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RDI IN U!REKA SHIFT EUROPEAN UNIVERSITY

Overview of good practices
and lessons learned

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What we have learned in 2 years

- Combine top-down and bottom-up approaches to joint R&I agenda
- Always answer the question of added value
- Engage stakeholders with clear touchpoints and agenda
- Do not see EUI alliance only as a source of additional RDI funding, but also as an opportunity to pool resources and optimize costs
- Understand the differences between EUI alliance governance, HEI institutional governance and RDI project governance

Combine top-down and bottom-up for joint R&I agenda

→**Top-down:** Mission, vision or thematic focus of the EUI alliance

- Most alliances have similar RDI orientation because of the EUI funding calls: twin transition, quadruple helix, regional development, joint research centres, etc.
- Steering, narrowing down and prioritizing what projects make sense with alliance partners

→**Bottom-up:** Interests and expertise of researchers and lecturers

- Get the researchers together and talking to each other
 - Ensure institutional support at all necessary levels (especially middle management!) and concrete resources outside the EUI grant (Erasmus+ has funding limitations)
- Assign an experienced and competent lead partner to **balance the above**

Always answer the question of added value

- Partners and stakeholders have many ongoing RDI projects and participate in similar networks to give input or apply to new projects
- Clarify **how the collaboration differentiates** and why getting involved even without dedicated resources from EUI grant
- **Co-create** your value proposition with partners
- **Communicate** your value proposition as if people never heard about it before

Engage stakeholders with clear touchpoints and agenda

- **Embedding** stakeholder engagement and decision-making in consortium agreement and governance structures
 - Advisory Panel at alliance level
 - Local steering groups with HEIs and external stakeholders
- **Tailor agendas** to the specific stakeholder groups and their interests
 - Knowledge-creating community based on quadruple helix: engage with **one group at a time**, we cannot have everyone at the same time in the same room
 - EUI alliance project (WP team members, RDI managers) in charge of **orchestration**, not applying or doing individual RDI projects by themselves

Do not see EUI alliance only as a source of additional RDI funding, but also as an opportunity to pool resources and optimize costs

→ Reflect about project **metrics and targets**: increased number of projects or external funding is a narrow view

→ Researcher capacity development: proposal preparation, project management, etc.

→ Research career paths, cotutelle

→ Mobility, visits and exchanges

→ Joint research centres and infrastructure

→ Do not overcommit too early to organizing **dedicated events**

→ Identify **existing initiatives** that can be opened to alliance partners, e.g. open science, data repositories, sharing lab resources, networks and know-how

Understand the differences between EUI alliance governance, HEI institutional governance and RDI project governance

- Challenging and rather new situation in our HEI as EUI coordinator: how to **balance overall targets with autonomy** of institutions and project consortia
 - Project communications and visual identity?
 - Relying on different or same staff for alliance and projects? Are there enough resources?
 - Data management and double funding rules? Templates and guidelines?
- Ensure **clear separation** between governance bodies
 - "Business as usual" when it comes to individual RDI project applications, management and implementation
 - Alliance membership does not mean automatic project membership or free-riding in WPs and tasks
 - Establish RDI project consortia with partners that **have the right people and are reliable**