

Engagement and Higher Education Impact

Mission of Higher Education Institutions

- Oxford Definition of a University -
“A high-level educational institution in which students study for degrees and academic research is done”
- Classic dual mission model – served us well
- Dual mission model coming under increasing pressure to evolve – knowledge revolution, 4th industrial revolution, globalisation and associated economic competition
- Increasing societal demand for Universities to provide greater economic, social and cultural impact in the short and long term and at a regional, national and

Third Mission, Engagement, Valorisation

- New Terminology being introduced to describe the new mission requirements of HEIs including
Third mission ... Engagement ... Valorisation
- Important to remember focus of new mission requirements should be on how to *maximise the impact and relevance* of Teaching & Learning and Research Development & Innovation missions
- It is not necessarily about creating a new stand alone mission more about *changing emphasis of existing mission*
- What is the best approach to take?

Approaches to the Development of Engagement in Higher Education

- Include engagement as a core element of national strategy
 - Ireland – National Strategy for Higher Education to 2030 – three pillars for development T&L, RDI and Engagement
- Implement sector wide targeted engagement initiatives
 - Holland - Valorisation programme
- Restructure the Higher Education System
 - Ireland – Creation of Technological Universities
- Refocus mission of specific HEIs within the system
 - Portugal – Polytechnic Modernisation Programme
- Essential to engage all relevant stakeholders with a view

Regional Collaboration and Networks

- Collective multi-HEI and multi-agency/industry approaches to regional development are key.
- Ireland has provided mechanisms and funding to promote multi-HEI and multi-agency/industry approaches to progress the engagement agenda both regionally and nationally
- Good practice examples in Ireland include:
 - ***Regional Clusters*** (Regional HEI collaborations)
 - ***Shannon Consortium*** (HEI's & Regional Industry)
 - ***Action Plan for Jobs*** (Regional/National Multi Agency Approach)

Action Plan for Jobs

- Key Government instrument to support job creation (Target of 200,00 jobs by 2020)
- Brought together all state agencies including HEIs, business and industry
- To stimulate the economy, drive growth and build clusters of opportunity
- National and Regional plans developed and reviewed quarterly
- National success rate of 90% has been achieved
- At a regional level some notable achievements e.g. Limerick for IT and Limerick for Engineering

Regional Skills Fora

- Created as part of the Irish Government's National Skills Strategy
- Key Objectives of Regional Skills Fora:
 - Help employers understand and connect to providers
 - Informed dialogue to plan programmes
 - Promotes better collaboration between providers
 - Employers more involved in promoting roles/careers
- Overall - Creates opportunity for employers and education system to work together to meet the emerging skills needs

Regional Skills Fora

- Regional skills fora encouraged to tap into new National funded skills initiatives including:
 - ICT skills programmes,
 - Springboard programmes,
 - Dual Learning and work based learning initiatives

Lessons for Hungary:

- These type of facilitated approaches ensure stakeholder participation in the development of strategies
- Promotes a partnership approach in the setting of goals and the monitoring of implementation collectively

People and Incentives

- HEIs need to recruit more individuals with entrepreneurial attitudes, behaviour and experience.
- Recruitment criteria for staff need to include engagement and valorisation experience and skills.
- Existing staff contracts should be renegotiated where there is a desire to do so with a view to balancing staff activities to include engagement activities.
- Create and roll out different contracts of employment for any new staff to be employed which will allow for participation in engagement/3rd mission activities.

People and Incentives

- Make professional development programmes available to all staff which focus on improving the understanding of the engagement agenda as well as improving the skills base available to deliver on this agenda.
- Investment in staff mobility programmes by facilitating temporary mobility between industry and academia for the purpose of gaining further knowledge and insight into business, industry and the community.
- Need to engage international HEI experience in order to facilitate the exchange of best practice approaches in terms of professional development.

People and Incentives

- Review existing professional development processes with a view to embedding staff participation and performance in engagement activities within the processes and recognising such activities as being of equal importance to teaching & learning and research. ***E.g. Hay profiles in Dutch UAS***
- Ensure all HEIs have sufficient flexibility to introduce support measures, as well as incentives and reward schemes for students and staff to actively participate in the engagement agenda. ***(e.g. Professorship in Entrepreneurship or Innovation, President's award for Innovation or Community Engagement)***

Measuring Impact and Influencing Future Policy

- Valorisation/Engagement/3rd Mission is all about Impact; economic, social and cultural
- Need to develop institutional and national impact assessment models
- Important that quantitative indicators can be easily accessed, verified and collated.
- Need to create an impact measurement system with both quantitative performance indicators as well as qualitative analysis tools

Measuring Impact and Influencing Future Policy

- Will allow the HE system and its associated policy makers to better tell their story....
- With a view to not only influencing future national and regional economic and social strategies....
- But to also secure continued investment and support for valorisation activities within the HE system.
- Good practice models exist:
 - *VSNU Valorisation Framework and indicators*
 - *UL Research Impact Initiative*
- Tip for HEIs: Develop your model before someone else does it for your including set indicators/metrics

New Definition of a University?:
*“Engines of Knowledge, Innovation and
Growth”*

Thank You

any Questions