform of Vocational Excellence in Green Innovation

Virtual international cooperation platform of Vocational Excellence in Green Innovation

WP3 - Capacity building of the CoVEs

Duration: 1.2.2022 – 31.12.2022 | Lead: IPL, Austrian coordinator: FHJ

T.3.1 Design and conduction of trainings from world-class experts

Trainings on “Portfolio development methods and techniques” and “Sustainability as built-in feature in the CoVEs”

T.3.2 Implementation of mutual learning processes among the CoVEs

Peer-learning

T.3.3 Conduction Workshops for the CoVEs' wider teams

Workshop: Opportunities of the integrated VET ecosystem

Workshop 2: Green Innovation driven socio-economic development

WP4 - Setting up and piloting of the portfolio of services and instruments

Duration: 1.9.2022 – 31.10.2024 | Lead: UVA, Austrian coordinator: TUG

T.4.1. Development of Portfolio of instruments and services

CoVE of Green
Innovation portfolio of
instruments and
services

T.4.2. Training programmes for teachers and trainers in VET education

Training programme for
teachers and trainers in
Green Innovation TVET

T.4.3. Implementation of pilot projects with enterprises

Regional pilot
projects with
enterprises

Training on technical
skills in Green
Innovation

Training on
“Entrepreneurship and
digital skills in Green
Innovation”

T.4.4. Implementation of pilot projects in the international cooperation platform and international competitions

GREENOVET
international
cooperation pilot
projects

Workshop:
“Exchange of
interim project
results and lessons
learnt”

GREENOVET
international
project week

International
Competition in
Green Innovation
Excellence

WP5 - Conducting quality control and monitoring of the project

Duration: 1.11.2020 – 31.10.2024 | Lead: VAMIA, Austrian coordinator: 3s

T.5.1 Setting up of the International Quality Assurance board for VET excellence in Green Innovation (IQA)

International Quality Assurance board
for VET excellence in Green
Innovation member selection criteria

T.5.2 Establishment of a quality assurance system

Quality assurance system

T.5.3 Formal and regular quality assurance reporting

T.5.4 Conduct product (summative assessment) and process (formative assessment) quality control

Interim quality reports

WP6 - Evaluation

Duration: 1.5.2021 – 31.10.2024 | Lead: 3S, Austrian coordinator: 3S

T.6.1 Development of Evaluation framework and evaluation plan

Evaluation
framework and
evaluation plan

Evaluation
framework and
evaluation plan

**Peer-
reviews**

T.6.2 Evaluation and impact assessment

Impact
assessments
reports

WP7 - Dissemination

Duration: 1.11.2020 – 31.10.2024 | Lead: NERLEI, Austrian coordinator: GTC

T.7.1 Develop Overall Dissemination and Exploitation strategy for the project

Dissemination
plan

T.7.2 Project identity creation

Project identity

CoVE corporate
identity

T.7.3 Homepage, social media and scientific dissemination

Social media
channels

GREENOVET
Website

T.7.4 Ongoing Public relation

Press releases

Press events

T.7.5 Dissemination events

CoVE promotion
events

Conference:
Excellence in Green
Innovation VET

VET attractiveness
raising events

WP8 - Sustainability of CoVEs

Duration: 1.5.2022 – 31.10.2024 | Lead: WKST, Austrian coordinator: WKST

T.8.1 Business and Sustainability Plan

Business and sustainability plan of the CoVE

Regional cooperation agreements

T.8.2 Cooperation with regional stakeholders

Round table: VET skills of the future: Creating jobs and attracting foreign investors

T.8.3 International cooperation agreement and IPR agreement

International cooperation agreement and IPR agreement

WP9 - Project management

Duration: 1.11.2020 – 31.10.2024 | Lead: FHJ, Austrian coordinator: FHJ

**T.9.1 Project management,
consortium meetings and
management board**

Project meetings

T.9.2 Internal progress monitoring

Internal progress reports

T.9.3 Interim and final reporting

Interim and final reports

KnowHub - Reconnecting universities and enterprises to unleash regional innovation and entrepreneurial activity

- Good practices of broad collaboration platforms (2/2) -

Project ID

Programme: Erasmus+ - Capacity Building in the field of Higher Education

Budget: 904.356,00 €

Aim: “Reconnecting universities and enterprises to unleash regional innovation and entrepreneurial activity” 😊

Wider objective

- To develop the PCUs entrepreneurial and innovation capacities and enhance their cooperation with enterprises giving them the central role in the regional innovation ecosystem.

Main expected outcomes

- Increased capacities of PCUs and established cooperation with enterprises
- Improved knowledge exchange and entrepreneurial teaching and learning activities at the 5 PCUs
- Increased awareness and entrepreneurial skills of the staff and students
- Improved practical placement mechanisms at the involved PCUs

Project consortium

- (P1) FH JOANNEUM
- (P2) WUS Austria
- (P3) University of Girona
- (P4) University of Vaasa
- (P5) National Centre for Development of Innovation and Entrepreneurial Learning (NCDIEL)
- (P6) European University of Tirana
- (P7) University of Vlora
- (P8) University of Sarajevo
- (P9) University of Mostar
- (P10) Technology park INTERA
- (P11) University of Montenegro



Vaasan yliopisto
UNIVERSITY OF VAASA



FH JOANNEUM
University of Applied Sciences



National Center for Development of
Innovation and Entrepreneurial Learning



Specific project objectives

Specific objectives

To analyse and understand the knowledge transfer, innovation and entrepreneurial infrastructure and activities at the PCUs in the national ecosystems

To set-up and equip 5 Commercialisation Hubs that will serve as one-stop-shop for cooperation with enterprises and support of students and academic staff in commercialisation

To develop capacities of the Commercialisation Hubs, their services and instruments

To increase knowledge transfer and joint activities between the PCUs and local enterprises through the Commercialisation Hubs

To increase students' (self)employability through practical placement and practice oriented interdisciplinary trainings covering selected EntreComp Framework's competences

To train academic staff on entrepreneurial education to enable and encourage them to include entrepreneurship in their teaching

Work Packages

WP1 - Status-quo analyses

WP2 - Setting up 5 Commercialisation Hubs

WP3 - Capacities building at the 5 Commercialisation Hubs

WP4 - Setting up portfolio of services and instruments and implementing pilot projects

WP5 – EntreEdu Development Programme for PCUs staff and students based on the EntreComp

Supporting WPs:
Quality control
Dissemination
Management

Influence of EU funded projects on development of higher education

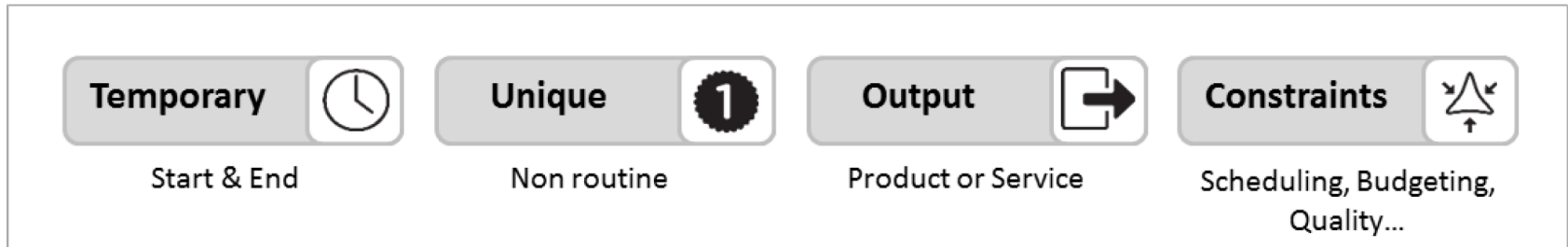
– The case of FH JOANNEUM –

European projects' structure

What is EU project?

Definition

“A project is a temporary organisational structure set up to create a unique product or service (output) within certain constraints such as time, cost, and quality.”

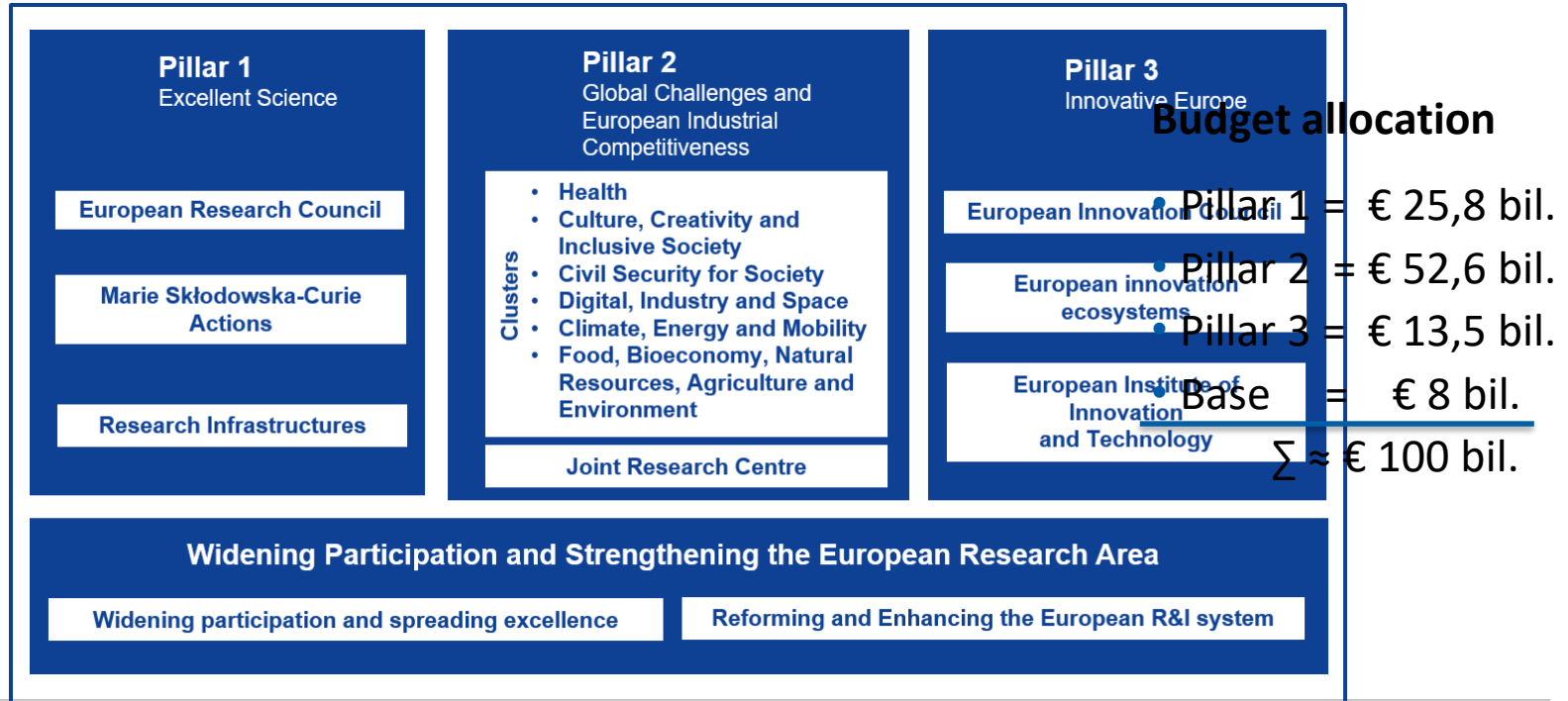


Source: [European Commission, 2018](#), p.5

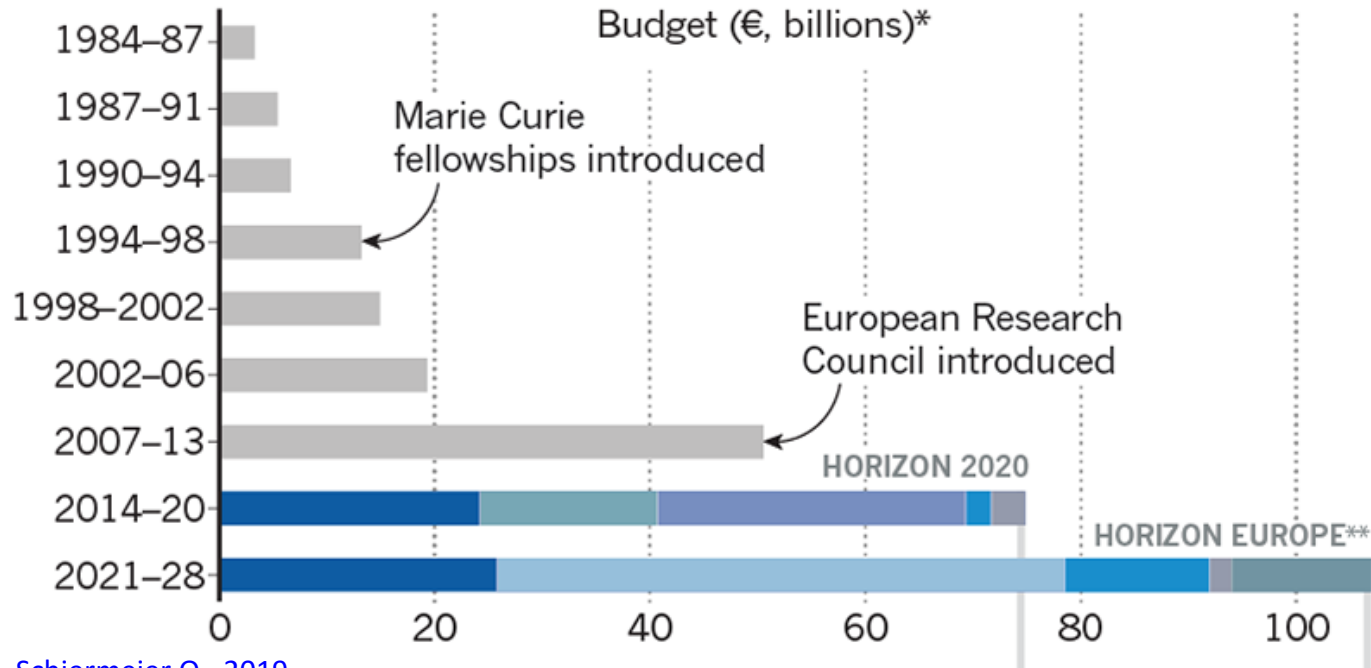
Overview of EC funding programmes (2014 – 2020)

1. Aid programme for the Turkish Cypriot community
2. Asylum and Migration Fund
3. Civil Protection and European Emergency Response Centre (ERC)
4. Civil protection mechanism
5. Cohesion fund
6. Common foreign and security policy (CFSP)
7. Competitiveness of enterprises and SMEs (COSME)
8. Connecting Europe Facility
9. Consumer protection
10. Creative Europe
11. Customs, fiscalis, and anti-fraud
12. Erasmus +
13. Environment and climate action (LIFE)
14. Europe for citizens
15. European Agricultural Fund for Rural Development (EAFRD)
16. European Agricultural Guarantee Fund (EAGF)
17. European earth observation programme (Copernicus)
18. European Globalisation Adjustment Fund (EGF)
19. European instrument for democracy and human rights (EIDHR)
20. European Maritime and Fisheries Fund
21. European neighbourhood instrument (ENI)
22. European Regional Development Fund (ERDF)
23. European satellite navigation systems (EGNOS and Galileo)
24. European Social Fund (ESF)
25. European Solidarity Corps
26. European Structural and Investment Funds
27. European Union programme for employment and social innovation
28. European Union Solidarity Fund
29. European voluntary humanitarian aid corps EU aid volunteers (EUAV)
30. Food and feed
31. Fund for European Aid to the Most Deprived (FEAD)
32. Guarantee fund for external actions
33. Health for growth
34. Horizon 2020
35. Humanitarian aid
36. Instrument for emergency support within the Union
37. Instrument for Greenland
38. Instrument for nuclear safety cooperation (INSC)
39. Instrument for pre-accession assistance (IPA II)
40. Instrument for stability (IFS) now called: Instrument contributing to stability and peace (IcSP)
41. Internal Security Fund
42. International thermonuclear experimental reactor (ITER)
43. Interoperability solutions and common frameworks for European public administrations, businesses and citizens (ISA2)
44. Investment plan for Europe
45. IT systems
46. Justice
47. Partnership instrument (PI)
48. Research Fund for Coal and Steel (RFCS)
49. Rights, equality and citizenship
50. Structural Reform Support Programme (SRSP)
51. Territorial cooperation
52. Youth employment initiative

Structure of Horizon Europe (2021 – 27)



Horizon Europe's History



Source: [Abbott A., Schiermeier Q., 2019](#)

Horizon Europe's strategy

IMPLEMENTATION OBJECTIVES

- Maximising impacts
- Ensuring greater transparency and further simplification
- Fostering synergies with other EU spending programmes
- Easing access through digital transformation and outreach

Source: [European Commission, 2020a](#), pp. 5 - 16

MISSION AREAS

- Adaptation to climate change including societal transformation
- Cancer
- Climate-neutral and smart cities
- Healthy oceans, seas, coastal and inland waters
- Soil health and food

Source: [European Commission, n.d.b](#)

Erasmus+ (2021 – 2027)

Key Action 1 “Learning Mobility”

The mobility of higher education students and staff

Key Action 2 “Cooperation among organisations and institutions”

Partnerships for Cooperation and exchanges of practices

Partnerships for Excellence – European Universities

Partnerships for Excellence – Erasmus Mundus Joint Masters Degrees

Partnerships for Innovation

Key Action 3 “Support to policy development and cooperation”

Networks and policy support measures

Source: [European Commission, 2020b](#), p. 5

Main challenges

PROJECT FUNDING



- Co-financing
- Flat rate (Lump sums)
- Ceilings
- Proposal development and reporting not funded

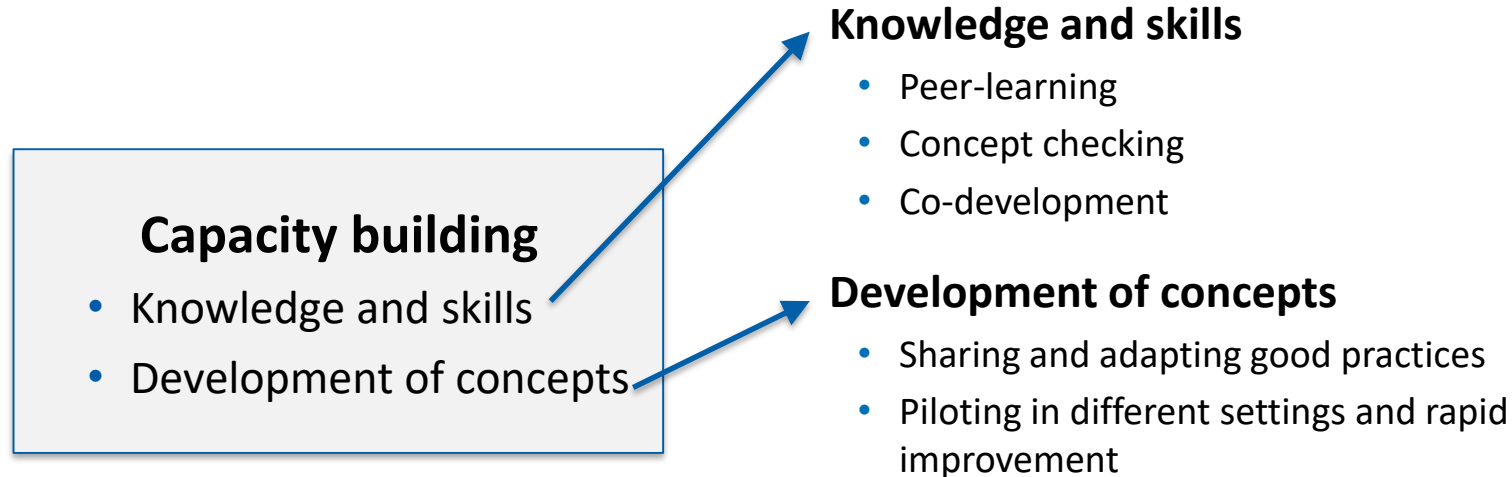
PROJECT LIFECYCLE



- Long announcement to implementation lag
- Competitive process

Benefits for Higher Education Institutions in the European Union

What are the benefits?



What are the benefits?

Internationalisation

- Promotion
- Networking

Promotion

- Brand awareness (dissemination events, scientific and press conferences, etc.)
- Long-term connection (mobilities, partnerships, projects)

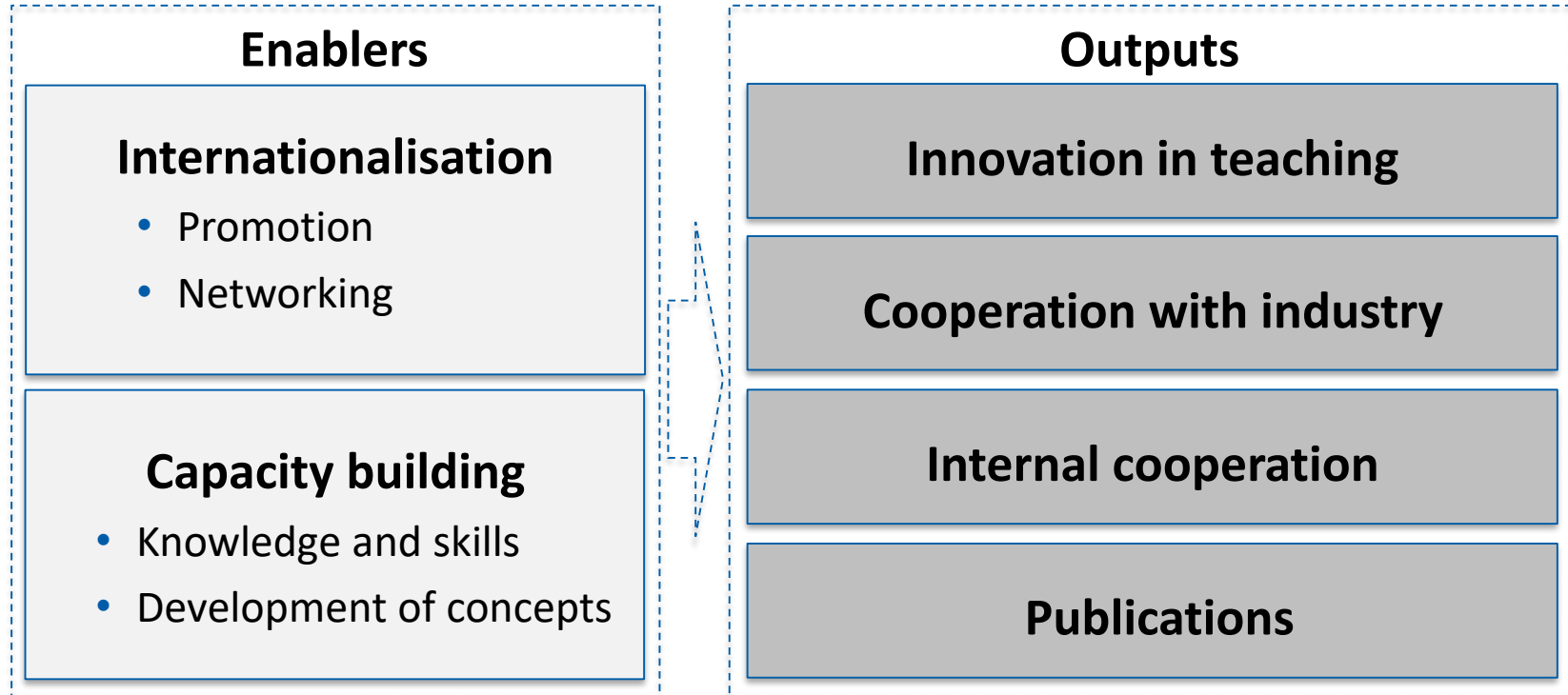
Capacity building

- Knowledge and skills
- Development of concepts

Networking

- Wide network
- Close cooperation

What are the benefits?



*Good practices at the
Institute of International
management,
FH JOANNEUM*

Innovation in teaching

REBUS – Ready for Business

E+ Capacity building in Higher Education (2016-19)

Development of online cooperation platform and study visit concept for development of entrepreneurial and cross-cultural skills

Output: 3rd sem. MIG course ECCC together with GBP



CHAIN - Changing SME's by industry 4.0

E+ Strategic partnership in Higher Education (2018-20)

Practical training on managerial and engineering aspects for implementing Industry 4.0 in SMEs

Output: GBP course Business Modelling of Digital Transformation



Cooperation with industry

SCOPE – Skills for Corporate Entrepreneurship

E+ Strategic Partnerships for vocational education and training
Collaboration between corporations (involving managers and employees) and universities

Good practice catalogue, competence matrix for managers and employees/students, Training programme for managers and employees/students, E-Learning platform, Guide book

Output: Industry project for training and consultancy in servitization



CHAIN - Changing SME's by industry 4.0

Good practices, practical training on managerial and engineering aspects for implementing, and online integrative documentary in five European languages

Output: Cooperation with BDO Austria, Breitenfeld Edelstahl AG and BBG Baugeräte GmbH, resulting with development of cooperation initiatives



Internal cooperation

CULTURWB – Strengthening Capacities for Tourism Changes in the Western Balkans

Erasmus+ Capacity building in Higher Education
Building Competences for Quality Management of Heritage und Cultural
Tourism in the Western Balkans (BIH, MNE, SRB)

Output: Close cooperation between IIB and IGM, contributing to the development of...



TOURIST – Competence Centres for the Development of Sustainable Tourism and Innovative Financial Management Strategies

Erasmus+ Capacity building in Higher Education
Increase the positive impact of local tourism in Thailand and Vietnam

Output: cooperation between IBV, IIB and IGM.



CHAIN - Changing SME's by industry 4.0

Output: Close cooperation between IIB and IWI, resulting with internal guest lectures, joint publications and future cooperation initiatives



Publications

REBUS – Ready for Business

Jovanovski B., Beinhauer R., Valentic E., Kiendl D., (2019). “Development of successful entrepreneurial education initiatives enabled by EU funded projects - The case of FH JOANNEUM”, The Knowledge Society: Diagnosis and Prognosis, DSSH VI/2019, Tirana

Beinhauer R., Jovanovski B., (2019). “A connectivist view on student challenges to teach cross-cultural competences and an entrepreneurial mindset”, Cross-Cultural Business Conference 2019, University of Applied Sciences Upper Austria, School of Management, Steyr, May 16th -17th, 2019



CHAIN - Changing SME's by industry 4.0

Jovanovski B., Seykova D., Boshnyaku A., Fischer C., (2019). “The Impact of Industry 4.0 on the Competitiveness of SMEs”, Scientific Technical Union of Mechanical Engineering “Industry 4.0” - IV International Scientific Conference Industry 4.0 Summer Session, 24-27 June 2019, Burgas, Bulgaria
+ International Scientific Journal Industry 4.0, Year IV, Issue 5/2019

Jovanovski B. (Editor), Maierhofer C. (Technical editor), co-authors: ...Jovanovski B., Fischer C., ... Tschandl M.: “Industry 4.0: A Comprehensive Approach - Main Features and Impacts on SMEs”, CHAIN project, 2019



Conclusion

CHALLENGES



- It is demanding to put EU funding projects in line with the standard procedures and workflow in the HEI
- Obtaining mixed project portfolio funded by different EU programmes, non-EU donor funded programmes, as well as industry projects on HEI level

BENEFITS



- When chosen well, EU funded projects' benefits significantly overcome the shortcomings and challenges providing:
 - Innovation in teaching
 - Cooperation with industry
 - Internal cooperation
 - Publications

References

- Abbott A., Schiermeier Q., (2019). [*How European scientists will spend €100 billion*](#), *Nature* 569, 472-475 (2019)
doi: 10.1038/d41586-019-01566-z
- European Commission (2018). [*PM² Project Management Methodology Guide 3.0*](#), European Union, Luxembourg, 2018
- European Commission (2020a). [*Implementation strategy for horizon Europe - Version 1.0*](#)
- European Commission (2020b). [*Erasmus charter for higher education 2021-2027 – Guidelines*](#), European Union
- European Commission (n.d.a). [*Overview of funding programmes*](#), Retrieved: 20.5.2020
- European Commission (n.d.b). [*Horizon Europe - the next research and innovation framework programme*](#), Retrieved: 20.5.2020
- Jovanovski B., Beinhauer R., Valentic E., Kiendl D., (2019). [*Development of successful entrepreneurial education initiatives enabled by EU funded projects - The case of FH JOANNEUM*](#), The Knowledge Society: Diagnosis and Prognosis, DSSH VI/2019, Tirana

Project websites (in presenting order)

- REBUS: <https://www.rebusproject.net>
- CHAIN: <https://chainproject.eu/>
- SCOPE: <https://www.fh-joanneum.at/en/projekt/scope/>
- CultureWB: <https://www.fh-joanneum.at/en/projekt/culturwb-strengthening-capacities-for-tourism-changes-in-the-western-balkans/>
- TOURIST: <https://tourist.fh-joanneum.at/>

Thank you for your collaboration!

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