



INGENIUM
European University

Deliverable 5.1:

Report on INGENIUM Innovation Strategy

Work package 5 – Innovative teaching and lifelong learning

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COORDINATOR
University of Oviedo (UNIOVI), Spain

PARTNERS
Medical University - Sofia (MUS), Bulgaria
University of Crete (UoC), Greece
Karlsruhe University of Applied Sciences (HKA), Germany
South-Eastern Finland University of Applied Sciences (XAMK), Finland
University 'G. d'Annunzio', Chieti-Pescara (Ud'A), Italy
University of Skövde (HS), Sweden
Munster Technological University (MTU), Ireland
University of Rouen, Normandy (URN), France
'Gheorghe Asachi' Technical University of Iasi (TUIASI), Romania

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Document information

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Description of the deliverable (3-5 lines)	An Innovation Strategy was developed by a Innovation Committee consisting of innovation leaders from partner universities along with student representatives. The Innovation Strategy sets the Alliance's strategic plan for innovative learning and teaching. The strategic plan reports actions and commitments that go beyond the three-year project.
Key words	Innovation strategy, Innovative teaching, learning, student-centered education, co-operation, co-creation, digitalization.

Document history

Date	Version	Prepared by	Description
30/10/2023	1	Tiina Parkkonen	Submitted
30/04/202	2	Tiina Parkkonen	Adapted to the new template

Definitions & Acronyms

Definition/Acronym	
Innovation Committee	The INGENIUM Alliance has set up the Innovation Committee to lead, foster and coordinate the INGENIUM innovation initiatives. The INGENIUM Innovation Committee is composed of the Innovation Leaders from each University and includes representatives of students.
Innovation Leader	An Innovation Leader is a person responsible or well-known expert for pedagogical development in the University.
Innovation Strategy	An Innovation Strategy is a structured approach designed to guide INGENIUM in fostering and implementing innovation initiatives. INGENIUM Innovation Strategy encompasses three key components: the Innovation Strategy itself, an Implementation Plan, and a Roadmap.

EXECUTIVE SUMMARY

This abstract introduces the context of the INGENIUM Innovation Strategy and its development process. The Innovation Committee, comprising university Innovation Leaders and student representatives, spearheaded the strategy's creation. They enlisted the expertise of an external consultant, Ablers Oy, to facilitate the strategy's formulation. Additionally, all relevant stakeholders and partners participated in the strategy process through three phases of surveys, ensuring comprehensive input.

Anonymous surveys, conducted using an AI-based Landbot and compliant with GDPR, provided crucial insights for finalizing the strategy. The first two surveys provided extremely important information for the in-person Innovation Committee workshop at the University 'G. d'Annunzio', Chieti-Pescara, Ud'A in Italy 19th of June 2023 as part of the 10 Days of INGENIUM.

The consultant played a pivotal role in planning and executing the surveys, facilitating workshops, and drafting strategic documents. Ultimately, the strategic analysis, Innovation Strategy, and implementation plan were confirmed and finalized by the Innovation Committee, marking a collaborative and inclusive approach to innovation within the INGENIUM Alliance.

The Innovation Strategy outlines the INGENIUM's strategic direction for promoting innovative practices in learning and teaching. It details actions and commitments extending beyond the project's initial three-year timeframe.

Strategy aims to advance the INGENIUM's objectives, which include transitioning towards student-centered education, enhancing the integration between research and education, and consistently exploring novel teaching and learning methodologies.

Additionally, the strategy report is openly accessible and is disseminated through the INGENIUM webpages and other official media channels, ensuring transparency and widespread awareness of INGENIUM's innovation-focused endeavours.

DESCRIPTION, METHODOLOGY AND DISCUSSION OF THE FINAL OUTCOME

In conducting the methodology for the INGENIUM Innovation Strategy, several key steps were taken to ensure comprehensive engagement and effective implementation. Firstly, stakeholders across relevant sectors were actively engaged throughout the strategy process, fostering collaboration and inclusivity. The survey methodology employed a phased approach, utilizing an AI-based Landbot to conduct three surveys in compliance with GDPR regulations, thereby ensuring widespread engagement and data protection. Responses from these surveys were meticulously anonymized and summarized, providing invaluable insights crucial for finalizing the INGENIUM Innovation Strategy.

Additionally, an in-person workshop convened at the University 'G. d'Annunzio', Chieti-Pescara, Ud'A, served as a pivotal forum for collaboration, where representatives from each university and students actively participated in shaping the strategy's direction. A consultant played a pivotal role throughout the process, from planning and conducting surveys to facilitating workshops and drafting strategic documents. Their expertise and guidance were instrumental in steering the strategy towards its objectives.

Finally, the culmination of these efforts resulted in the finalization of strategic documents by the Innovation Committee. Drawing from inputs gathered through surveys and workshops, including the consultant's drafts, the committee meticulously analysed and synthesized the information to finalize strategic analysis, the Innovation Strategy, and implementation plans. This comprehensive methodology ensured that the INGENIUM Innovation Strategy was informed by diverse perspectives, grounded in robust data, and poised for effective implementation and impact.

Methodology applied

1. Stakeholder engagement
2. Survey method
3. Anonymity and summary
4. In-person workshop
5. Consultant involvement
6. Documents finalization

The pathway towards results for the INGENIUM's Innovation Strategy is marked by several key elements. Firstly, the strategy report is openly disseminated through INGENIUM webpages and official media channels, ensuring accessibility for all stakeholders. This strategy provides a comprehensive roadmap for innovative learning and teaching initiatives within INGENIUM, emphasizing long-term commitments that extend beyond the initial project timeline. Central to this strategy is a focus on student-centered education, which aims to enhance the learning experience by catering to individual needs and preferences. Additionally, efforts are made to strengthen the integration between research and education, fostering a dynamic exchange of knowledge. Through continuous exploration of new teaching methodologies, INGENIUM

remains agile and adaptive, embracing innovation as a core principle. As a result, stakeholders benefit from increased transparency, strategic alignment, and an enriched educational experience that reflects INGENIUM's commitment to excellence and continuous improvement.

The pathway towards results

1. Open dissemination
2. Strategic planning
3. Long-term commitments
4. Focus on student-centered education
5. Integration of research and education
6. Exploration of new methodologies

The Innovation Strategy within INGENIUM will offer a path for implementing innovative learning and teaching practices, promoting alignment among its members. Long-term vision, as reflected in the strategic plan's actions and commitments extending beyond the project's duration, underscores INGENIUM's enduring dedication to fostering innovation. Emphasizing student-centered education will enhance the learning experience, addressing the diverse needs of learners. Strengthened integration between research and education will provide a comprehensive approach to sharing knowledge. Through ongoing exploration of new methodologies, INGENIUM aims to adopt innovative practices, thereby enriching the quality of education provided.

1. “Committed to a forward-looking higher education for a changing world”

The partner Universities are strongly committed and fully engaged to build a strong alliance and bring forward systemic change both internally and at European level. The INGENIUM Innovation Strategy “Committed to a forward-looking higher education for a changing world” will become the blueprint for change (Grant Agreement, Project 101090042 — INGENIUM 7, 8).

1.1. Setting up the Innovation Committee

Each INGENIUM partner University has appointed their Innovation Leader and student representatives for the Innovative Committee. An Innovation Leader is a person responsible or well-known expert for pedagogical development in the University. INGENIUM Universities have appointed their local innovation units or working group members, composed of academics and other relevant staff, and involving a significant number of students and stakeholders. The Innovative Committee has produced the INGENIUM Innovation Strategy (D5.1).

1.2. Innovation Strategy Process

Innovation Strategy was produced by the Innovation Committee, composed of the Innovation Leaders from each University and student representatives. The innovative committee jointly decided to proceed with the Innovation Strategy process with the help of an external consultant. The tender was won by the Finnish consulting company Ablers Oy.

In addition to the Innovation Committee, all relevant INGENIUM stakeholders and working life partners are involved in the strategy process in three phases through three surveys. The surveys were conducted with an AI-based Landbot and conformed to GDPR. All the answers were collected for an anonymous summary to finalise the INGENIUM Innovation Strategy process. The first two surveys provided crucial information for the in-person Innovation Committee workshop at the University ‘G. d’Annunzio’, Chieti-Pescara, Ud’A in Italy 19th of June 2023 as part of the 10 Days of INGENIUM. In the workshop, each university had two representatives and one student.

Furthermore, the consultant drafted a strategic analysis, Innovation Strategy, and Innovation Strategy implementation plan. These were confirmed and finalised by the Innovation Committee.

1.1.1. Surveys

The consultant played a central role in the entire survey process, from planning and execution to summarizing the findings. Additionally, they facilitated an in-person strategy workshop in Chieti-Pescara during the 10 Days of INGENIUM event on June 19th. Moreover, the consultant was responsible for drafting key strategic documents, including a strategic analysis, innovation strategy, and implementation plan. These were confirmed and finalised by the Innovation Committee.

The surveys conducted under the consultant's guidance covered various aspects of the innovation strategy development:

1. The strategic analysis survey delved into identifying trends, opportunities, and challenges within the innovation environment.
2. The strategy planning survey focused on posing strategic questions and exploring options for the Innovation Strategy.
3. The strategy implementation survey aimed to outline critical action streams, main priorities and phases in execution, and strategic indicators.

March 2023: Agreeing on the strategy process	1. Drafting and agreeing on the Innovation strategy process roles, schedule, phases and methods
April/May 2023: Strategic analysis	1. Innovation environment survey involving relevant INGENIUM stakeholders and partners (max. 100 persons), by Ablers 2. Survey summary and strategic analysis draft, by Ablers 3. Strategic analysis confirmed / finalised, by the Innovation Committee
May 2023: Strategy drafting	1. Innovation strategy survey involving relevant INGENIUM stakeholders and partners (max. 100 persons), by Ablers 2. Survey summary and innovation strategy planning materials, by Ablers
June 2023: Strategy workshop	1. Innovation strategy workshop (2 hours) in Chieti-Pescara, June 19 th during 10 Days of INGENIUM event, facilitated by Laura Lares, Ablers
August 2023: Strategy draft finalisation	1. Innovation strategy draft, by Ablers 2. Innovation strategy draft confirmed / finalised, by the Innovation Committee 3. Strategy draft communicated to INGENIUM stakeholders and partners for comments
September 2023: Strategy implementation plan	1. Innovation strategy implementation survey involving relevant INGENIUM stakeholders and partners (max. 100 persons), by Ablers 2. Survey summary and implementation plan draft, by Ablers
October 2023: Innovation strategy and implementation plan complete	1. Innovation strategy implementation plan confirmed / finalised, by the Innovation Committee 2. Strategy and Implementation plan published to INGENIUM stakeholders and partners

Table 1. WP5.1 Innovation Strategy process.



Picture 1 and 2. From each partner university, 2 staff representatives and 1 student participated in the Innovation Strategy workshop in Chieti-Pescara, Italy, during the first 10 Days of the INGENIUM event. Photograph taken by Tiina Parkkonen.

CONCLUSION

Innovation Strategy provides a comprehensive roadmap for innovative learning and teaching initiatives within INGENIUM, emphasizing long-term commitments that extend beyond the initial project timeline. Central to this strategy is a focus on student-centered education, which aims to enhance the learning experience by catering to individual needs and preferences. Additionally, efforts are made to strengthen the integration between research and education, fostering a dynamic exchange of knowledge.

Through continuous exploration of new teaching methodologies, INGENIUM remains agile and adaptive, embracing innovation as a core principle. As a result, stakeholders benefit from increased transparency, strategic alignment, and an enriched educational experience that reflects the INGENIUM's commitment to excellence and continuous improvement.

References

GRANT AGREEMENT, Project 101090042 — INGENIUM

The INGENIUM Innovation Strategy video introduction:
https://www.youtube.com/watch?v=Mqhis_Hewds

10 DAYS OF INGENIUM: CONNECTING, SHARING AND LEARNING WITH PARTNERS ACROSS EUROPE: <https://next.xamk.fi/uutta-luomassa/10-days-of-ingenium-connecting-sharing-and-learning-with-partners-across-europe/>

10 Days of INGENIUM UdA and HKA:
<https://video.xamk.fi/Panopto/Pages/Viewer.aspx?id=c11bfca9-19e1-4f52-a953-b05e00b0b842>

Appendix 1

Innovation Strategy Summary



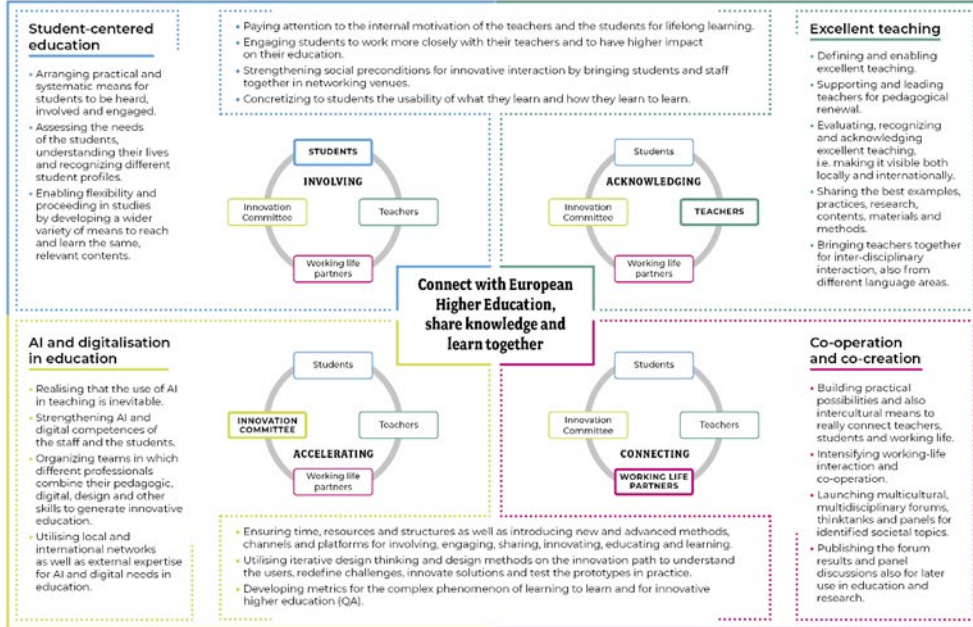
Ingenium WP5: Innovation Strategy Summary

Innovation Strategy, Implementation Plan
and Roadmap





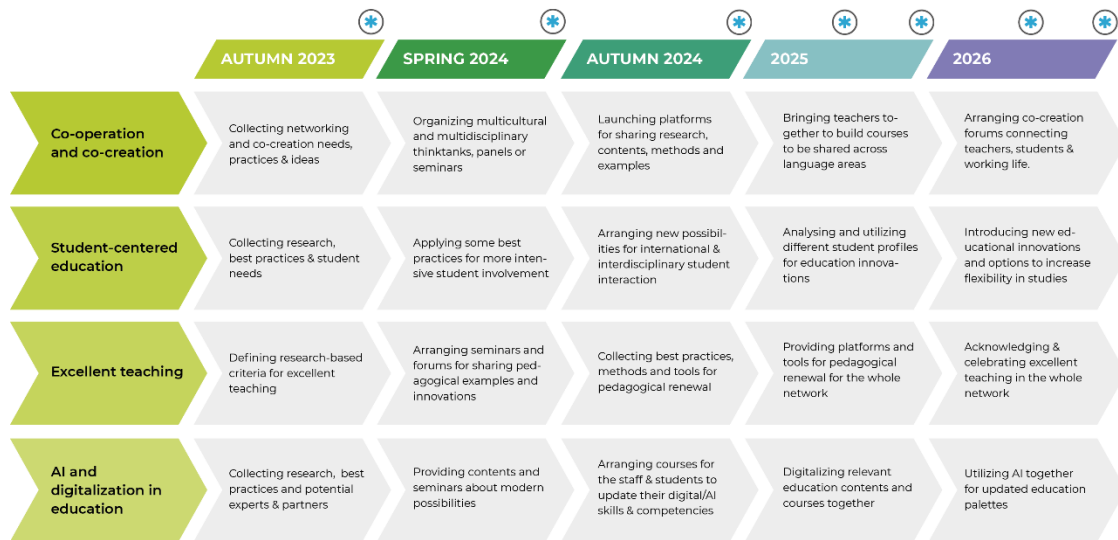
INGENIUM INNOVATION STRATEGY



Organising INGENIUM Innovation Strategy Implementation



INGENIUM Innovation Strategy Implementation Roadmap



* Reviewing and adjusting the themes and plans for the next term and year (*Rolling Planning*) while coordinating the plans and schedules together with other INGENIUM Working Packages, too.

Appendix 2

Strategy Implementation - Supporting Material

The supporting material for the strategy implementation assists the local communication and implementation of the strategy. They are not intended for the strategy package. However, the supporting material, or a part of it, would help the network operators in the communication and implementation path of the strategy.



Ingenium WP5: Innovation Strategy

Strategy implementation support material

Laura Lares, Ablers





How to read and interpret the strategy as guidance?

Analyse and make your own interpretation:

- What does this mean? For me? For us? For the others?
- What does this demand from me and from us?
- What needs to be communicated? To whom? When and how?
- Where are we already on the track? Which projects and practices could be our own examples of this?
- What should we update in our own processes or practices? What should we avoid or decrease?
- Which concrete, moderate actions could be our first steps towards this strategic direction?
- Where should we allocate resources: time, attention, expertise, efforts, money?
- What kind of roles and responsibilities do we need to clarify on this basis?
- What kind of actions need to be planned, organised and monitored here?
- What kind of co-operation is needed? Where, with whom and how?
- Which data needs to be collected, monitored and shared?





Nobody can succeed on the strategy path just alone

For whom do you need...?



Commitment



Resources



Actions



Support

Who needs your...?



Help



Co-operation



Empowering



Recognition



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Pay attention to human needs on the strategy path

- ✓ I have been heard.
- ✓ I have a chance to influence on how we proceed.
- ✓ This route is meaningful for me.
- ✓ I recognize myself and my role in this.
- ✓ This bears a promise for the future.
- ✓ I have capacity to do this in my own role.
- ✓ I know how the plans will be executed and what will happen next.
- ✓ My efforts are important.
- ✓ Our actual actions are in line with our targets and plans.
- ✓ I get coaching and feedback on the way.
- ✓ I will be informed about our progress and results, too.



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Active strategy communication is essential

Concrete

- Discuss and interpret together what is the key message and the key priorities for you.
- Concentrate on what needs to be started, increased, intensified – and avoided.
- What are the actual targets, actions, resources, responsibilities and schedules here?

Practical

- Bring the strategy to your own channels, forums and discussions. Integrate it to other communication topics.
- Translate and interpret the strategy into the language and culture of your people. Make it personal.
- Repeat and refer to the strategy often enough in everyday discussions. This is not a sprint but rather a marathon.

Realistic

- Cut the whole into pieces: realistic amount of information, actions and indicators.
- Focus on what **can** be done and what are the **first** steps to take.
- Be realistic about the resources, schedules and targets. Enough is enough.



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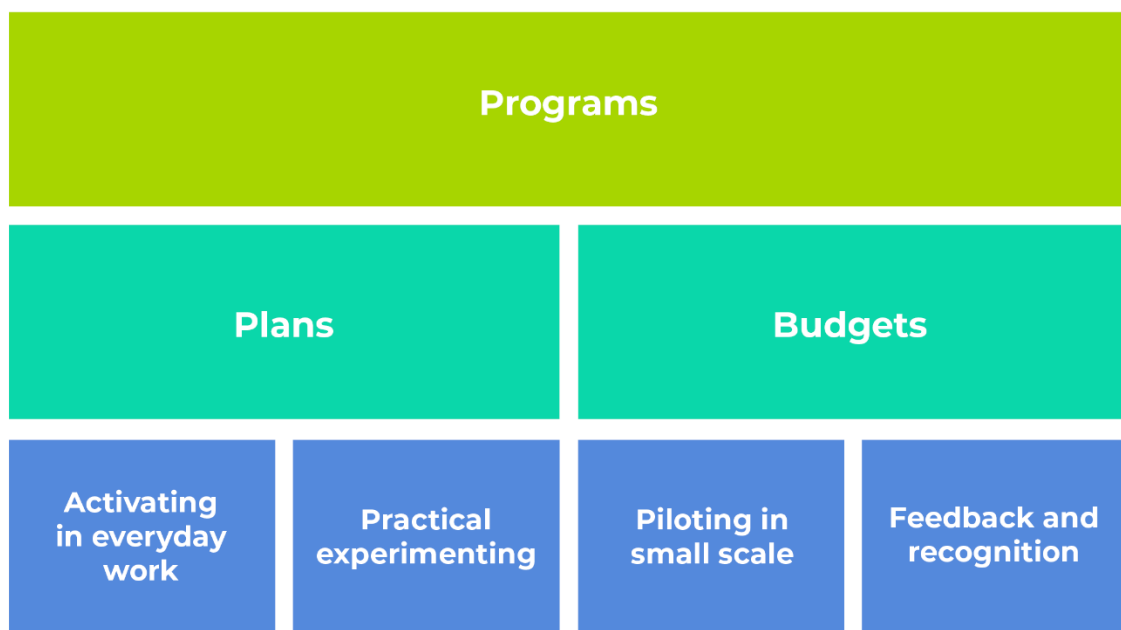


Systematic discussions need to continue on the strategy path





Integrate the strategy both in plans as well as in grass-root practices





Be prepared to face questions and questioning, too

Who invented this?	Why couldn't we continue as we used to?	Shouldn't we appreciate our fine history instead of this?
What could be the benefit in this?	This might work for others but not for us.	I don't think that this applies to me.
Could we make an exception here?	This sounds too expensive.	Why not to proceed quicker?
This schedule looks too optimistic.	We have already tried something like this earlier.	I have other urgencies now.
	When could we go back to normal?	





Follow-up demands more than just measuring the results



Are we investing those **inputs** we agreed on?



Are we taking the **actions** that we planned?



Are we making the **progress** we intended?



Do we get the **results** we are driving for?



Is our strategy and roadmap still **up-to-date**?



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Annex 1

Matrix to be used by partners to list and to monitor the progress of their key institutional priorities related to the deliverable.

Institutional transformation objectives	<i>Please list the institutional transformation objective that you seek to attain. Select between 3/5 institutional objectives</i>
Barriers faced to achieve those objectives at the institutional level	<i>Please list and explain the barriers that you currently face to achieve your institutional objectives.</i>
Potential Actions to be taken at the institutional level	<i>List the actions that you plan to take within your institution.</i>
Actions to be taken at other levels	<i>List potential actions concerning other actors, such as regional or national governments.</i>
Responsible(s) within the institution	<i>Explain who from the institution will be involved in the actions. Include the main responsible and other involved actors.</i>
Expected timeline and key milestones	<i>Please define an expected timeline and establish milestones if possible,</i>