



A8.2, O1: Roadmap to set-up a European University



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Beneficiaries

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- Dublin City University, Ireland
- Groupe INSA | Institut National des sciences appliquées, France
- Kaunas University of Technology, Lithuania
- Linköping University, Sweden
- Tampereen Korkeakoulusäätiö sr, Finland
- Hamburg University of Technology, Germany
- Universidade de Aveiro, Portugal
- Universitat Autònoma de Barcelona, Spain
- University of Stavanger, Norway
- Università degli Studi di Trento, Italy
- University of Twente, The Netherlands

Abstract

This report provides an overview of ECIU University roadmap developments on the way to establishing a European University. The report describes the background, principles, and process of the roadmap development. The roadmap itself with all details is confidential, project internal information, which will not be elaborated in this document. The report shows how the road to building a true European University is a complex process with multiple layers, aspects, actors, and dependencies, which requires a coherent systematic approach.

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1 Introduction

ECIU University drives for establishing a truly European University with clear strategic goals agreed upon by the 12 ECIU member universities in 2020. The ultimate goal of ECIU University is to build an open ecosystem of academia, corporates, public bodies and the 3rd sector, where ECIU University functions as the core motor of facilitation. The process towards the well-functioning ecosystem is seemingly complex, requiring a systematic approach to all developments. The purpose of the roadmap is to serve as the core tool for bringing all developments together and thus facilitate the strategic management of the developments.

2 Background of the roadmap: vision 2030

ECIU University roadmap is developed based on the goals set in [ECIU University 2030 Vision](#). The Vision 2030 itself is not an official deliverable of Erasmus+ European Universities project 2019-2022. However, it was clear from the beginning of the project that a clear agreement on the long-term future goals is needed, to start building ECIU University in a sustainable way from the beginning. The vision process was initiated in spring 2020 and ECIU Board¹ accepted the Vision 2030 in October 2020.

The mission, vision, and values of ECIU University laid out in the Vision 2030 are as follows:

Mission

ECIU University is an agile, open agora at the European level for solving multi-disciplinary societal challenges, doing research, and learning for life. We create an invigorating model of a true European University for the benefit of European society.

Vision

We believe in a European-wide ecosystem based upon open and inclusive collaboration connecting societal stakeholders, researchers, and learners to provide European answers to future societal challenges. We create a playground for solving multi-disciplinary challenges in entrepreneurial, innovative ways and provide personalised learning and career opportunities for life at the European level, enabled by a novel university model based upon co-creation.

Values

- Academic quality
- Entrepreneurial mindset
- Open ecosystem
- Agility and flexibility
- Personalised, inclusive community
- Impact on society
- Resilience into the future

The mission and vision together demonstrate that ECIU University is a truly ambitious endeavor towards 2030. The values imply that ECIU University - while building on the high-quality activities and reputation of the academia through the member universities – is looking a truly innovative approach for higher education, research, innovation, and impact, thus challenging many of the current ways of thinking also in the universities.

¹ ECIU Board is the highest decision-making body in ECIU University, including all the ECIU member universities, external members (private and public), and student representatives.

The Vision 2030 describes the key elements of development towards 2030: (1) Open community, (2) Cutting-edge technologies, (3) Innovative co-creation model, and (4) European education and research. The four elements form the very ground for thinking in all developments.

Finally, the Vision 2030 also describes the initial timeline and the steps roughly in the coming years, thus elaborating the very initial ideas of the roadmap. However, through the actual roadmap development process since October 2020, a new level has been reached in understanding on the needed developments towards 2030. Thus, the steps in the Vision 2030 should be considered as the product of its time and only preliminary and are not further elaborated here.

3 Role of the roadmap

The role of ECIU University roadmap is overarching. It is not a roadmap connected to a particular project or funding, but rather it captures and steers all developments needed in ECIU University, ultimately based on the vision 2030 goals, independent of any project. While building on the future long-term goals, the roadmap also aligns already ongoing pilot developments with the goals to ensure coherency throughout ECIU University. This includes (1) the initial phase of ECIU University as part of European Universities Initiative 2019-2022 (Erasmus+), (2) SMART-ER project (H2020 SWAFS project), and (3) BOOGIE-U project for innovation developments (EIT funded). Similarly, all project funded developments in the future will be considered and aligned through the roadmap.

It is essential that all developments related to ECIU University are properly aligned to avoid sub-optimisation, silos and to ensure the sustainability of the developments. The roadmap is also integrally related to other major development elements, such as the ECIU University Business Plan (deliverable 9.1.6). The goal of ECIU University is to gradually move away from project thinking towards a self-sustainable organisation, which requires a overarching steering of the developments at the various levels.

4 Main phases in the roadmap

The roadmap sets clear phases for the developments. This inherently indicates the principle where later phases in the roadmap will be built based on the experience on the earlier phases. This is necessity due to the complexity of ECIU University developments. It is not considered realistic to build a clear roadmap with details reaching to year 2030, as there are too many uncertainties at this point.

The main phases and thus the major milestones in the roadmap are shown in Figure 1.



Figure 1. Main phases of the roadmap

The pilot phase is timed parallel to Erasmus+ European Universities Initiative in 2019-2022. During the pilot phase various operations are developed and tested, many of which will be systematically carried to the next phase, called Start-up phase. The main purpose of the Start-up phase is to ensure the

position of ECIU University developments also towards learning markets. It should be noted that the other two pilots, H2020 SMART-ER and EIT BOOGIE-U, will continue also in the Start-up phase, however, their operations are aligned to support the overall goals of 2030.

Based on the experiences in the Start-up phase, steps towards the Expansion phase will be taken. Given the successful implementation of the Start-up phase, operations will be expanded both contents and volume wise. Finally, the Growth phase starts in 2027, based on the experiences on the Expansion phase. In general, it is essential to build flexibility in the roadmap to allow changing the plans in case needed.

5 Structure of the roadmap

The roadmap follows a clearly defined structure capturing all developments. The main blocks of the roadmap are shown in Figure 2.

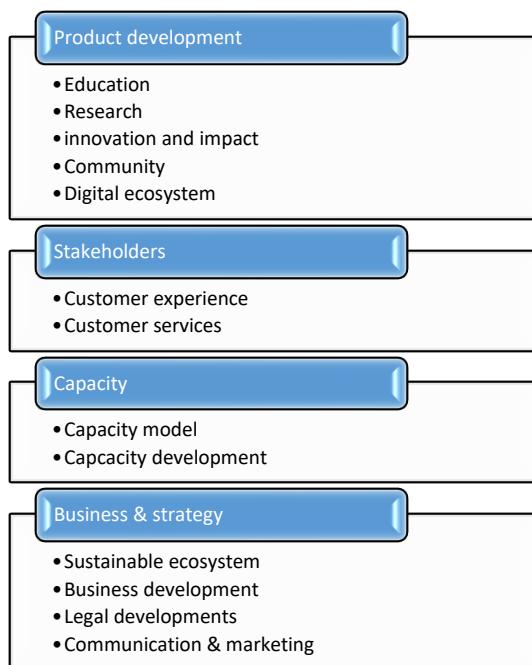


Figure 2. The overall roadmap structure.

All developments on ECIU University are /will be linked to the structural blocks in the roadmap. Through this process coherence of developments and their ability to contribute to the 2030 goals is ensured. One of the major goals of the roadmap is also to capture all complex dependencies in the developments.

6 Process of the roadmap development

The roadmap development process is continuous, iterative by nature. In other words, there is no particular moment yet where the roadmap would be locked from further modifications, but rather the roadmap is a living document which affects all developments in ECIU University, and which also absorbs input from the bottom-up developments continuously.

The roadmap development is steered by the Erasmus+ project management. Systematic links are made to decision-making bodies, such as ECIU Board and Presidium, to ensure awareness of the developments as well as timely decision making. The roadmap development is also an integral part of the discussions with Erasmus+ pilot Management Team, and regular discussions are carried out with SMART-ER Executive Team and the BOOGIE-U pilot (i.e., Work Package leaders and other core developers).

The overall everyday steering, development and ownership of the roadmap is in hands of a small group of people of overall strategic management of ECIU University for practical reasons and to ensure efficiency. However, specific processes have been set in motion to involve the ECIU University community to develop the roadmap systematically and thus to gain ownership in the roadmap.

In addition to the overall strategic roadmap, more specific thematic roadmaps are being developed to capture details of the developments in specific areas. Examples of this are (1) the roadmap of micro-credentials development and (2) the roadmap for developing the digital infrastructure. The thematic roadmaps are systematically linked to the overarching strategic roadmap to ensure coherence.

7 Current status and next steps

As mentioned above, the roadmap development is an iterative continuous process, continuing as we speak. The goal is to make the roadmap a living everyday tool for the ECIU Community in the coming years, to build common understanding on what is to come and to gain ownership in the developments.

The roadmap is an essential tool also for steering, for example, participation in additional project calls as the roadmap defines the needed developments in ECIU University, and consequently, the role of additional calls and projects in the developments. Similarly, the roadmap is the tool steering the 2nd phase of European Universities Initiative for ECIU University (2023-2026). Together with the ECIU University 2030 Vision, the roadmap sets the steps into the future and thus steers the plans of ECIU University for the 2nd phase of European Universities.

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