

CASE STUDIES



12, 2022

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Co-funded by the
Erasmus+ Programme
of the European Union

This project has been funded with support from the European Commission. This publication reflects the views only of the author, and the Commission cannot be held responsible for any use which may be made of the information contained therein. Project n° 2020-1-PT01-KA203-078366

R&I Loop:
**Shaping the way Higher Education Institutions do
Research and Innovation with and for Society**



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1 What methodologies and tools were explored during the igniting workshop?

1.1 UBI

UBI has prepared and implemented 2 igniting workshops, Event 1 – Portugal - 26TH APDR WORKSHOP: + Civic Universities - The twenty-sixth Workshop of the Portuguese Association for Regional Development (APDR), took place in the past September 30th and October 1st, at the UBImedical Incubator building, of the University of Beira Interior, under the theme: "Civic Universities, Ecosystems and Regional Development in Regions of Low Industrial Density"; counting with an Iberian organizing committee composed by: João Leitão (NECE, UBI); Dina Pereira (NECE, UBI); Esteban Hidalgo (Universidad de Extremadura); Francisco Moruno (Universidad de Extremadura); and Jose Preciado (Universidad de Extremadura). The event was organized with the support of the European Project: R&I Loop (<https://riloop.eu/>), project number: 2020-1-PT01-KA203-078366, under the Erasmus + Program, totaling 24 presentations, which were presented in person and remotely, with online broadcasting via Facebook; Event 2 – Portugal - SDGs: Climate change and citizenship, on October 11, 2021, a seminar on: "Sustainable Development Goals: Climate Change and Citizenship"; took place at the "Casa das Memórias - António Guterres" building, in Donas, Fundão, Portugal. The seminar was attended by several students and teachers of the Escola Profissional do Fundão. The speakers were Alcina Cerdeira, Town Councillor of the Municipality of Fundão, Manuel Malícia da Trindade, President of the Parish Council of Fundão, Valverde, Donas, Aldeia de Joanes and Aldeia Nova do Cabo, and João Leitão, Professor and researcher of the University of Beira Interior. João Leitão addressed the European project "R&I Loop", and the theme of civic universities, based on three pillars: innovation, governance and sustainability.

1.2 UPM

It is not clear to us if the question refers to the igniting workshops part of O1 or to the pilot testing meetings part of O2 were the R&I LOOP Inception and Outgrowing Toolkit was applied and evaluated. We are providing answer for both of them anyway

According to the proposal and the Research protocol produced by UBI the igniting workshops were part of O1 to engage stakeholders in the co-designing of the R&I loop model, and they took place before month 10 at each HEI. In particular in Spain we hold it in October 2021. We produced a news about it.

As, it was at the beginning of the Project it was an overall presentation about the project. There was not the possibility to use any of the tools and methodologies proposed by the project because those were produced in O2 and O3. During the ignition workshop the methodology proposed by UVI in the research protocol was presented to the participants and discussed anyway, with a very positive feedback.

During the pilot testing at O2 all the tools and methods included in the toolbox were tested with the participants. Full detailed on the outcomes is provided in the pilot testing report.

1.3 JGU

During the igniting workshop, we initially presented the overall project and its background, including its purposes, intended outcomes and the benefit it expected to provide to universities. Subsequently, we introduced all tools which are outlined in the R&I Loop Users Guide, i.e., the Inception and Outgrowing Toolkit including the fishbone methodology, the triple layer canvas and the HEInnovate for RIS3 to perform the self-assessment as well as the benchmark, the SWOT Analysis and TOWS matrix, the value chain analysis, the pyramid of

purpose and the impact canvas to follow up on the self-assessment. We intended to provide practical examples for each of the tools and subsequently guided the participants through the HEInnovate for RIS3 in real-time. Afterwards, the tools were discussed by the attendees who participated at the workshop to gain deeper insights and derive practical implications for our university.

1.4 UNIVPM

The igniting workshops, which took place before month 10 at each HEI, were part of O1 to involve stakeholders in the co-designing of the R&I loop model, according to the proposal and the Research protocol created by UBI. In particular, we hold it in October 2021 in Spain. We wrote a news article on it.

As it was at the start of the project, there was an overview presentation. Due to the fact that they were created in O2 and O3, the project's suggested tools and processes could not be used. The approach suggested by UBI in the research protocol was presented to the participants and discussed anyway at the ignition workshop, receiving extremely positive feedback.

All of the tools and techniques in the toolbox were evaluated with the participants during the pilot testing at O2. The pilot testing report contains comprehensive information on the results.

2 Did the attendees find the methodologies exemplified interesting? Motivate either answer

2.1 UBI

For event 1 - 26TH APDR WORKSHOP: + Civic Universities, the attendees were very committed with the event, as it was in the scope of a conference. Every participant were also presenters of specific papers and cases.

For event 2 - SDGs: Climate change and citizenship, the attendees were students from high school and UBI stressed the theme of civic universities, based on three pillars: innovation, governance and sustainability, giving the highlight to the concept of citizenship, the issue of climate and sustainability.

During the ignition workshop the methodology proposed by UVI received very positive feedback, despite that the presentation was general and there was not occasion for using any example or doing any exercise.

During the O2 pilot testing attendees filled a satisfaction questionnaire. Full analysis of the answer can be found in the pilot testing report. Main feedback is synthesised here below

- In general R&ILOOP Inception and Outgrowing Toolkit was perceived as useful, well designed, and feet for purpose. Training activities and flash courses were considered enough to get to grips with the R&ILOOP Inception and Outgrowing Toolkit and most of the participant though that the Toolkit will help my organization become a more civic university. 80% of the participant will strongly recommend the toolkit to other universities.
- The participant pointed out the following as main short-term impact of the R&ILOOP Inception and Outgrowing Toolkit in UPM organisation:
 - Increase cohesion among the department members.
 - Sharing a common vision and priorities.
 - Better distribution of resources.
 - Improve communication and sense of pertinence.

- The R&ILOOP Inception and Outgrowing Toolkit more useful elements identified by the participants were the whole process itself, its flexibility and the wide variety of tools that can be used.
- Conversely the less useful elements were the lack of specific examples on how other universities have applied the tools.

2.2 UPM

During the igniting workshop the approach was an overall presentation of the project and its methodology, followed by an open session of questions and answers.

During the O2 pilot testing we followed a format quite similar to the C1 course at Porto. We made short presentations of basic principles of each tool, that were followed by a lot of practical exercises and Works in groups

2.3 JGU

The attendees who participated at the workshop evaluated the tools and methodologies to be interesting and user-friendly. However, especially the limited research validation was criticized by most of the participants. From their point of view, the tools and methodologies are simply “management concepts” without sufficient theoretical and methodological foundation and are thus rather suitable for business contexts than for a HEI. Therefore, the adaptivity of such tools for a HEI (pursuing other goals, having other standards and a different self-conception than economical businesses) was critically questioned. Further, it was criticized that the tools and methodologies enable an initial brainstorming of ideas regarding the HEI's status quo and development, but the practical and strategic implementation remains unclear. Especially at a large university, such as JGU, it would have to be discussed in more detail how the tools could be implemented at large scale and in long-term.

2.4 UNIVPM

The participants who took part in the session thought the tools and approaches were intriguing and easy to use. However, the majority of participants particularly criticized the poor research validation. They argue that the approaches and technologies are just "management notions" that lack enough theoretical and methodological support, making them more appropriate for commercial settings than higher education institutions. As a result, it was severely questioned if such tools could be adapted for a higher education institution (HEI), which has distinct norms, aims, and self-perceptions from commercial enterprises. Additionally, it was criticized for allowing for an initial discussion of ideas about the status quo and growth of the HEI but leaving the practical and strategic execution up in the air. It would be necessary to explore the tools' potential for long-term implementation in further depth, particularly at a major institution like JGU.

3 What ideas were developed during the use of the methodologies and tools explored?

3.1 UBI

For event 1 - 26TH APDR WORKSHOP: + Civic Universities, there were 24 presentations, covering the topics around Civic universities and outreach. The first day of the Workshop included the opening session, the Key-note Speech provided by Michael Fritsch (Friedrich Schiller University Jena, Germany) and Michael Wyrwich (Rijksuniversiteit Groningen, the Netherlands), who addressed the topic "Does successful innovation require large urban areas? Germany as a Counter-Example", and also a panel presentation on: "Civic Universities and Ecosystems", moderated by Joana Costa (University of Aveiro, Portugal).

The second day began with two parallel panels, one dedicated to "Best Practices", which was moderated by Rosa Valdés (Universidad Politécnica de Madrid, Spain) and another on "Intelligent Specialization I" moderated by José Preciado (Universidad de Extremadura, Spain), following the event with a panel on: "Civic Universities: Concepts and Applications", which was moderated by Hugo Pinto (Centre for Social Studies, University of Coimbra and University of Algarve, Portugal). In the afternoon, Fernando Alexandre (University of Minho, Portugal) was the Keynote Speaker, making a presentation on: "European Structural Investment Funds and productivity: an empirical analysis"; followed by a second panel on: "Smart Specialization II"; which was moderated by Ramona Tiganasu (Alexandru Ioan Cuza University of Iasi, Romania).

At the end of the event the organizing committee awarded three prizes, first, in the category of "Best Practice", the presentation of Ângela Gonçalves - "The civic mission of fostering entrepreneurship in BIOHEALTH: the case study of BIO-ALL, an Erasmus+ project", was the distinguished one. Second, in the category of "Best Junior Presentation", the researchers Petra Szávics and Sabrina Tomasi were distinguished, with the presentation entitled: "Drivers and challenges of university involvement related to RIS3: Perceptions from five European regions". Third, the "Best Paper" award went to Hugo Pinto, for his presentation entitled: "Institutionalization of innovation in peripheral regions: the role of universities in smart specialization in Portugal".

For event 2 - SDGs: Climate change and citizenship, In her opening speech, Alcina Cerdeira referred to the importance of a conscience of citizenship, alluding to the fact that the young people present in the audience could and should have this conscience of community improvement above their own interests. She also mentioned the importance of culture and the esteem of heritage as a door to the future of new generations. Following the speeches, Manuel Malícia Trindade referred to the importance of local authorities in the preservation and continuity of traditions, as well as in passing on knowledge and civic performance as a means of attracting local populations. In this sense, the knowledge of these same traditions and places (however isolated they may be) should be encouraged. João Leitão then intervened, explaining the importance of a public and voluntary commitment by organisations in areas such as human rights, labour practices, environmental protection or anti-corruption. He also commented on the importance of planet conservation, referring to the 2030 Agenda and the 17 Sustainable Development Goals (SDGs) as a common vision for humankind. Also during his intervention, João Leitão addressed the European project "R&I Loop", which is supported by the Erasmus + programme, and which addresses the theme of civic universities, based on three pillars: innovation, governance and sustainability. A status report on the stage of development of the Municipality of Fundão was also carried out on the platform "ODSlocal - Municipal Platform for Sustainable Development Goals", an online platform where it is possible to visualise and monitor the contributions and progress of each Portuguese Municipality, in terms of the 17 SDGs. In the context of the analysis of the contribution and progress of the Municipality of Fundão, in several areas of incidence of the SDGs, the following projects were highlighted as referenced good practices: "E8G Matrix"; and the "Fundão Migration Centre".

At the end of the seminar and after some debate with the audience, the quality of life in the interior of the country was also highlighted as one of the critical factors for regional development, especially in regions of low population density. The audience, mostly composed of adolescents, was challenged to contribute in the best way, participating actively in the sharing and deepening of knowledge about the culture and characteristics of this territory, focusing on the need to operationalise projects that contribute to a greater implementation and achievement of the 17 SDGs.

3.2 UPM

No applicable for the ignition workshops. During the pilot testing all the methodologies were applied to UPM real situation. The full exercises are integrated in the pilot testing report as part of the Results of the UPM self-assessment. Please consult that section for further details.

3.3 JGU

As there already exists a working group (formerly “Outreach”, now “Service to Society”) within our European Alliance (FORTHEM as well as Fit FORTHEM), which has been working on projects in the area of civic and societal engagement, the discussion led to the idea to apply some of the tools in this context. Especially the tools aiming at performing the self-assessment are of interest to explore existing activities at JGU in more detail. As JGU still aims to build up networks with external partners and develop new project ideas in this field, an assessment and benchmark is currently not anticipated. It is intended to be carried out at a later stage. Furthermore, it is important to discuss further how the focus of a “civic university” could be connected with other currently relevant strategical topics (such as the topic of digitalization, internationalization, well-being, flexibilization of study structures etc.). Eventually, the topic could be revived in the process of developing a new IHES strategy, which is currently being elaborated as part of the European Alliance.

3.4 UNIVPM

During the application of the methodologies, ideas and improvements were hypothesised regarding the tools used and illustrated during the events.

4 Did you explore any case study? Did the attendees exemplify any case study?

4.1 UBI

The workshop (Event 1) is an important milestone for creating an international discussion forum devoted to multidimensional approaches on the role played by civic universities in promoting ecosystems, as well as structural dynamics and change, and their corresponding impacts on the quality of life of citizens and regional development, especially in low density regions. It also made available a set of international benchmarking case studies on best practices and initiatives to create and foster sustainable ecosystems at the regional level. Furthermore, it highlighted how these international best practices can be replicated in the future to design a new generation of smart public policies to foster the creation of more innovative business units and promote sustainable practices.

The workshop (Event 2), cases were mentioned such as the importance of culture and the esteem of heritage, the preservation and continuity of traditions, as well as in passing on knowledge and civic performance as a means of attracting local populations. Moreover, the stage of development of the Municipality of Fundão was stressed, namely the platform "ODSlocal - Municipal Platform for Sustainable Development Goals", online platform to monitor the contributions and progress of each Portuguese Municipality, regarding the 17 SDGs. In the scope of the contribution of the Municipality of Fundão, to the SDGs, some cases were highlighted as good practices: "E8G Matrix"; and the "Fundão Migration Centre".

4.2 UPM

No applicable for the ignition workshops. During the pilot testing all the methodologies were applied to UPM real situation. The full exercises are integrated in the pilot testing report as part of the Results of the UPM self-assessment. Please consult that section for further details.

4.3 JGU

As an example of a case study, the above introduced FIT FORTHEM was introduced in the discussion. Within this alliance, there exists a book of good practices, containing similar ideas to the R&I Loop User's Guide, such as detailed SWOT analyses in which interviews and surveys were applied in the following five areas: human capital, co-creation, science communication, open science, and international research. As there exist similarities between the methodologies applied in this case study as well as R&I Loop, it was concluded that it would be useful to combine the tools and results of both projects for further development. In addition, as an example of science communication, we introduced examples of incorporating research into teaching at the chair of business and economics education at JGU, such as research-oriented seminars, master's theses including survey data, and online trainings provided to students which include research project findings.

As a final remark, it can be concluded that the workshop was overall viewed as fruitful and useful by the participants. There is strong interest to continue further cooperation and to remain in contact to exchange newly developed ideas on behalf of the R&I project group with members of other relevant initiatives at JGU.

4.4 UNIVPM

The participants to the events developed a number of case studies, mostly focused on sustainability in different sectors: automotive, fashion industry and home appliances.



