



Fostering partnerships for continuing training: cooperation between HEIs and enterprises

**Victoria Galan Muros
Workshop - Cedefop
Thessaloniki
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**Cooperation between HE and industry for continuous professional
development: examples, drivers and challenges**



CEDEFOP

European Centre
for the Development
of Vocational Training

Science Marketing

Science-to-Business Research Centre Germany

UIN
University Industry
Innovation Network

360° of university-business cooperation (UBC)

1. **Senior policy consultant** – Technopolis Group
2. **Senior management consultant** – apprimo UG
3. **Lecturer / trainer** – VU Amsterdam (NL), MUAS (DE), NMMU (ZA), Adelaide U (AUS)
4. **Researcher** - Science-to-Business Marketing Research Centre
5. **UBC Expert and facilitator** – Director UIIN



Largest study into European UBC (2011 & 2016)



About *(me)*

Key milestones in the development of the University Industry Innovation Network

Initial idea to
start UIIN as a
resource platform

Official launch
of UIIN

First conference
in Amsterdam

First EU project
participation

Launch of the
UIIN workshop
series

Part of 2016/2017
European UBC
study

2011

2012

2013

2014

2015

2016



Key initiatives

UIIN ...

**Educates and
trains**



TRAINING

**Brings people
people
together**



UIIN CONFERENCE

**Shares good
practice**



GOOD PRACTICE

**Informes about
current
developments**



UIIN MAGAZINE

**Provides
resources**



DIGITAL LIBRARY

**Supports EU
projects**



Join us at our annual conference

www.university-industry.com

1st to 3rd June 2016 in Amsterdam



The largest global event centred on university-industry interaction, entrepreneurial universities and collaborative innovation.

The conference gives you the opportunity to meet around 400 participants from all over the world and interact, share knowledge, and establish new contacts.

“It is not the **strongest** of the species
that survives, nor the
most intelligent, but the
one most responsive to
change”

Charles Darwin "The Origin of the Species"



Farming¹
(land)

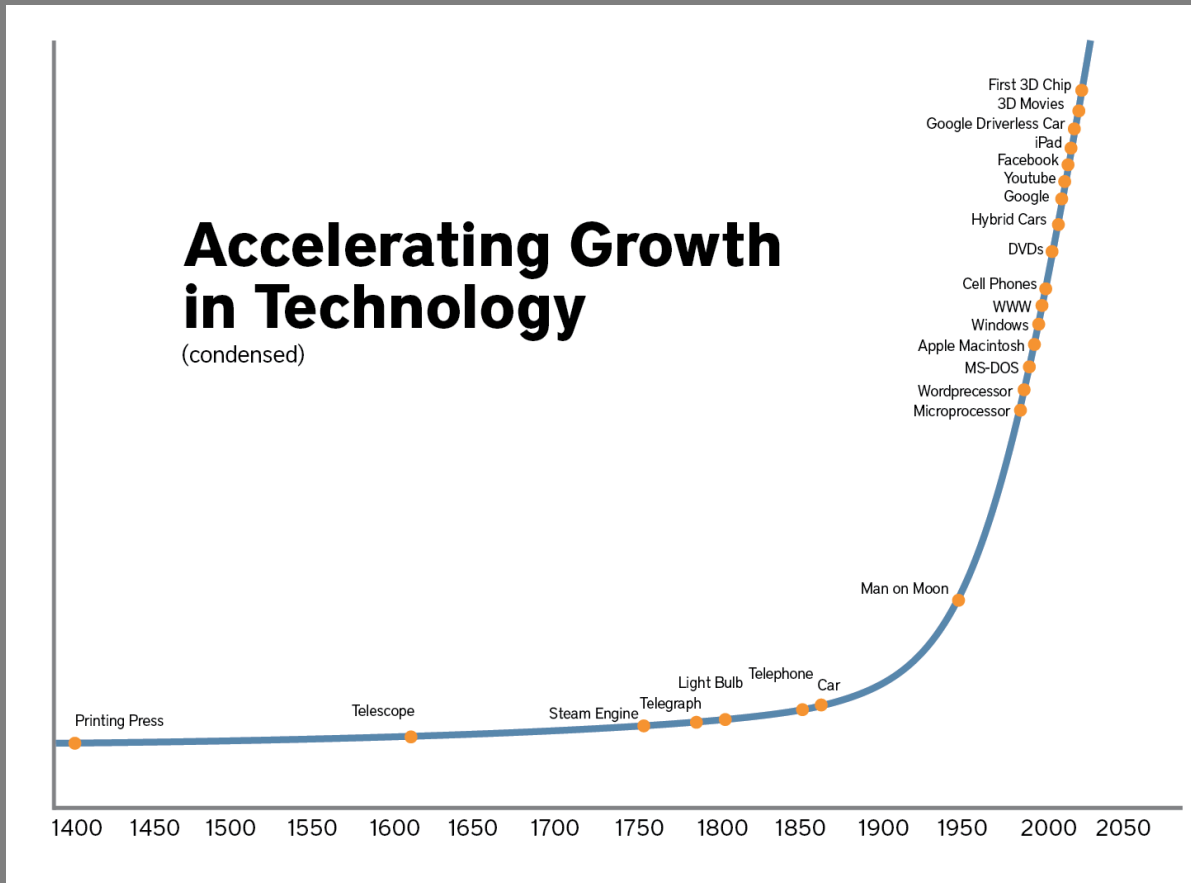
Industrial age²
(labour)

Knowledge society³
(Innovation)

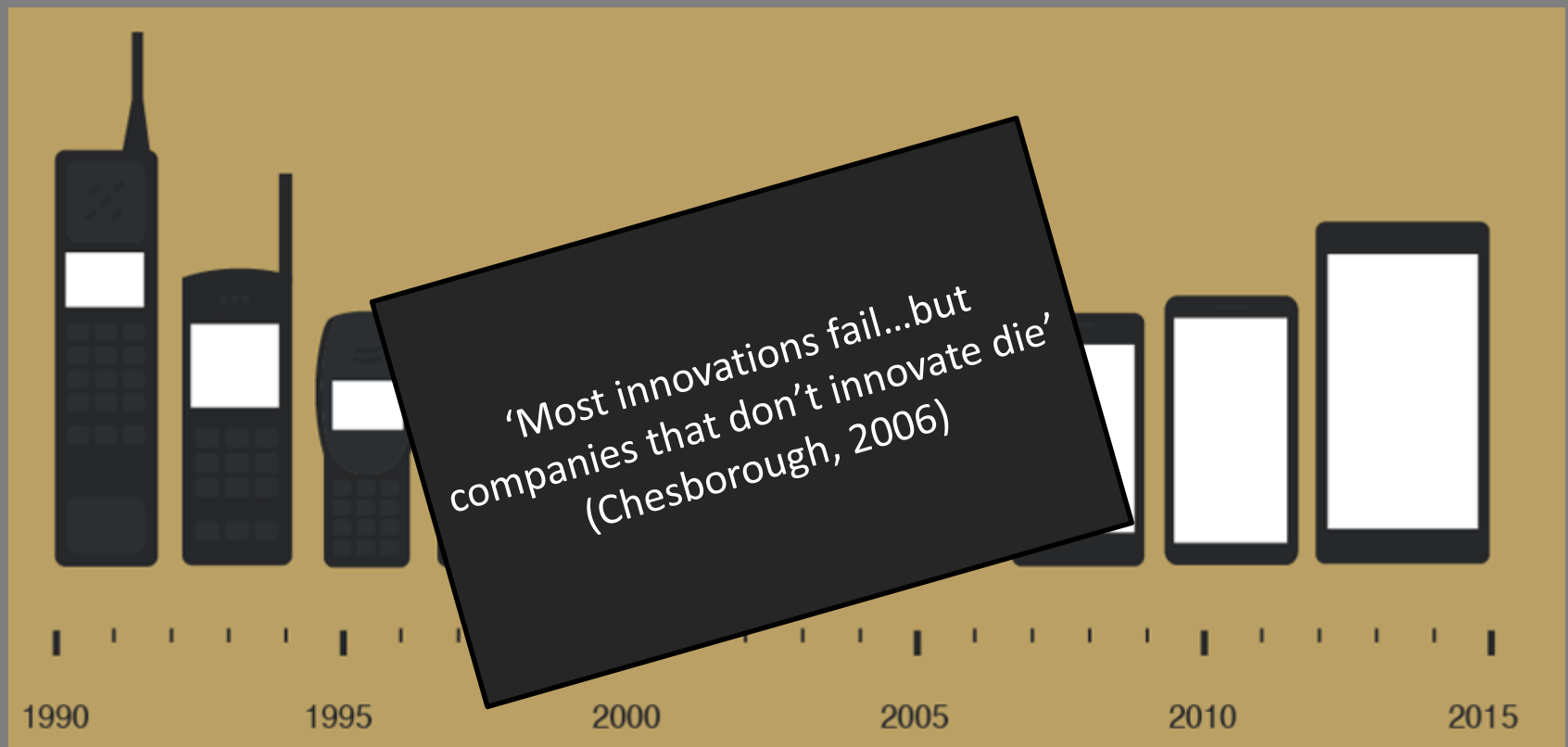


Towards a *(knowledge)* society

OUR SOCIETY IS CHANGING EXPONENTIALLY ...



COMPANIES ARE FORCED TO CONSTANTLY INNOVATE... IN A CONTEXT OF FIERCE GLOBAL COMPETITION



...&THUS WORKERS CONSTANTY REQUIRE NEW SKILLS



WITH SCARCE POSSIBILITIES AND INCENTIVES FOR THE WORKERS TO **UPDATE THEIR SKILLS**, A GAP IS CREATED...

AND THE FACT THAT NEW GRADUATES DO NOT POSSES SUITABLE SKILLS, JUST INCREASES THAT GAP





SKILLS
MISMATCH

Home

2012

2014

2016

Main partner

skills.oecd

THE RIGHT SKILLS AND TURNING

Use skills

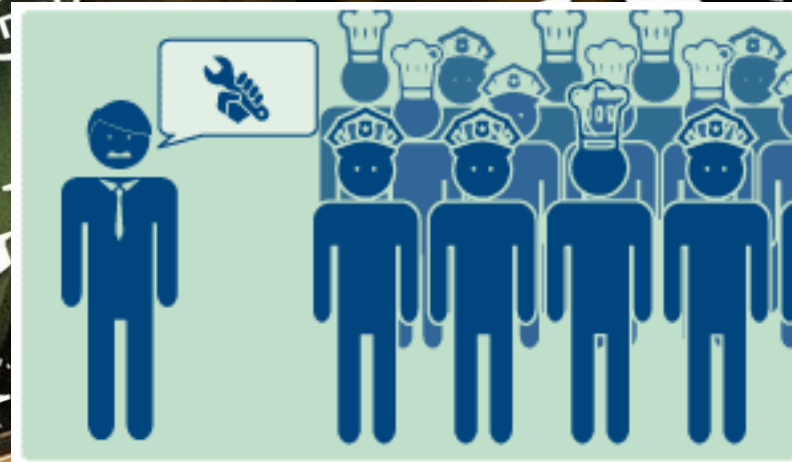
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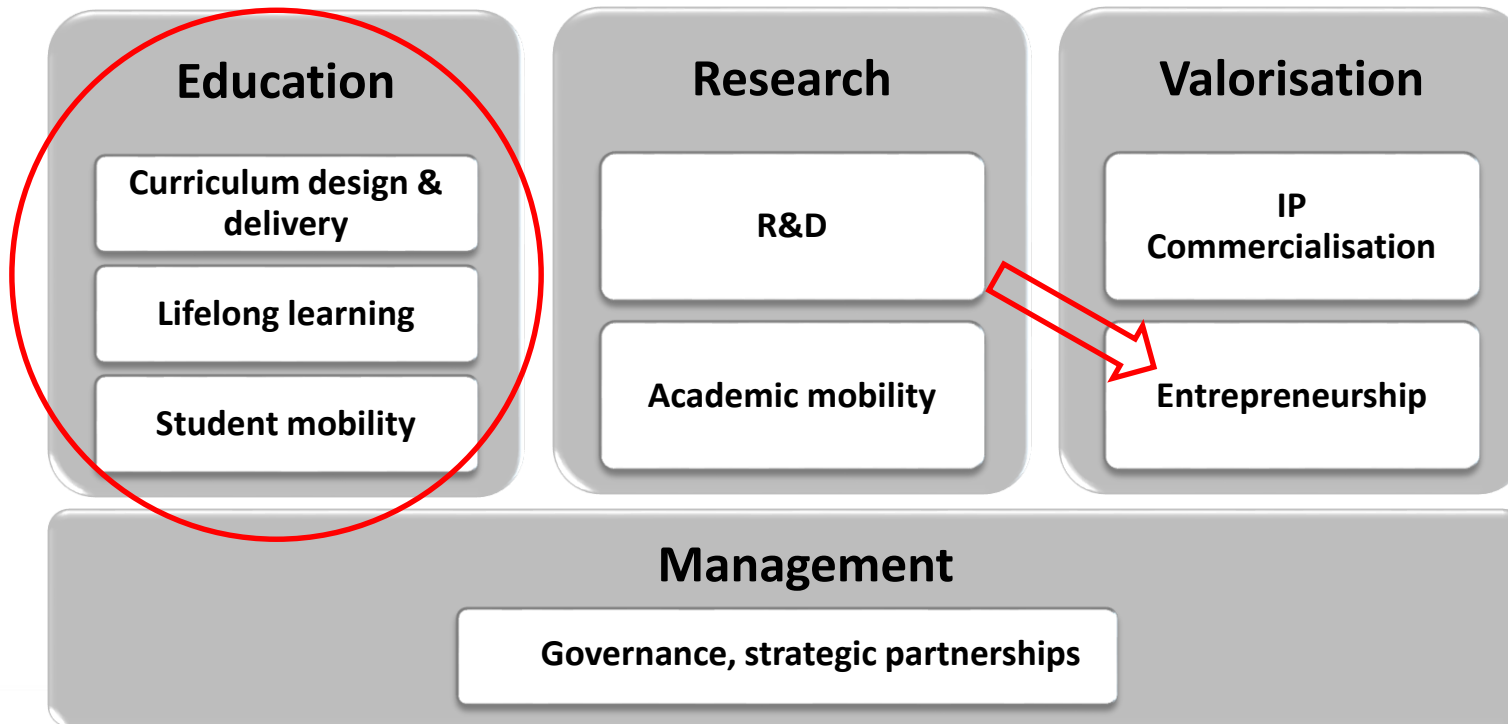
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... university-business cooperation (*UBC*) is essential to reduce this gap.



A FRAMEWORK FOR UBC

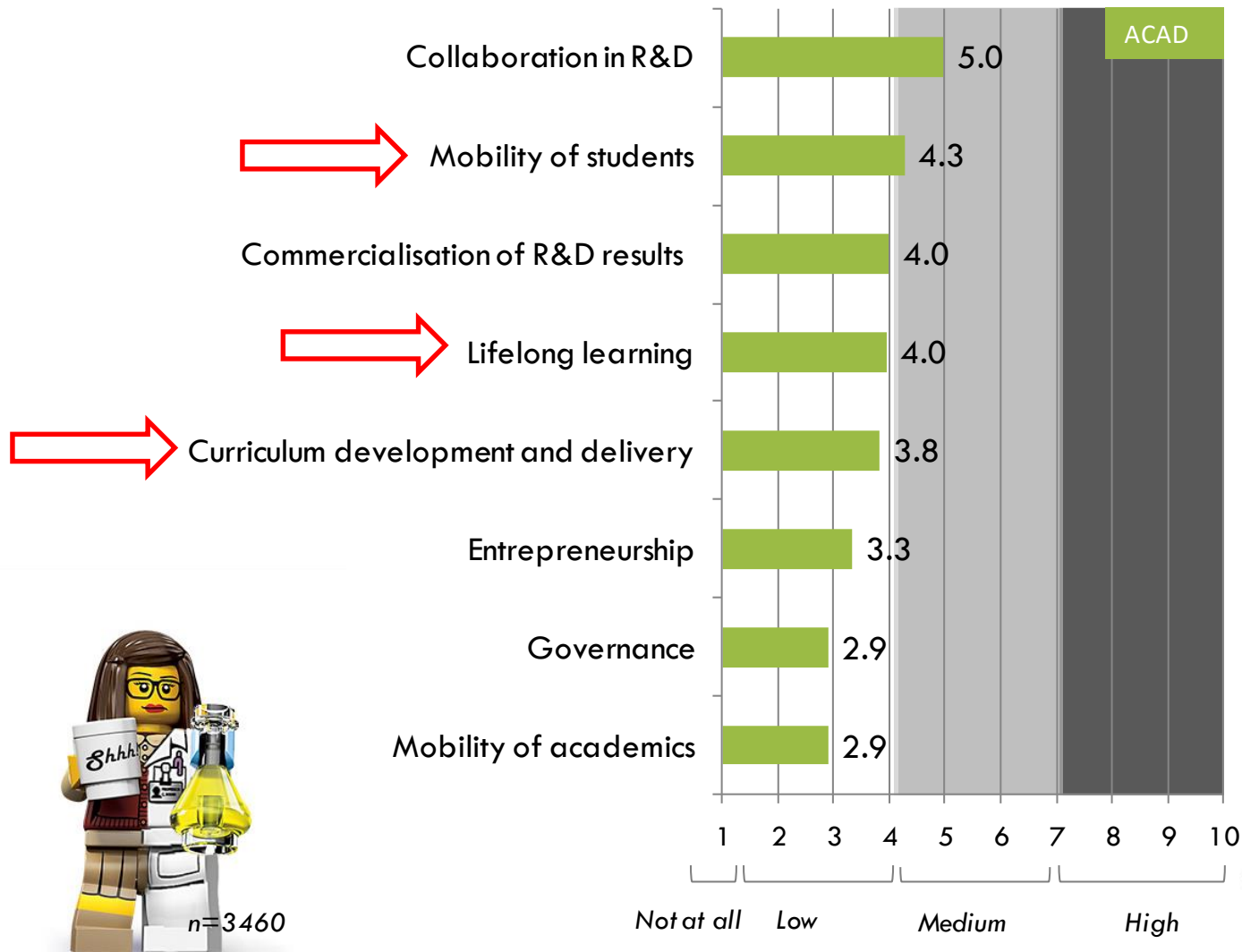




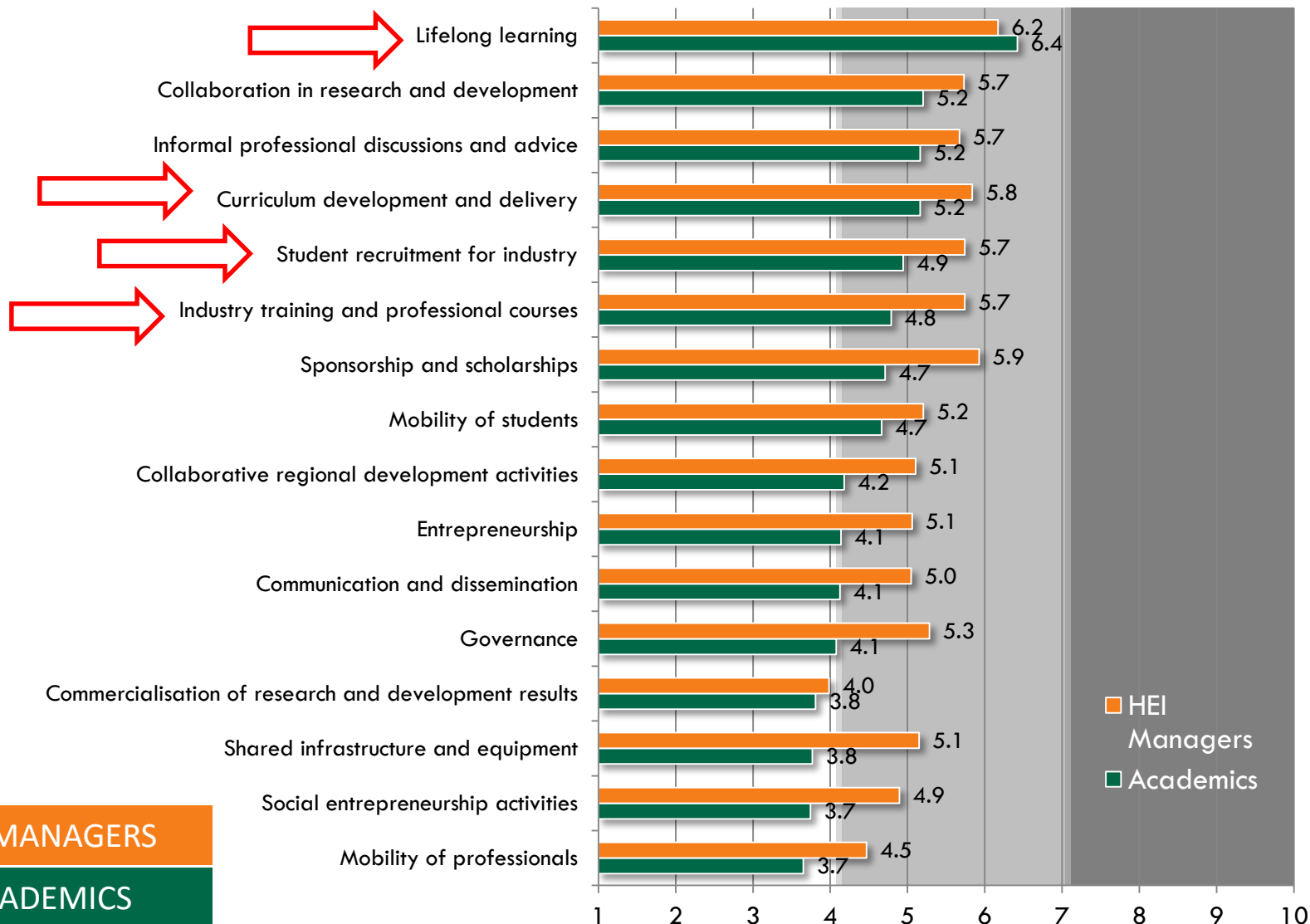
! UBC is not a separate activity... incorporate it into all HEI missions!



Understand what is **UBC**



Understand what is **UBC**



UBC in Vietnam

Country	Mobility of students	Curriculum design and delivery	Lifelong learning
Austria	5.1	5.0	5.4
Belgium	5.9	5.5	5.4
Bulgaria	6.0	5.7	6.4
Czech Republic	5.8	6.3	6.3
Denmark	6.7	5.8	6.2

Diversity of European UBC in education

Netherlands	6.1	5.2	5.4
Norway	5.3	4.5	4.7
Poland	5.5	5.1	5.2
Portugal	6.8	6.0	6.4
Romania	7.2	6.9	7.0
Slovakia	5.4	4.9	5.5
Spain	6.6	5.7	6.4
Sweden	5.4	5.5	5.8
Turkey	5.4	4.6	5.3
United Kingdom	6.5	6.9	6.5



Understand the diversity of **UBC**

**Going back
to the point
that...**

... university-business cooperation (*UBC*) is essential to reduce this gap.



... but university-business
relationships don't (*naturally*) work



BARRIERS FOR UBC



1. Awareness barriers



Lack of awareness on both sides of :

- what each other offers
- contact points and who to speak with



Barriers of European UBC

2. Funding barriers



Lack of funding from different sources

- University
- Business
- Government



Barriers of European UBC

3. Cultural barriers



Lack of alignment and understanding :

- of each others motivations
 - of each others languages and time horizons
- & bureaucracy (primarily within the HEI)



Barriers of European UBC

4. Usability of results



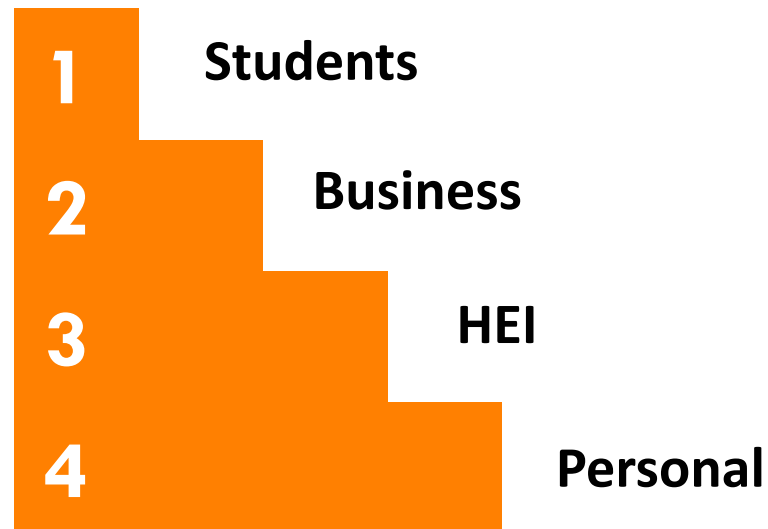
Lack of alignment and understanding :

- of what and how it should be delivered
 - what should be done with it
- & lack of ability to absorb the information / technology



Barriers of European UBC

Who benefit the most from UBC (in Europe)?



Benefits from *UBC*

DRIVERS OF UBC



1. Accessibility drivers



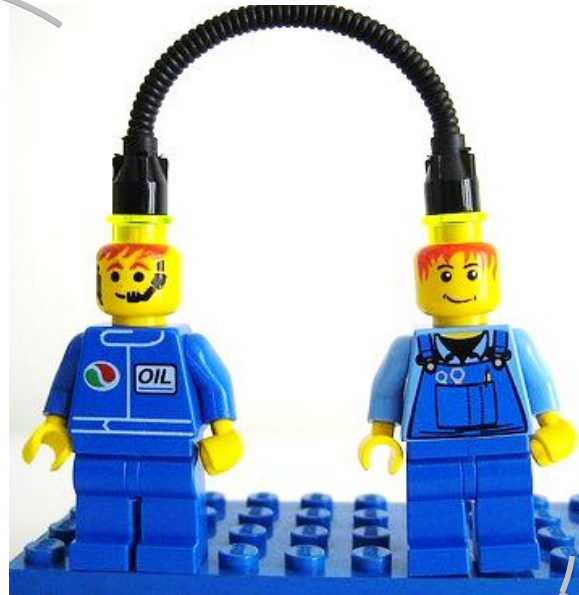
Ability to access:

- access to talent, new knowledge, labs and equipment
- access to industrial facilities, networks and practical knowledge



Drivers of European UBC

1. Relationship drivers



Existence of :

- common trust and commitment
- common understanding
- mutual interest



Drivers of European UBC

MECHANISMS TO IMPROVE SKILLS





Support *(to enhance)* UBC

GOOD
PRACTICE
CASES THAT
IMPROVE
SKILLS



Governance



In this **Greek HEI** they have a system whereby there is a **council** of 15 people that sit above the university and provide input, direction and assessment:

- 7 internal professors
- 7 from outside
- 1 student

Contact: Alexander C. Tsigkas
Demokritus University of Thrace
atsigkas@pme.duth.gr

It is part of the legislation governing the university

Governance to improve skills



Alumni network (and experts)



Unternehmer TUM (Entrepreneurship Centre) has a extraordinary active **alumni network** that keep engaged with the centre through mentoring, consulting, guest lecturing or investment.

Contact: Dr. Helmut Schönenberger
Technical University Munich
schoenenberger@unternehmertum.de

Additionally, there is a '**circle**' (group of experts), which also support and give advice.

Alumni network to improve skills



Business consultation



Liechtenstein University launch a **survey** systematically every 2 months to national **business** in order to ask them about their **needs** for the next 5 years.

This data is processed, analysed and discussed in order to inform the university teaching in terms of content and methodologies.

Contact: Prof Dr Jan vom Brocke
Liechtenstein University
Jan.vom.Brocke@uni.li

Business consultation to improve skills



Staff Mobility and governance

An open and trusting climate between companies, government and universities coming together is possible in the Linköping region, though a **regional innovation board**.

Linköping University has an strategic partnership with SAAB, which include (among other) an adjunct Professor from SAAB and guest lecturers and academics temporary mobility to SAAB.



Contact: Jan Axelsson
Linköping University
axelsson@liu.se

Mobility and governance to improve skills



Comprehensive approach -Roadmap For Employment - Academic Partnerships (Reap)



*This project (8 HEIs) aims to identify **learning needs** within workplaces and plan for partnership between employers and HEIs.*

Inclusive framework for the research, development and validation of a **Higher Education-Industry Partnership Model and Roadmap** with a 'trial implementation approach' delivering demonstration programmes, co-operative placements, academics and researchers into the workplace, professional postgraduate programmes, and industry into academia.

Contact: Dr Irene Sheridan
Cork Institute of Tecnology
irene.sheridan@cit.ie

Comprehensive approach to improve skills



Business projects

In Muenster University of Applied Sciences, students of business administration coordinated by a lecturer undertake for a whole semester a project for a (local) company, which involve a challenge related with their area of study. Companies pay for this service, are involved in the process, give certificates and usually pick the best students for internships. It is a compulsory part of their studies.



Contact: Prof Dr Todd Davey
Muenster University of
Applied Sciences
davey@fh-muenster.de

Business projects to improve skills



Student Mobility



Surrey University **professional training placement programme** (120 ECTS) has engaged over 2300 companies in UK and abroad. Students are helped previously and during the internship (tutor). Faculty, career office and (at times) international relations office are working together. The best placement is recognised with the '**Student of the Year Award**'. Surrey University has the highest **employability ratio** in the UK.

Contact: Keith Herrmann
Surrey University
herrmann@surrey.ac.uk

Student mobility to improve skills



(Only) SOME CHALLENGES

- Put UBC in education at the same level of importance than UBC in research
- Create and encourage relationships based on commitment and trust
- Achieve support from top-management of HEI
- Take advantage of regional strengths (and minimise weaknesses)
- Focus on SME awareness as a starting point
- Reduce bureaucracy and improve response time
- Improve coordination of units within HEI
- Promote UBC and 'sell its benefits'
- Incentivise academics to engage
- Recognise and institutionalise UBC in education
- Align supporting mechanisms
- Get the right people to activate the mechanisms
- Consider the 'big picture'
- Take a long term approach (impact takes time!)

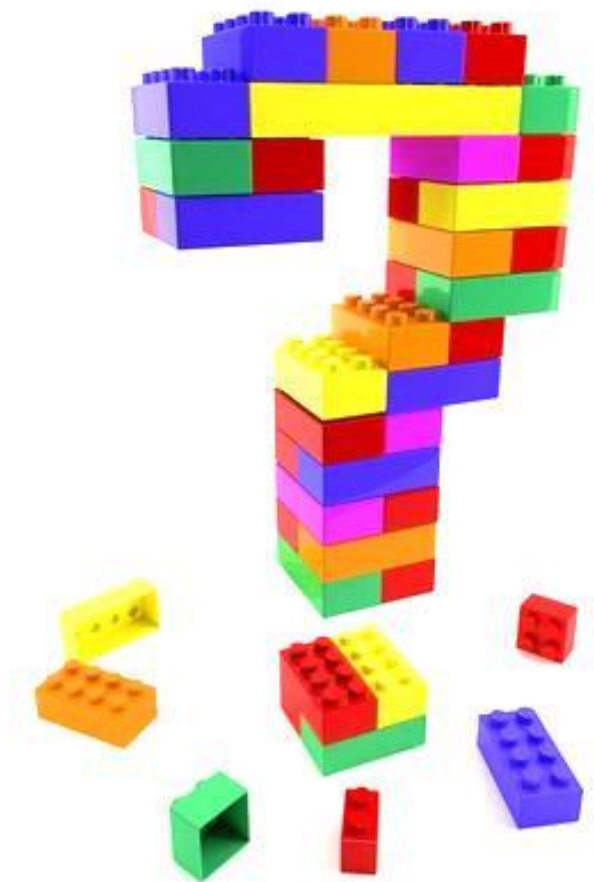


“It is the long history
of humankind, those
who learned to
collaborate and
improvise most
effectively have
prevailed”



Charles Darwin

I welcome
your
comments or
questions



Victoria Galan Muros, UIIN
www.ub-cooperation.eu
galanmuros@uiin.org



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