Training for local PhD Hubs

How to conduct training activities for local PhD Hubs with the aim to create academic and business partnerships

European PhD Hub

Authors:

Nikos Giannoulidis (Euroconsultants S.A., Greece)

Marie Montaldo (European University Foundation, Luxembourg)

1. Executive summary

Local PhD Hubs are composed of university and business representatives evolving in a local environment together and striving for developing high-quality business-driven research at local and European level. Those University-Business clusters form the core of the local Hubs and jointly create their strategy in order to enhance the knowledge triangle and enable structured cooperation for applied research in the field of doctoral education. The sustainability and success of the local Hubs are closely related to their ability to attract new academic and business partners as well as maintain a win-win approach to the way they are managing their local Hub.

The document aims at offering practical guidelines for the development of training activities for local PhD Hubs with the aim to create and sustain academic and business partnerships.

The guidance is based on the feedback received from the organisation of the 1st [European PhD Hub] training in Alcala- Spain (14th June 2019). Eventually, such training activities serve a double purpose:

- To equip local academic coordinators[1] with the knowledge and tools for attracting business partners and more academic partners; and
- To facilitate the expansion and ensure the sustainability of the local PhD Hubs.
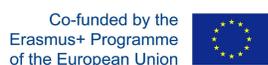
2. Target groups

Training events should always be tailored according to i) the participants' needs and ii) the general goals you want to reach[2]. In this section, we listed, in a non-exhaustive fashion, the potential target groups for training academics to develop business and academic partnerships in the frame of the local PhD Hub:

- Higher education institutions, in particular departments that are in charge of PhD studies, Career centers and linkages to business and industry;
- Research Entities, similarly units responsible for linkages to business and industry;

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[1] A local academic coordinator is a nominated person at a given University who is in charge of coordinating the activities of the local PhD Hub. They are the responsible and main contact person for partner businesses and fellow academics who are part of their local Hub.

[2] Indicative goals for this training are listed above, however, you may set more environment-specific goals that answer your needs.

- Business Associations;
- Individual businesses, in particular, those that are most probable to engage in PhD cooperation with Academia and Research;
- PhD candidate associations;
- Projects and initiatives with similar PhD content and scope.

3. Learning objectives and key messages

Apart from the overarching goals, learning objectives (LOs) shall be defined to best ensure that each training session activity will answer precise and need-specific objectives which are measurable.

Below, the indicative list of goals is associated with learning objectives and key messages that one may consider when conducting a training activity for local PhD Hubs. The key messages have been developed to guide the trainers and experts in the way the message could be conveyed and highlight the key benefit/feature/element.

Each local Hub may consider other parameters based on the analysis of their needs and local peculiarities. The LOs as well as key messages can be adjusted and would, therefore, induce that the content itself should be adapted to the needs.

Goal 1 - Improve understanding of University-Business cooperation mechanisms
LO 1 - Identify the nature and types of desired University-Business cooperation *Key message:* *At local level, it is the shared responsibility of Universities and Businesses to create ties which will enhance the knowledge triangle. Universities should endorse their responsibilities in developing relations with Industry by implementing cooperation mechanisms.*
LO 2 - Know the benefits of University-Business cooperation at large and more specifically in the frame of the local PhD Hub *Key message:* *Industry- Research/ Academia cooperation by means of PhD cooperation contributes to company growth and sustainability.*

LO 3 - Identify the key players and analyse the state of play of University-Business cooperation at their institution

Goal 2 - Get an understanding of the European PhD Hub platform's opportunities related to the local environment

LO 4 - Gain knowledge about the PhD Hub platform and how it works

Key messages:
What makes the European PhD Hub so unique? The International, Inter-sectoral, Inter-disciplinary vision.
European PhD Hub is the one-stop-shop for finding and securing industrial doctorates.
Use the PhD Hub platform to highlight its potential, its easiness and user-friendly character.

LO 5 - Get an understanding of the added value of the PhD Hub platform for Universities and Businesses

Key message:
The industry invests in quality human resources to facilitate the development of new innovative products and services and increase their competitiveness; PhD candidates are qualified employees and they offer a competitive edge to companies.
European PhD Hub will actively support Industry in handling IPR[3].

LO 6 - Identify how the PhD local Hub can answer the specific needs of the participants and how it can be included in their current activities (local peculiarities)

Key messages:
Research/ Academia is very keen to hear the interests and requests of the Industry and cooperate with clear mutual benefit.
Research/ Academia have standardised procedures for handling IPR issues.
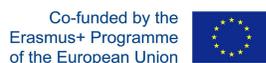
Goal 3 - Improve practical/transversal skills for securing a business partnership

LO 7 - Gain knowledge on how to address the industry in a convincing manner

Key messages:

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[3] IPR: Intellectual Property Rights.

Research/ Academia can help overcome any red-tape procedures along the way.

To convince businesses, focus on building trust, avoiding academic jargon, using evidence and examples, focusing on results.

Enhance your outreach via direct meetings and communication, use of personal contacts and networks.

Use evidence and success stories; it is suggested that academic partners and industry partners are invited to share their opinion and experience.

LO 8 - Identify potential actions towards businesses to develop their partnerships
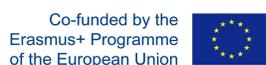
Key message:
Use social media or specialised channels of dissemination incl. the European PhD Hub network and similar Projects funded by the Education, Audiovisual and Culture Executive Agency.

4. Training session formats, tips and resources

Based on the experience and the feedback collected from the first training (14th of June 2019), we have aggregated below a set of potential training session activities as well as tips to effectively conduct a local PhD Hub training event and meet the learning objectives. Indicative resources are also listed to allow content creators and facilitators to easily find the material needed.

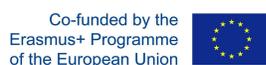| LO 1 - Identify the nature and types of University-Business cooperation			
Format/activity	Tip	Resources/tools	Time
Presentation of the concept of UBC and its mechanisms. Circle activity: ask the participants for a comment on the mechanisms they use to foster UBC at their	Present success stories/case studies (storytelling style). Use different examples of UBC.	[Guidelines on international cooperation in doctoral education.](#) [Guidelines on UBC in doctoral studies.](#)	50 mins

institution. Enable sharing of good practices.			

LO 2 - Know the benefits of University-Business cooperation at large and more specifically in the frame of the local PhD Hub			
Format/activity	Tip	Resources/tools	Time
Circle activity: ask the participants to name the benefits of UBC for institutions and businesses (personal and institutional levels). Facilitator lists the benefits and categorises them on a flipchart and open/debate with the group. Presentation of the benefits of UBC for Businesses. Key points.	Present success stories of business- research cooperation (storytelling style). Invite participants to present/share their success stories.	Guidelines on UBC in doctoral studies.	60 mins

LO 3 - Identify the key players and analyse the state of play of University-Business cooperation at their institution			
Format/activity	Tip	Resources/tools	Time
Circle activity: map with the participants the different key player groups of UBC. Facilitator creates the mapping together with the participants on a flipchart.	Guide them through the guiding questions and overarching thematics on "How to build a relevant PhD Hub strategy - A practical guide".	How to build a relevant PhD Hub strategy - A practical guide. Local Hub strategies: the European PhD Hub	75 mins

| Self/pair activity: ask the participants to identify concrete targets under each of the key player groups. | Give them examples from the different actors in the regions of Lodz, Alcalá, Thessaloniki, Birmingham. | vision. | |

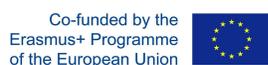| LO 4 - Gain knowledge about the PhD Hub platform and how it works			
Format/activity	Tip	Resources/tools	Time
Presentation of the platform and its key features. Live demo and/or screenshots (practical session). Q&As: ask the participants what is their most liked feature/ how they would use it in their own Hub.	Give examples of how they could use the different features according to their needs.	PhD Hub platform: phdhub.eu PhD Hub semantic annotation.	35 mins

LO 5 - Get an understanding of the added value of the PhD Hub platform for Universities and Businesses			
Format/activity	Tip	Resources/tools	Time
Present the key added value of the PhD Hub platform to Businesses. Circle activity: ask the participants to list (post-its) what feature/benefit/element we would feel comfortable	Focus on how to elicit business needs and interest and address big audiences. Develop business model canvas for different products and services	PhD Hub communication toolkit. PhD Hub flyer.	60 mins

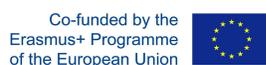|	
in "selling" to the industry. Facilitator collects the post-its and opens a debriefing round.	that can be commercialised.

LO 6 – Identify how the PhD local Hub can answer the specific needs of the participants and how it can be included in their current activities (local peculiarities)

Format/activity	Tip	Resources/tools	Time
Self/group activity: ask the participants to identify and map on a flipchart the opportunities and threats of their (industrial) doctoral study programmes. Ask them to propose a plan of action to tackle them, including the PhD Hub targets identified and benefits offered. Each of the participant/group presents their activity plan to the group. Enabling the sharing of good practices.	Develop an example to guide the participants. Focus on how to elicit business needs and interest. Identify all the different business models that are suggested.	Local Hub strategies: the European PhD Hub vision. Examples from Alcalá, Birmingham, Lodz, Thessaloniki Hubs.	70 mins

LO 7 – Gain knowledge on how to address the industry in a convincing manner

Format/activity	Tip	Resources/tools	Time
Present the sales basics, process, methodologies that can be applied to UBC partnerships.	Be inspirational. Use examples which can be applied to the PhD Hub realities.	"The secrets of selling" by Geoff King.	90 mins

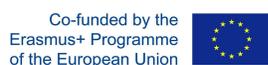| Pair activity/role play: ask the participants (one play a business the other an academic) to try to convince their interlocutor to partner-up and join the PhD Hub. Putting forward different benefit/feature/elements of the Hub. | Focus on ways to address bigger audiences. | The Beginner's Guide to Sales basics.

Making industry-university partnerships work. | |

LO 8 - Identify potential actions towards businesses to develop their partnerships			
Format/activity	Tip	Resources/tools	Time
Self/group activity: ask the participants to create an action plan on how to develop their business partnerships. This should include all relevant elements (what, who, how, when, follow-up, realisation...). Each of the participant/group presents their activity plan to the group. Enabling the sharing of good practices.	Develop an example to guide the participants.	Follow-up email templates. Recruitment tracker template.	70 mins

4.1. Who supports you in the delivery of the message?

- <u>European PhD Hub business partners and other business associations</u>: It is suggested that these entities are invited and actively involved in the organisation and the delivery of the training activities.
- <u>Academic partners</u>: Other academic institutions and research entities of the local Hub and extended geographical region will help the delivery of the message and the attraction of interest.
- <u>Extended network of European PhD Hub</u>: NGOs, associations, etc. with shared interest could support the delivery of the message.
- <u>Projects of similar scope</u> (e.g. funded by the Education, Audiovisual and Culture Executive Agency): It could help identifying synergies by highlighting projects or initiatives relevant to the topic.

4.2. Sustainability of the local PhD Hub

The general sustainability model of the European PhD Hub is interlinked with the sustainability of partnerships with the Industry. It will therefore be beneficial to present the key elements of the sustainability model during the training activities in the sense that there needs to be a clear benefit for the business and academic partners, such as:
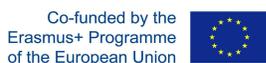
- Privileged access to information and networks;
- Specialised trainings, e.g. on Intellectual Property Rights, European (and national) funding mechanisms for R&D and PhD positions;
- Support to internationalisation activities of industry and academia;
- Complementarity to the type of services which the University liaison offices offer.

5. Organisation of the training event

5.1. Indicative training agenda

The agenda of the training event is an important element to develop prior to the training event. In fact, the agenda should be explicit enough so participants and training prospects can get a comprehensive and precise overview of what will be tackled. This would allow for

a logical unrolling of the training activities and ensure that the participants' expectations are coherent with the content.

Moreover, the training agenda is a key document to ensure that the learning objectives will be met within the allocated time. The following training indicative agenda has been developed based on the feedback and experience of the first PhD Hub training event in Alcalá and includes all the learning objectives mentioned above.
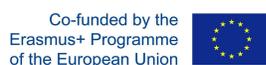
We recommend the training event to be one and a half-day long, however, you can adjust the allocation of time for each session according to your needs and resources.

Time	Duration	Agenda	LOs
DAY 1			
09:00	0:30:00	*Arrival and registrations*	
09:30	0:10:00	Introduction to the day	
09:40	0:50:00	University-Business: striving for a more structured cooperation	LO 1
10:30	0:35:00	*Coffee break*	
11:05	1:00:00	What are the key benefits of UBC and how to activate them in your local Hub	LO 2
12:05	1:15:00	Planning your University-Business strategy in the context of the PhD Hub	LO 3
13:20	1:30:00	*Lunch Break*	
14:50	1:35:00	The European PhD Hub platform and how to use it	LO 4 / LO 5
16:25	1:10:00	PhD Hub platform: How to utilise ICT tools to develop UBC in the field of doctoral education at your institution	LO 6
17:35	0:25:00	Feedback and closing of the day	
18:00		*End of Day 1*	
DAY 2			
09:00	00:30	Welcome coffee and Introduction to the day	
09:30	1:30:00	How to address the industry in a convincing manner	LO 7
11:00	1:10:00	Planning forward-looking actions for business-driven research	LO 8
12:10	0:25:00	Feedback and closing	
12:35		*End of Day 2*	

5.2. Organisational issues

- 20-25 participants per training including the presenters - this is an ideal group size to ensure impact, yet stay focused and allow for good group discussions.
- Invitations with tentative agenda sent well ahead; training material (definitive agenda, list of participants) sent at least 1 week prior to the training event - this ensures prepared participants and management of expectations prior to the event.

- Laptop, projector, A1 paper on flipboard, A3 paper for each of the teams that will present their work - material and space needs to be adapted to the training activities.
- IT check prior to the training event, including European PhD Hub demo (if included in the training agenda).
- Allow time to reflect on teamwork - debriefing (reflection on learning outcomes) can be connected to the goals and expectations of participants.
- Review and collect all the final information from the training event - follow-up is as if not more important than preparation.