



UPDATED LOCAL PHD HUB STRATEGY – UNIVERSITY OF ALCALÁ

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Document History

Date	Version	Remarks
18.10.2020	1.0	New activities have been included
18.11.2020	2.0	-

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1 Introduction

This report includes the updated local hub strategy from University of Alcala based on the local strategy defined in this [document](#), the implementation of this has required several changes. The different circumstances around our local hub and the COVID crisis since March-2020 has not allowed the whole implementation of our tentative strategy to enhance the cooperation between Universities and Companies/Businesses around the PhD research.

The goal of this is to show the changes and new actions addressed for this local hub since the validation of our local strategy (January 2019) until today.

This document conducts the different aspects included in the project description around Task 4.4.

“Each local PhD Hub will establish its own local development strategy and goals, which will be approved both by the university and the business partners (WP2). These strategies will be reviewed after the organisation of the two campaign series.

The update of the local PhD Hub strategies will help the members of the PhD Hub to adapt the strategy and goals of their hub to their own needs. The updated strategies will be written in English and shared among the consortium partners so as to allow for sharing of best practices”

2 Local strategy activities

The University of Alcala initial strategy established the next activities to approach the Business-Academia cooperation:

- To create an informative brochure, explaining what are the main aspects of the Industrial Doctorate and what are the benefits of participating in it. It should include a section on tax benefits.
- To plan different mailing activities, which can be done directly by business associations, including this brochure and other actions. For this reason, their collaboration and involvement is essential.
- To arrange sector meetings through small business associations: face to face meetings are more effective and successful. Therefore, it would be useful to plan a calendar meeting with each sector that could be susceptible of being interested in this programme.
- To develop a communication campaign.

The activities done by our local hub developed in this time are as follows:

- March-2019. Engineering and Computer Science Fair (March-2019). Meetings with companies interested in the promotion of Industrial Doctorate.

- October-2019. Multidisciplinary PhD teams to merge synergies. The goal of this PhD training course was oriented to the development of a whole business case joining the expertise of PhD candidates from different disciplines.
- February – 2020. PhD Hub Project presentation to the new UAH PhD candidates. Dissemination of PhD Hub benefits to new PhD candidates.
- July – 2020. Industrial doctorate dissemination. Video with 2 Industrial PhD candidates promoting the benefits of a joined cooperation between Academia and Industry sectors.
- October – 2020. Meeting with companies. Virtual meeting with 10 companies to discuss around the PhD project and the current problems between Academia-Industry in terms of PhD.
- November – 2020. Meeting with companies. Virtual meeting with 8 companies oriented to discuss around the expected PhD skills expected by companies.

However, several ones could not be executed for several reasons. The list of activities no implemented are as follows:

- Local Events with companies: Due to the pandemic situation, face to face events were not able to be implemented. The benefits of this type of meetings are not able to replace with other any initiative. However, finding options to promote the Academia-Industry cooperation several virtual meetings were implemented.
- Events with Business confederations: the pandemic situation and the reached difficulties for the companies did not provide a good scenario to approach this type of cooperation. This point should be recovered when the pandemic situation allows it.

3 Updated Local strategy activities

The project execution and the permanent contact with stakeholders our of Academia field have provided a tangible feedback around the realistic problems to approach both sides in the PhD field and the difficulties to be implemented.

Due to these matters, we have had to modify our initial plan including other strategies and/or actions in order to get the expected goals of this collaboration.

The main changes from our initial plan to the implemented strategy were:

- Searching a close cooperation instead a global approach. To cooperate with companies/foundations close to UAH provides more results than global calls for all type of companies. The main raison of this matter is the big obstacle for PhD cooperation between Companies-Universities. Without a previous cooperation and

knowledge between Univ-Business is difficult to approach both sides. However, previous contacts with stakeholders involved in other activities with University can facilitate an approach.

- Working with Business Foundations. To cooperate and work together business associations that have permanent and excellent contacts with companies ease the approach from University to them. This point was not initially included in our local strategy but we had several meetings with them and they provided us interesting company contacts to trigger discussions concerning the relevance of PhD candidates in the companies.
- Taking advantage of digital sources. The pandemic situation forced to use this type of sources (basically virtual meetings and videos) and the impact to tentative target can be considered as a good result.

4 Satisfaction of local strategy

According to the project description, one indicator to measure the impact of the strategies is the level of satisfaction of the local hub including Academia + non-Academia partners.

The level of satisfaction from Alcala local hub must be considered as fair. A big barrier between the University-Business cooperation in the field of PhD, has been found during the project execution. PhD candidates/graduates are not still demanded for many companies. They do not catch the possible advantages that these ones can provide to the company. Thus, the first milestone to be achieved in this project was to make companies aware of the importance of this collective for the companies. This issue has conditioned the right development of our local strategy. Nevertheless, the dissemination of success cases through PhD candidates/graduates and companies that hired this profile of employee helped to be awareness the relevance of these profiles into the companies.

Other issue to remark is the consequences of the COVID crisis. The big problems for the companies from COVID situation paused the cooperation between the two sides until Summer 2020. This situation forced to change our local strategy.

E+ KA2: Cooperation for innovation and the exchange of good practices
Knowledge Alliances
Project number -588220-EPP-1-2017-1-LU-EPPKA2-KA



UPDATED LOCAL PHD HUB STRATEGY
ARISTOTLE UNIVERSITY OF THESSALONIKI

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1 Local strategy activities

The present involvement of PhD Hub results in the industry sector is considered rather low among businesses and is restricted mostly to engineering firms. The use of research results shall be widespread among industries and the cornerstone of achieving this objective is tackling the established suspicion towards business partners and their objectives through exploitation of research results. Available funding constitutes also a major limitation to the exploitation of these results and the facilitation of knowledge transferability which shall be mutually beneficial to industries and academia

The most important elements of Thessaloniki's PhD strategy comprise:

1. Establishing coherent policy framework for university-business cooperation, aiming to represent the interest of both academic and corporate fields.
2. Increasing research opportunities and their transferability.
3. Facilitating innovation and entrepreneurship within structures of both academia and business.

The local/regional needs/challenges that dictate the development of Thessaloniki's local hub consist of the following:

1. Identification of complementary and alternative funding sources
2. Internationalisation of doctoral training
3. Increase of research opportunities
4. Strengthening of knowledge triangle
5. Mobilization of PhD students

The activities which were projected to be organized by Thessaloniki PhD Hub are as follows:

-Development of a coherent policy in cooperation with local and central authorities in order to specify the strategic objectives, the available tools for setting and defining the framework for UBC and implementing successfully PhD strategy.

-Organization of a series of events (seminars/workshops/conferences) which aim to assist the various local counterparts to get acquainted with concepts of innovation, entrepreneurship as well as UBC, and more precisely, how these elements function in the real world through the provision of best practices and examples from EU countries.

-Establishment of network under which Thessaloniki's PhD Hub shall operate and dynamic assessment of its operability.

The activities done by our local hub developed in this time are as follows:

The established network coordinated by Thessaloniki's PhD Hub has initiated the cooperation with local authorities and industry representatives in order to implement successfully the local hub strategy. AUTH team in collaboration with industry partners has introduced local authorities and strategic key actors in the following essential issues:

- How HEIs and business can cooperate to help drive social and cultural innovation.
- Improvement of knowledge transfer mechanisms
- Enhancement of Innovation and Entrepreneurship
- Strengthening knowledge triangle and the interoperability of counterparts who contribute to this triangle.

A great opportunity towards the above goals was given through the organization of the European Phdhub Hackathon on January 2020 in Thessaloniki, where industry representatives discussed HEIs challenges with AUTH Vice Rector for Research and Lifelong Learning and academia. Another achievement of major importance is the active involvement of AUTH Career Office and Innovation and Entrepreneurship Unit aiming at facilitating the consolidation of information with regard to the PhD calls for application. Additionally, on July 2020, HELPE participated in MITEF Greece Startup Competition where an international panel of judges reviewed the applications submitted from Greece and abroad. The evaluation criteria were the innovation of the proposed technology, its expansion capacity and the product's impact in the international market.

The remaining planned series of events (seminars/workshops/conferences) which aim to assist the various local counterparts to get acquainted with concepts of innovation, entrepreneurship as well as UBC, will be hosted on-line (December- January 2020) due to the pandemic restrictions imposed in Greece since March 2020. Details about local hub activities planning are included in the respective file R4.2 Logbook and Mitigation COVID-19.

2 Updated Local strategy activities

The project execution and the permanent contact with stakeholders out of Academia field have provided a tangible feedback around the realistic problems to approach both sides in the PhD field and the difficulties to be implemented.

Due to these matters, we have had to modify our initial plan including other strategies and/or actions in order to get the expected goals of this collaboration:

- The most important modification relates to the initially planned development of a coherent policy in cooperation with local and central authorities in order to specify the strategic objectives, the available tools for setting and defining the framework for UBC and implementing successfully PhD strategy. Due to the high legal and regulatory restrictions, the development of a new policy including both local and national key actors was found beyond the expectations of Phdhub project. Thus, Thessaloniki local hub partners focused on the science-business cooperation challenges at local level and instead of establishing a new policy, alternative cooperation tools were adopted in order to get aligned with the existing policies implemented at local level.

3 Satisfaction of local strategy

Thessaloniki hub partners consider the impact of the planned and implemented strategies as high. However, the existing legal regulations at national level are quite vague and insufficient concerning the cooperation between industry sector and academia. The absence of an updated legal framework which will entail specific regulations for knowledge transferability, UBC and dynamic engagement of students, researchers and academic staff in industry sector is the major challenge that local hub had to deal with.



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UPDATED LOCAL PHD HUB STRATEGY - BCU

Authors:

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1 Local strategy activities

The BCU PhD Hub's initial strategy established a series of activities to approach the Business-Academia cooperation that was based on the existing network and good links between the institution and the Local/Regional industry. The STEAMHouse in Birmingham, which is a centre for innovation, creative thinking, prototyping and business development, supported most of the planned activities. STEAMhouse provides an excellent workspace to connect entrepreneurs, sole traders, companies and citizens ultimately. Furthermore, strong links of educational and research cooperation between BCU, Microsoft and Auger Torque create an excellent framework for incubating impact research and supporting the PhD students from inside the institution.

We have conducted all our planned activities. The COVID-19 situation converted some of the event into virtual and online participation. Therefore, agendas organisation and event configuration initially planned from March 2020 onwards changed as to successfully be held in an online setting (MS Teams). We refer the reader to the [PhD Hub Campaigns LogBook](#) for a list of the conducted activities with description and feedback received from participants.

We would like to remark here the importance of counting on the involvement from the different stakeholders for the best operation of the local PhD hub's events and activities, as follows:

- The Doctoral Research College (DRC): As the main contact point for the PhD candidates with the institution, the DRC should encourage their participation in the Hub by promoting/advertising the activities and events, organising workshops, and supporting the candidates in the relationships with the (academic and/or industrial) co-supervisors. Furthermore, it is the key player to encourage and support the development of supervisory practice towards the active cooperation with the industry and challenges of impact.
- Hub's managing staff and academics: There should be a permanent contact point of the local Hub's organisation (1-2 staff in part-time) to provide useful and relevant materials such as templates and access to content as well as to promote interdisciplinary conferences and events for students and supervisors. Involvement of the Hub's staff is essential before, during and after the events as to conduct the corresponding preparation of collecting and analysing the attendants' feedback and lessons learnt extraction.
- Hub's Industrial co-supervisors: These are key players to organise workshops, seminars, visits and coaching sessions that bridge both sides' research ideas generating synergies with impact to society. Moreover, their involvement in the dissemination and advertisement of the events and activities will reach-out more influential market bodies in the Region/Nation and internationally as well.



- Incubators as the STEAMHouse: Their active participation in the local Hub is very desirable. They can serve as link between the different stakeholders and leverage the impact of the conducted activities and events.

Figure 1 illustrates the stages of an event organisation and the involvement of the main stakeholders on each of these stages.

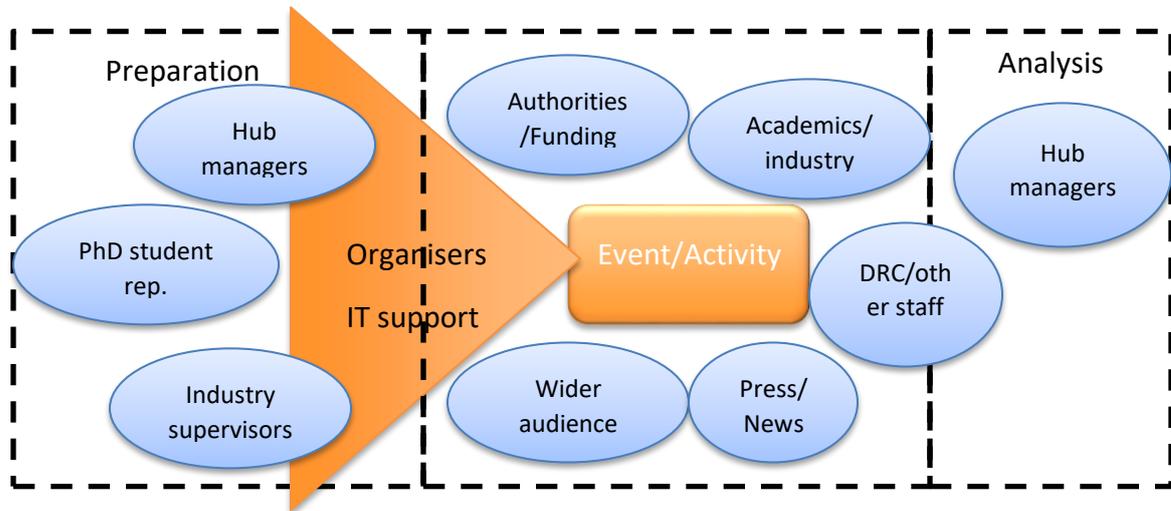


Figure 1 Main Stakeholders involvement on the stages of event organisation

As mentioned before, the activities done by our local hub developed in this time are enumerated and described in the [PhD Hub Campaigns LogBook](#) (sheet- Local Hub Events).

However, several ones were executed online for several reasons. The list of activities not implemented are collected in the [PhD Hub Campaigns LogBook](#) (sheet – Mitigation Plan).

2 Updated Local strategy activities

The project execution and the permanent contact with the stakeholders have provided a tangible feedback around the successful deployment of the local PhD Hub, its management, monitoring and continuity upon the project completion.

There were some problems to tackle specially due to the involvement of the industrial partner as well as reaching out other partners and wider audience. We therefore modified

our initial strategy and/or actions in order to get the expected goals of this collaboration, as follows:

1. Microsoft partnership continued but out of the scope of the project funding.
2. Auger Torque became our industrial partner on the project in 2019 and together we set the bases of our collaboration.
3. We included administrative personnel to the local Hub team to manage dissemination material and events organisation and monitoring.

Our planned activities did not change because of the COVID-19 situation. We adapted agendas and counting on the support of our internal IT services, we managed to conduct all the activities online. Feedback was positive and the experience of the Innovation Fest 2020 online, for instance, run very well (please see Innovation Fest entry at the [PhD Hub Campaigns LogBook](#) (sheet- Local Hub Events) for further information about attendees' feedback.

3 Satisfaction of local strategy

We would like to remark here the importance of counting on the involvement from the different stakeholders for the best operation of a PhD hub, as follows:

- The Doctoral Research College (DRC): At least one team member of the DRC should serve as a guide for the PhD candidates around what the PhD Hub is and aims. A tutorial, brochure and webinar should be ready for distribution to the new candidates.
- Hub's managing staff and academics: Important tasks for the organising team are to encourage and enhance researcher development and skills for employment by linking the researcher to national and international industrial bodies and to the academics across the European PhD Hub net.
- Industrial co-supervisors: An easy-to-follow checklist should be ready for new industrial partners joining the local PhD Hub. It is key to identify the key person contact information within the institution and their legal department should be also aware of the cooperation with the academic partner.
- Incubators as the STEAMHouse support PhD researchers and promote their research at both national and international scale.

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Knowledge Alliances
Project number -588220-EPP-1-2017-1-LU-EPPKA2-KA



UPDATED LOCAL PHD HUB STRATEGY - ULO

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1 Local strategy activities

The Lodz PhD Hub's initial strategy established a series of activities to approach the Business-Academia cooperation that was based on the existing network and good links between the institution and the Local/Regional industry.

Faculty of Management, University of Lodz supported most of the planned activities. The Faculty plays important role as a centre for innovation, creative thinking. Faculty of Management focused on cooperation with domestic and international educational and research institutions, as well as entities from the business environment and the public sector

The ULO initial strategy established the following activities to approach the Business-Academia cooperation:

- Meeting with doctoral students of the Faculty of Chemistry of the University of Lodz
- Meeting with doctoral students of the Faculty of Law of the University of Lodz
- Meeting with doctoral students of the Faculty of Economics and Sociology at the University of Lodz
- Meeting with doctoral students of the Biology Department of the University of Lodz
- Meeting with the director of the doctoral school of the Lodz University of Technology
- Meeting with the director of the doctoral school of the Medical University of Lodz.
- International Week for Academic Staff at Faculty of Management of the University of Lodz.
- PhD Hub Lodz Hackathon
- DESIGN THINKING Workshop 2020 for PhD/MA Students: a one-day Design Thinking workshop. Design Thinking (DT) is a set of tools and techniques that helps to solve complex problems through team working.
- Transfer Tour 2020: a one-day event focused on knowledge transfer sessions to connect with university expertise and their industry and research projects. It will be a discussion and opportunities with knowledge transfers project and graduate jobs.

The activities done by our local hub developed in this time are as follows:

- Meeting with the director of the doctoral school of the Medical University of Lodz.
 - original date: April 2020
 - new date: June 2020
 - They were prepared and printed promotional materials for the meeting. Promotional materials have been prepared in the form of posters, presentation, roll-ups, and door markings for the office in which the project is carried out.

However, several ones could not be executed for several reasons. The list of activities not implemented are as follows:

- Meeting with doctoral students of the Faculty of Chemistry of the University of Lodz
 - original date: March 2020
 - proposed solution: Postponed
 - solution justification (summary): The organization of the event is depended on the epidemiological situation
 - new date: December 2020/ January; online meeting

- Meeting with doctoral students of the Faculty of Law of the University of Lodz
 - original date: March 2020
 - proposed solution: Postponed
 - solution justification (summary): The organization of the event is depended on the epidemiological situation
 - new date: December 2020/ January; online meeting

- Meeting with doctoral students of the Faculty of Economics and Sociology at the University of Lodz
 - original date: March 2020
 - proposed solution: Postponed
 - solution justification (summary): The organization of the event is depended on the epidemiological situation
 - new date: December 2020/ January; online meeting

- Meeting with doctoral students of the Biology Department of the University of Lodz
 - original date: March 2020
 - proposed solution: Postponed
 - solution justification (summary): The organization of the event is depended on the epidemiological situation
 - new date: December 2020/ January; online meeting

- Meeting with the director of the doctoral school of the Lodz University of Technology
 - original date: April 2020
 - proposed solution: Postponed

- solution justification (summary): The aim of the meeting is to discuss and plan meetings with PhD students Technical University of Lodz. Envisaging alternative activity in online shape
- new date: December 2020/ January; online meeting
- International Week for Academic Staff at Faculty of Management of the University of Lodz.
 - original date: 23-27 April 2020
 - proposed solution: Cancelled
 - solution justification (summary): The International Week will be organize in the next year
- PHD HUB LODZ Hackathon
 - original date: April 2020
 - proposed solution: Cancelled
 - solution justification (summary): The organization of the event is depended on the epidemiological situation. If the pandemic continues, the event will be cancelled.

In May 2020 ULO has made decision about the organisation of:

- **DESIGN THINKING Workshop 2020 for PhD/M Students**
 - Date: October 2020
 - Time: 1 day
 - Place: Faculty of Management, Matejki St. 22/26), Lodz, Poland
 - Number of participants: 20
 - Description: a one-day Design Thinking workshop. Design Thinking (DT) is a set of tools and techniques that help to solve complex problems through team working.
- **Transfer Tour 2020**
 - Date: October 2020
 - Time: 1 day
 - Place: Faculty of Management, Matejki St. 22/26), Lodz, Poland
 - Number of participants: 20
 - Description: a one-day event focused on knowledge transfer session to connect with university expertise and their industry and research projects. It

will be discussion and opportunities with knowledge transfers project and graduate jobs.

2 Updated Local strategy activities

The project execution and the permanent contact with stakeholders our of Academia field have provided a tangible feedback around the realistic problems to approach both sides in the PhD field and the difficulties to be implemented.

Due to these matters, we have had to modify our initial plan including other strategies and/or actions in order to get the expected goals of this collaboration. In addition to the local event organised mentioned above, we have:

1. Sent e-mails to all students about the project.
2. Updated information about the project on the ULO website.
3. Published information on the website of institutions cooperating with ULO.