

HMW-Update: Neueste Trends und Entwicklungen im Hochschul- und Wissenschaftsmanagement

Workshop 4: Managing European University Alliances

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Dr. Ruth Möhlig-Falke
Universität zu Köln
EUniWell

Marie Rüppell-Wee
Hochschule Karlsruhe
INGENIUM



European University Alliances

- EU flagship initiative to build a **European Higher Education Area**
- Funded in 44 pilot initiatives since 2019
- Three rounds: 2019 – 1st round (17 new alliances), 2020 – 2nd round (24 new alliances) – 3rd round (3 new alliances)
- European Universities are envisaged as future-oriented, transnational alliances revolutionising the quality and competitiveness of European higher education through enhanced cooperation
- Characterised by the inclusion of partners from all forms of higher education and from a geographically diversified range who jointly pursue a long-term strategy in the sense of sustainability and European values and pursue broad and deep cooperation across all university missions (research and innovation, education, transfer, civic engagement)
- Special focus placed on transnational **mobility** across all status groups and **institutional transformation** through innovation and best-practice exchange
- Pilot initiative also for the European Commission

euni
well

European
University for
Well-Being

EUniWell – The European University for Well-Being

- Alliance funded in the 2nd round of EUAs, pilot phase Nov. 2020-Oct. 2023
- Started with 7 partner universities; now 11 members
- Coordinator: University of Cologne
- Projects funded:
 - Erasmus+ pilot project (11/2020-10/2023) EUniWell
 - H2020 SwafS Support 2-2020 (09/2021-08/2023) EUniWell#Research
- National funding for UoC:
 - DAAD – EUN national support (01/2021-12/2023)

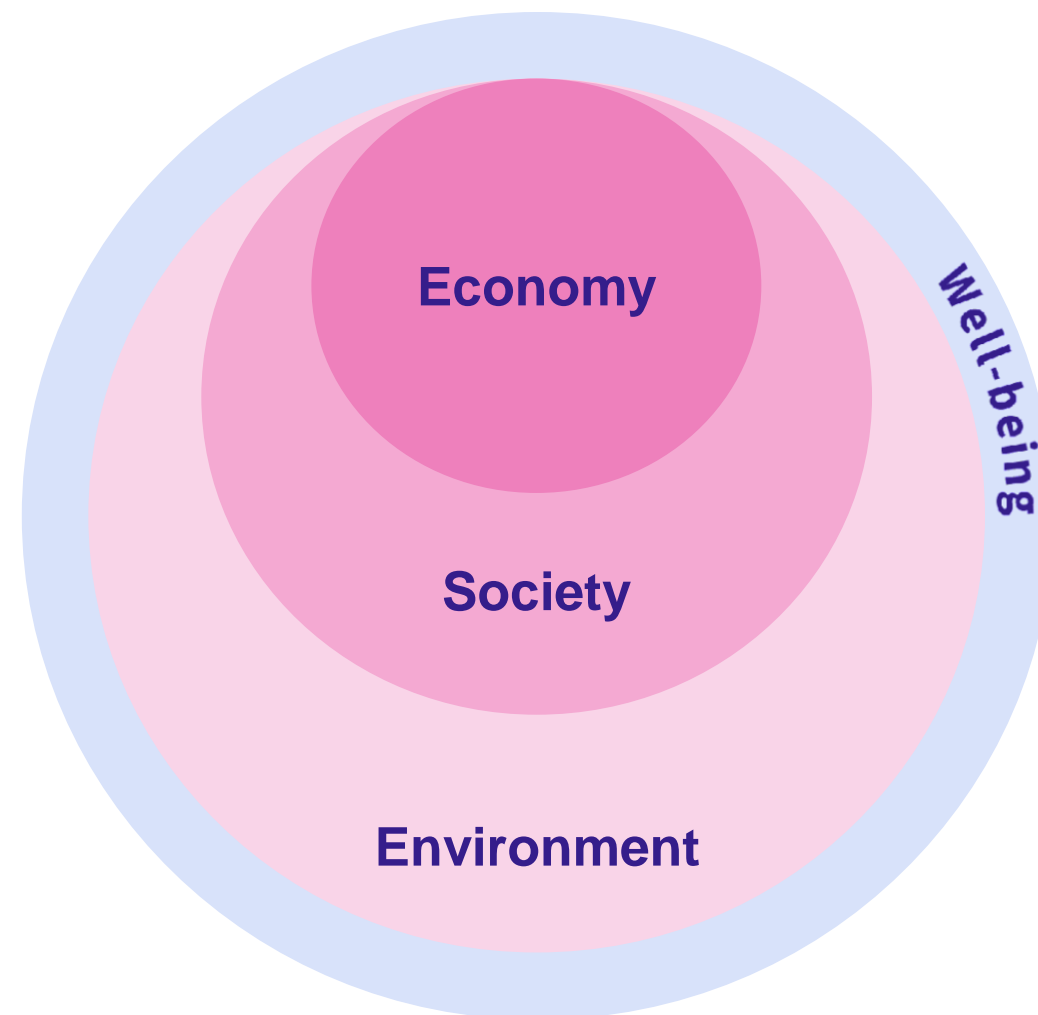


Well-being as a mission and vision

“Together we will help create a world in which **individual, societal and environmental well-being** are in synergy, in which we flourish and prosper together.”

(EUniWell Mission Statement, Page 5)

⇒ EUniWell’s aim is to advance the well-being of individuals, communities, societies, and environment through excellent **research & innovation, education, knowledge transfer & civic engagement, and studying and working conditions** at our campuses



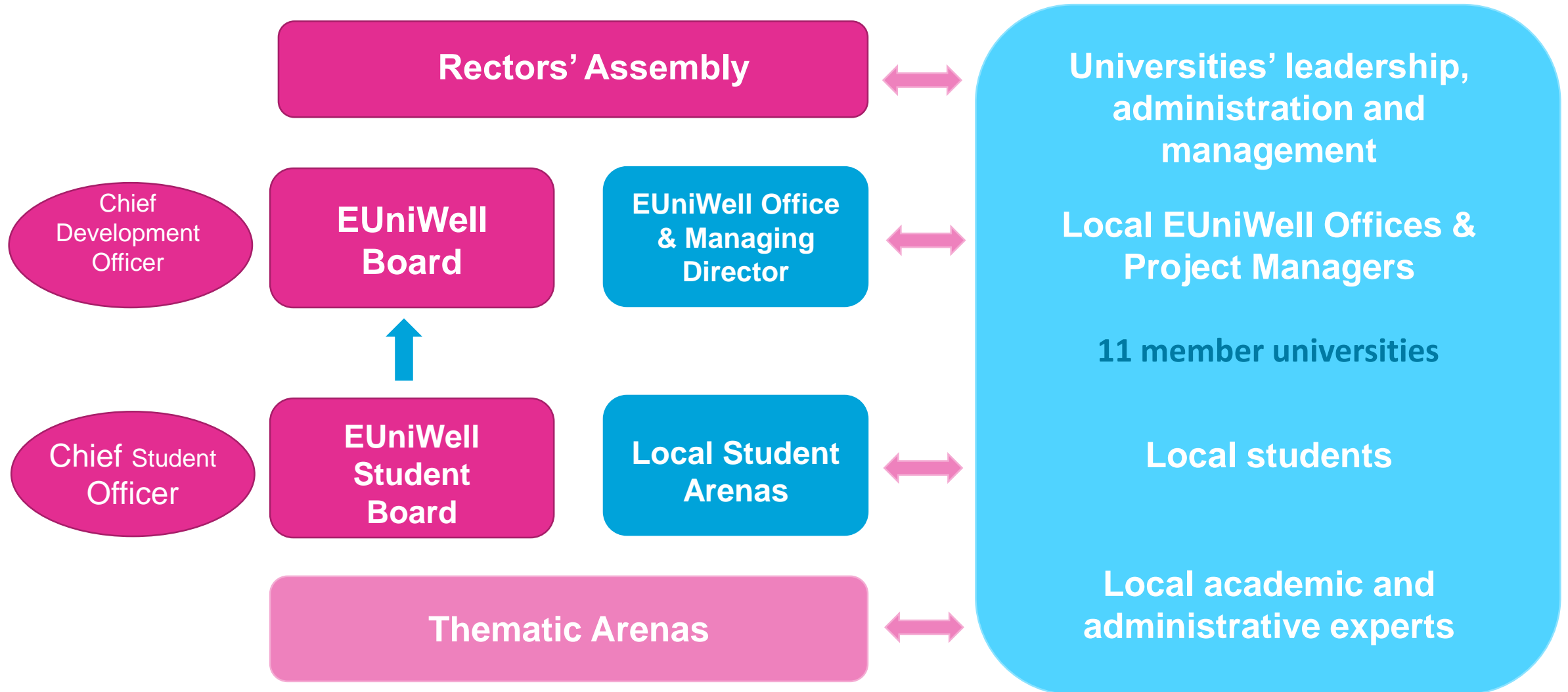
Well-being as a mission and vision

- *Well-being* as a multidimensional concept that ranges from individual quality of life to social cohesion and environmental balance at a planetary level
- Key focus for international institutions such as the United Nations, the OECD, WHO and the European Union
- Relates to many of the Sustainable Development Goals (SDGs) of the United Nations, supported by the European Union
- The Council of the EU (24/02/2019) underlines that “wellbeing is a principal aim of the European Union” that is important for “people, societies and the planet” and promotes a “horizontal approach based on cross-sectoral collaboration”
- The OECD supports a Centre on Well-Being, Inclusion, Sustainability and Equal Opportunity (WISE) that includes the Better Life Initiative: Measuring Well-Being and Progress



UNITED NATIONS

EUniWell's core governance structure





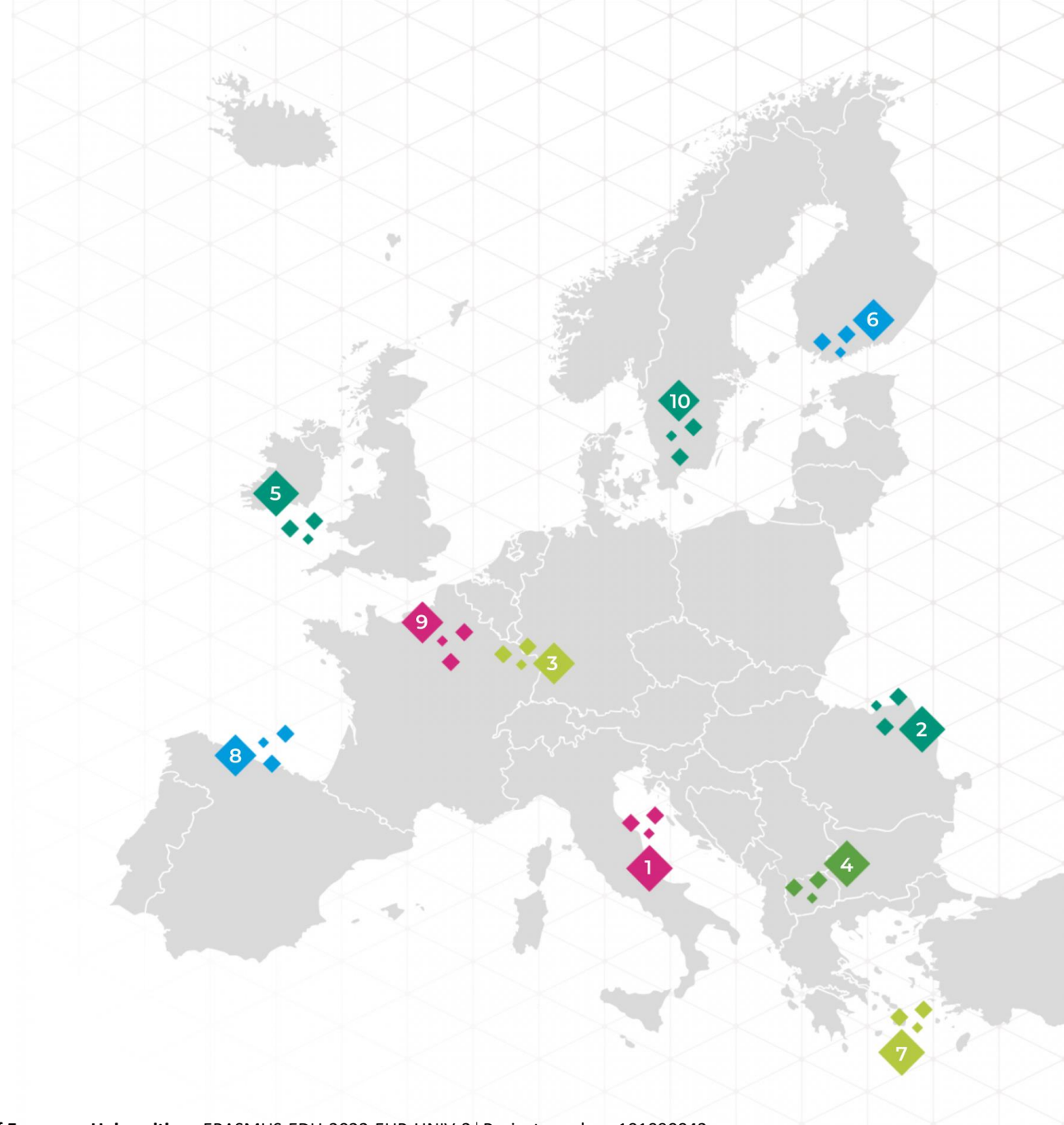
INGENIUM

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INGENIUM PARTNERS

- 1 University "G. d'Annunzio" of Chieti – Pescara (Ud'A - IT)
- 2 Gheorghe Asachi Technical University of Iasi (TUIASI - RO)
- 3 Karlsruhe University of Applied Sciences (HKA - DE)
- 4 Medical University of Sofia (MUS - BG)
- 5 Munster Technological University (MTU - IE)
- 6 South-Eastern Finland University of Applied Sciences (XAMK -FI)
- 7 University of Crete (UoC - EL)
- 8 University of Oviedo (UNIOVI - ES)
- 9 University of Rouen-Normandy (URN - FR)
- 10 University of Skövde (HS - SE)



INGENIUM, the alliance of diversity, committed to local and global challenges

- INGENIUM is an alliance of world-class, transnational and interdisciplinary institutions.
- INGENIUM embodies the heterogeneity of European higher education, diverse in geography, cultural background, organisation and activities.
- We are diverse: research and applied universities, old and new, comprehensive and specialist; nevertheless, we share the same values regarding education, research, innovation and social engagement.
- We consider our diversity as one of our key features and distinctive strengths. Diversity makes us complementary both in education and research and offers us a perfect platform for cooperation and a great opportunity to learn from each other, in our pursuit of excellence in education and research.

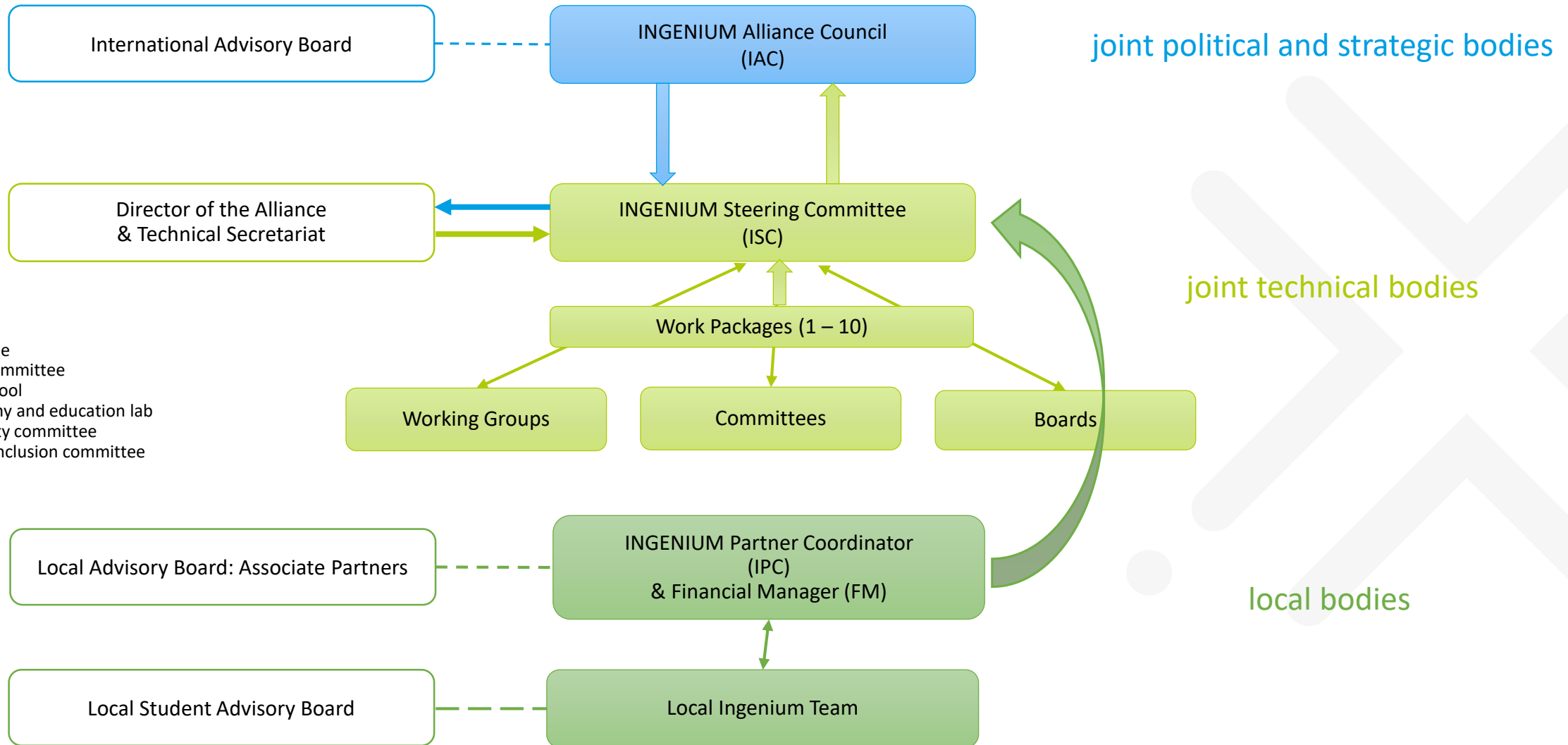
Our vision for the future

- Our vision for 2030 is that the **INGENIUM European University** has been built on its very wide geographical footprint and strengthened by its shared educational and societal objectives.
- INGENIUM has also grown strongly by building on cultural diversity, on the **wide range of courses delivered** and on the varying typologies of its constituent institutions, which include traditional universities, technological universities, universities of applied sciences and medical universities.
- INGENIUM, in line with its Mission Statement, has successfully and incrementally advanced the **delivery of modern university education** in line with EHEA objective of innovating in learning and teaching intuitions.
- **Inter-campus mobility for students and staff** is a significant hallmark of the alliance.
- Transversal objectives in promoting **entrepreneurship, digital learning** and **outreach programmes** have been supported by the sharing of best practices and have been fully realised.
- Constituent universities have collaborated very successfully in line with the objectives of European Universities to **provide wide-ranging international opportunities for students, researchers, staff and regional stakeholders**.

KEY ACTIONS 2023 – 2026

- **The INGENIUM European Campus**
- Setting up and organizing the Inter–University Campus will be our primary objective, as an early milestone for a long-term deeper integration, and will be achieved during the implementation of the Erasmus+ funding.
- Establishing and organizing a single University campus composed of multiplicity of University Campuses across member states will be an extremely challenging endeavour that will require the full commitment of all staff at the partner universities.

GOVERNANCE STRUCTURE



- > QA committee
- > academic committee
- > doctoral school
- > staff academy and education lab
- > sustainability committee
- > equity and inclusion committee

Which challenges do you see for European University Alliances?



Which potentials do you see with European University Alliances?

ressourcen bündeln
interkulturelle zugänge
studierende gewinnen
flexibilität internationalisierung
diversity fördern
neue definierungen
wissenstransfer sichtbarkeit
komplementäre stärken
organisationskulturen
grenzüberschreitend drittmittel einwerben
lehrqualität erweitern kommunikation
staff exchange
spezialisierungen
zusammen



Potentials and challenges

Potentials

- Deepen cross-institutional and international cooperation, best practice exchange, including HR, career development support, assessment reforms, etc.
- Develop more seamless mobility offers across all status groups
- Collaboratively reform European higher education to prepare better for future challenges
- Jointly develop new approaches to research, innovation, education, transfer and civil society engagement
- Visibility (local, national, international), branding
- Policy recommendations and development
- European Universities Alliances as innovation incubators for all universities
- ...

Potentials and challenges

Challenges

- **Aims:** transformation and change management – strategy vs. implementation
- **Logics:** project delivery vs. programme implementation – multiple (sub-)projects – different time lines – unclear expectations by EC at start
- **People:** team set-up – diversity – trust – multiculturalism – language barriers – core team vs. institutional teams – onboarding new partners
- **Organisation:** diversity of institutions & strategies – cultural differences – national/regional regulations
- **Funding:** lump sum vs. national regulations – high ambitions but little money – institutional capacities – sustainable institutional implementation
- **How to manage the unprojected:** risk management vs. crisis management
- ...

Management tasks

- Strategic planning
- Project management
- Finance management
- Human resources management
- Communication and collaboration
- Quality management
- Risk management
- Change management
- Onboarding and offboarding

Management tools/instruments

- Stakeholder analysis
- Balanced Scorecard
- Deliverable-Milestone Planning
- SWOT analysis
- Portfolio management
- Benchmarking processes
- Resource planning (application vs. lump-sum system)
- Participative decision making
- Education and training
- Evaluation and feedback
- Communication strategies (internal, external, target group specific, together with partners...)
- Change communication and crisis communication
- ...

Questions for group work

1. How can a joint Masters Degree be established between at least 7 European partners? What needs to be considered? Who needs to be involved?
2. How could your institution be convinced that membership in a European University Alliance is of high strategic importance? How can the potentials be used? What are the advantages of alliances compared to other forms of cooperation?
3. In your Alliance, a dispute arises about the topic of diversity. How do you manage this dispute? What needs to be considered? Who needs to be involved?
4. Your Alliance is onboarding a new partner university that does not have any institutional digital infrastructure. How do you manage this? What needs to be considered? Who needs to be involved?

Thank you very much

Dr. Ruth Möhlig-Falke

Universität zu Köln

EUniWell

ruth.moehlig-falke@uni-koeln.de

www.euniwell.eu

Marie Rüppell-Wee

Hochschule Karlsruhe

Projektleitung INGENIUM

marie.wee@h-ka.de

www.ingenium-university.eu

