



# The MODERN European Platform

An instrument for the Modernisation of Higher  
Education Management

Its contribution to the regional innovation agenda

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## Presentation Outline

- The MODERN platform
  - The MODERN partnership
  - A response to EU policy
  - Aims and activities
- The regional innovation agenda



- The MODERN platform
  - A three-year structural network under the Lifelong Learning programme (DGEAC)
  - 10 core partners and 31 associate partner organisations



1. European Centre for Strategic Management of Universities (ESMU) – **Leader or MODERN platform**
2. European Foundation for Management Development (EFMD)
3. Centre for High Education Development (CHE)
4. Danube University Krems – University for Continuing Education (DUK)
5. Center for Higher Education Policy Studies, University of Twente (CHEPS)
6. European Consortium of Innovative Universities (ECIU)
7. European Association for International Education (EAIE)
8. International Centre for Higher Education Management, University of Bath (ICHEM)
9. Politecnico di Milano
10. Higher Education Development Association (HEDDA)



## Associations and networks

- National level (AHUA, Norwegian Rectors' Conference)
- Regional level (Baltic Sea Region University Network, Danube Rectors' Conference)
- Institutional networks (Compostela Group, UNICA, SANTANDER)
- DEAN, HUMANE, EAIR, WSAN,
- EADTU, PROTON, SEFI, EUPRIO, EAC
- EURASHE, UASNET

## International organisations

- OECD-IMHE
- UNESCO-CEPES



## Academic providers of HEM programmes

- Central European University
- European University Institute Florence (EUI)
- Fachhochschule Osnabrück
- University of London, Institute of Education
- Universidad Politécnica de Valencia (CEGES)
- University of Kassel (INCHER)
- University of Oldenburg
- University of Southern Denmark
- University of Southampton (CHEMPaS)



## EU Policy Background

European Commission communications:

- 2010 “Europe 2020. A European strategy for smart, sustainable and inclusive growth” (as a follow-up of the Lisbon Agenda)
- 2009 “University-Business Forum”
- 2008 “New skills for new jobs”
- 2006 “Delivering on the Modernisation Agenda for universities”

“The role of the universities in the Europe of knowledge” - Need for reforms - curriculum, funding, governance (2006 Communication; new “Modernisation” communication expected in autumn)



# The MODERN aims

- To support the Modernisation agenda
- To create an open **European Platform/a community of practice as key instrument** for:
  - Dissemination of information
  - Joint action on university leadership, governance, and management for the professionalisation of the sector
- To provide a structured answer to fragmentation in supply of management development training for HEIs
- To support HEIs with their modernisation process (professionalisation of higher education management)





- **Mapping** demand and supply of higher education management training programmes
  - Survey on training needs
  - Online tool on training providers – forthcoming
- Series of **pilot peer learning activities**
- **Senior leadership workshops**
- Thematic **reports and conferences**
  - Governance, Funding, Quality Assurance & Internationalisation, Regional Innovation, Knowledge exchange
  - Forthcoming conference (autumn) – Modernisation



- **Strong pressures from national and EU governments on universities**
  - To be strong driving forces in innovation process (Lisbon Strategy, EU2020)
    - Build a strong Knowledge competitive Society
    - Focus on «smart, sustainable and inclusive growth »
  - To engage with society – solving complex societal problems (ageing population, immigration, unemployment)



- **Three waves in the literature – university regional engagement**
  - Recognition of university's regional impact (attempts to measure the economic impact)
  - Attempts to measure other types of impacts (wider regional impacts in the community)
  - Focus on university involvement in regional economic development processes → growth of interest in regional innovation



- **From the university regional mission/engagement to regional innovation**
  - « Beyond the science parks »
  - Clear vision, mission, strategic objectives and support structures
- **Innovation as an interactive process**
  - Development new products and processes
  - Between networks and actors



- **Concentration of knowledge capital**
- **Effective building of knowledge exchange and synergies between multiple stakeholders**
  - Knowledge producers
  - Knowledge consumers
  - Intermediary organisations
  - Regional government agencies
- ➔ **Effective interaction (Quality of systemic interaction to build regional innovation networks**
- ➔ **Improving the quality of regional decision-making**



## Global competition linked regional innovation

- **Deepening the regional interaction**
  - Regional productivity, competitiveness and prestige
- **Bringing new actors to the region**
- **Unifying the global and local systems**
  - To reach a critical mass
  - To build an international profile and subsequently attract foreign investors
- **Building strong human capital based on regional assets for economic success and social cohesion**



- **Developing shared views between all stakeholders**
  - Conflicting views (academic and business)
  - Different time scales of operations
  - Different “language” and culture
  - Start-up/project
- **Developing win-win partnerships**
- **Lack of entrepreneurial behaviours in universities**
- **Regional “branding”**
- **Lack of funding**
  - Phase – new initiatives
  - Beyond “project phase” - Sustainable financial partnerships



## Understanding your current profile & regional innovation performance – Transparency tools

- **U-Map** classification tool [www.u-map.eu](http://www.u-map.eu)

- Better understanding of our profile
- Descriptive indicators on regional innovation



- **U-Multirank** feasibility study [www.u-multirank.eu](http://www.u-multirank.eu)

- Understanding how you score in certain “dimensions” in comparison to similar universities



- Performance indicators on regional innovation – Static approach

- **Benchmarking**

- Improving your performance - Dynamic approach





## How to improve your performance in regional innovation

- Strategic profiling
  - Building on institutional assets and strengths
  - Making choices
- Leadership and management
- Strategic Funding
- Supporting structures



## Questions ?

## Further information

**ESMU** [www.esmu.be](http://www.esmu.be)

**MODERN** [www.highereducationmanagement.eu](http://www.highereducationmanagement.eu)

- Report: University Engagement and Regional Innovation

<http://www.highereducationmanagement.eu/activities/reports>

**EU-Drivers platform** <http://www.eu-drivers.eu/>

- Report: Universities Leading Regional Innovation

[http://www.eu-drivers.eu/index.php?option=com\\_content&view=article&id=79&Itemid=76](http://www.eu-drivers.eu/index.php?option=com_content&view=article&id=79&Itemid=76)

- Conference 1-2 December 2011, Brussels – Topic: Smart Specialisations

## ESMU work on benchmarking in higher education

<http://www.education-benchmarking.org/>

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