

Roadmap Overarching ambitions 2024-2027

A. Mission and objectives

In 2021 the alliance set out its ambitions in the Alliance Agenda 2021-2025. In November 2022 these long term goals were specified in more detail in the Terms of Reference for 2024 to 2027.

The alliance aims for ambitious goals: leading research institutes which add economic and societal value and a fully integrated educational landscape which prepares students for a future in which they will need to innovate acquired expertise continually and to combine this with creative skills and entrepreneurship.

These ambitions require the dedicated efforts not only of academic staff but of our whole organization. We will need to consider how we can adapt our ways of working within each institution to make collaboration across institutions easier and more effective.

In the first years of implementing the ambitions of the alliance, colleagues working over the borders of our institutions encountered a range of practical obstacles. These obstacles range from local IT issues to more fundamental questions concerning different institutional policies in a wide range of domains.

The main objective of the Roadmap Overarching Ambitions is to address these issues. This involves taking stock of issues and obstacles in each domain and proposing solutions that are aligned with the policies and organizational structure at each of the four institutions. In the process of taking stock and addressing issues, we may also encounter new opportunities to benefit from the alliance.

B. Agenda

This Roadmap addresses the following areas:

- community building
- communication
- IT
- HR
- finance
- impact

Below we discuss each area separately, and indicate the main goals and ambitions for each area.

Community building

In the past years a growing number of people has become involved in the alliance: in our research projects, in our courses, as visitor to our events and in the support organization of the alliance. These people feel inspired by the mission of the alliance and share a common goal and sense of purpose. The alliance aims to bring these colleagues together in a community where they can exchange ideas, share best practices and find new inspiration.

Overall aim 2024 – 2027: to grow and foster a community of people involved in the alliance characterized by a shared sense of purpose and high levels of trust. We will further develop our calendar of activities so that everyone involved in the alliance has the opportunity to connect

with colleagues within the community. We will develop an online platform to share information and best practices so that new colleagues can find their way more easily.

Communication

The alliance is dedicated toward bringing together stakeholders, academics and students from different backgrounds to find creative solutions to the scientific and societal challenges of tomorrow. In order to achieve this, we need to reach out and involve these target groups. Currently, a relatively small part of all students and staff at TUE, WUR, UU and UMCU are aware of the opportunities that the alliance offers, and only a small number of stakeholders is involved in alliance projects.

Overall aim 2024-2027: to reach out and involve a growing number of students, staff and stakeholders in the alliance. We will revise the communication and brand strategy of the alliance and intensify our presence in the communication channels of the four institutions. We will organize communication effectively by defining our tasks and responsibilities and collaborate closely with all groups of the alliance, including IT and Impact.

Information management and technology

Information management and technology is an integral part of modern work and has helped facilitate collaboration across institutional borders enormously. However, there are still many areas in which collaboration could be facilitated more, especially in the area of education. An inventory in 2022 identified a number of critical issues for collaboration within the alliance. The IT Roadmap contributes to the EWUU virtual organisation and to simplifying and improving collaboration within EWUU.

Overall aim 2024-2027: by 2027 many IT bottlenecks for collaboration between the alliance institutes will have been eliminated. Specifically, students will experience fewer barriers when participating in courses offered by the alliance and teachers and staff will be able to collaborate in education without experiencing hurdles. In order to achieve this we will address the critical issues that have been identified, and align possible solutions with the developments at national (Surf, other Dutch alliances) and international level (EU and European collaborations like EuroTeQ and CharmEU).

Human Resources

The alliance encourages students and staff to discover new connections between disciplines and to broaden their network. The HR policies of the institutions will support the ambitions of the alliance, with a focus on recruitment of staff, recognition and rewards, mobility of staff between the partner institutions and the exchange of best practices.

Aim 2024-2027: to ensure that HR policies are in place that support the ambitions of the alliance initiatives by addressing urgent HR issues and developing long term policies to address critical issues. Focus will be on staff recruitment and mobility and on recognition and rewards.

Finance

At the start of the alliance in 2020 a number of financial ground rules were agreed upon, focusing on the administration of collaborative research projects. Over the last three years, the experience of collaborating across the borders of our institutions has shown that, due to the

large number of projects within the alliance and the ambition to involve an increasing number of academics in alliance projects, the administration of alliance projects has become very complex. Furthermore, the ground rules that were established in 2020 did not provide guidelines for collaborating in education.

Aim 2024-2027: to develop new financial guidelines for collaboration within the alliance which take into account the growing number and complexity of alliance projects and the financial issues raised by collaborating in education.

Impact

The alliance partners have the ambition to increase the societal impact of their teaching and research by adding economic and social value. Each of the alliance partners is embedded in a thriving and successful innovation ecosystem. By bringing these ecosystems together, we can use the complementary strengths of our partners to maximise societal impact.

Aim 2024-2027: To support the overall ambition of the alliance, the Impact working group has set itself two concrete goals for the coming period: to foster innovative entrepreneurship among our staff and students, and to build cross-connections between our eco-systems by building a community of stakeholders from each eco-system.

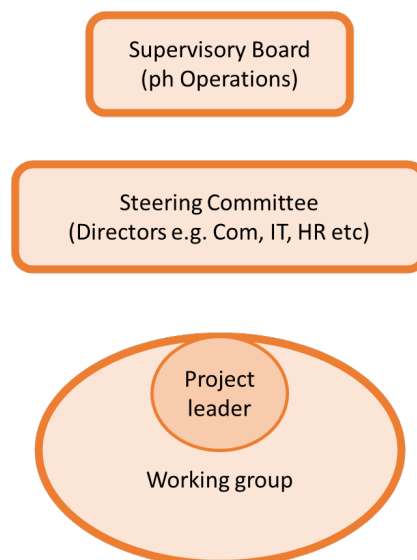
C. Milestones and deliverables

See page 5/6.

D. Governance

The Supervisory Board for this roadmap consists of the vice-presidents of TUE and UU, and the UMCU and WUR Board members with focus on operations and finance. The impact strategy will be developed under supervision of the Board member with focus on valorisation and impact.

For each domain (Community building & Communication, Information management & technology, Human resources, Finance and Impact) the Steering Committee consists of the directors of these domains at each institution.



E. Management & support

The coordinator of the alliance is responsible for the overall coordination of the roadmap.

For each domain an overall project leader will be appointed and a working group will be constituted consisting of representatives from each institution. The project leaders will be responsible for realizing the goals of each domain.

F. Accountability

Management reports on progress and finances to the Supervisory Board at least twice a year.

Management reports on progress to the Board of the alliance at the end of each (calendar) year, including a financial report.

C. Milestones and deliverables

Overall goals 2024-2027	Specific Goals	Activity	Milestones
Community building			
To foster a community of people involved in the alliance characterized by a shared sense of purpose and high levels of trust	Develop and implement an aligned calendar of activities	<p>Develop an overview of types of events and frequency of events that different members of the community would appreciate</p> <p>Propose and implement calendar of events, aligned with the event calendars of the institutions</p>	Yearly: at least three events organized specifically for the alliance community, including the yearly Alliance Conference Newsletters: 6 x per year
	Develop an online space to share information on best practices and practical know-how on collaborating within the alliance	<p>Decide on format for online platform</p> <p>Collation and structuring of content</p>	<p>2024: Overview of technical requirements Overview of content</p> <p>2025: Implementation of online platform</p>
Communication			
To reach out and involve a growing number of students, staff and stakeholders in the alliance	Raise awareness about the alliance among staff members of the alliance partners	<p>Intensify collaboration with communication departments</p> <p>Align communication strategy and activities alliance and institutions</p> <p>Mapping resources and channels institutions and deploying them efficiently</p>	<p>Alliance campaign within all institutions</p> <p>Toolkits, manuals, knowledge base in 2024</p> <p>Sharing research stories 2024-2027</p> <p>Incorporate alliance in press releases 2024 – 2027</p> <p>Films Challenging Future Generations for all research themes: one per year</p>

		<p>Facilitating ambassadors</p> <p>Visible presence at campus</p> <p>Intensify collaboration between press offices</p>	<p>Lunch & Learn sessions every month: 8 per year</p> <p>Newsletters: 6 x per year</p> <p>Public friendly edition of yearly plan alliance</p> <p>Presence at events of institutions</p>
	Raise awareness about the alliance among students	<p>Intensify collaboration with departments responsible for student communication</p> <p>Facilitate student ambassadors</p> <p>Intensifying visibility on student channels, social media</p> <p>Enable and include student advisors, teachers, programme directors</p> <p>Include students in defining our communication strategy</p>	<p>Presence at Open days 2 a year in 2024 – 2027 at market, workshops and in online means</p> <p>Presence at large gatherings of students (Introduction days, large classes, canteen etc)</p> <p>Sharing testimonials of participating students 2024- 2027</p> <p>Highlights/ stories of events with stakeholders</p> <p>Toolkits, manuals, knowledge base for educational staff in 2024</p> <p>Student panel</p>
	Reach out and involve stakeholders	<p>Identifying our stakeholders in collaboration</p> <p>Define and sharpen our story and presence</p> <p>Develop and intensify collaboration in reaching out to stakeholders</p> <p>Set up collaboration on public affairs</p>	<p>Presence and involvement of stakeholders at alliance events and activities</p> <p>Overview of priority stakeholders</p>
	Reassess brand strategy	Identifying areas of concern and bottlenecks	New brand strategy in 2024

		<p>Collaborate more closely with brand managers</p> <p>Interview our target groups</p> <p>Brand Key: plan for sharper positioning</p>	<p>Develop key message for different target groups 2024/ 2025</p> <p>Further development of brand manual and translation into means in 2024/ 2025</p>
IT			
Every year, students experience less barriers when participating in EWUU courses and teachers and staff are able to organise EWUU education without hurdles.	Support EWUU projects by translating the business needs to IT requirements and guiding solution design and realization.	<ul style="list-style-type: none"> • Support IT needs within project scope • Guiding realisation process 	<ul style="list-style-type: none"> • Description of the IT change process • Process implemented
	Solving current bottlenecks in EWUU education and collaboration to support future goals.	<ul style="list-style-type: none"> • Align course planning process so students can include EWUU courses in their timetables • Enhance functionality of EduXchange for all EWUU courses • Implement EduID for all people involved in the EWUU alliance • Make all EWUU relevant IT systems accessible through SURF Conext • Make calendar status (free/busy) and contact info visible for all people involved in the EWUU alliance 	<ul style="list-style-type: none"> • EduID implemented • Systems accessible via Conext • All EWUU courses available on EduXchange • Calendar status and contact info visible for all people involved in the EWUU alliance
	Aligning with sectoral and (inter)national developments and alliances, leveraging their scale for	<ul style="list-style-type: none"> • Guide the continuing development of SURF products like EduID, EduXchange, OOAPI and the InviteTool 	<ul style="list-style-type: none"> • Involved in the development of SURF products • Involved in NPuls activities

	the advancement of educational collaboration.	<ul style="list-style-type: none"> Getting involved in the NPuls Transformation hub Agile and efficiently organized education, and NPuls programme Sectoral IT-infrastructure. Sharing/receiving knowledge and experience with other (inter)national alliances 	<ul style="list-style-type: none"> Regular contact with counterparts in different alliances
	Developing the process maturity within EWUU, raising the CMMI level to a minimum of level 1	Describing change processes leading to the realization of IT solutions	<ul style="list-style-type: none"> Description of the IT change process Process implemented
HR			
To ensure that HR policies are in place that support the ambitions of the alliance initiatives by addressing urgent HR issues and developing long term policies to address critical issues	Recruitment and mobility	<p>Analysis of bottlenecks in recruitment and mobility</p> <p>Review of current HR practices especially in view of the 2024-2027 ambitions.</p> <p>Develop framework for recruitment and appointment of staff within alliance projects.</p>	<p>2024: analysis completed</p> <p>2025: review completed</p>
	Recognition and rewards	Sharing of best practices	
Finance			
To develop new financial guidelines for collaboration within the alliance which take into account the growing number and complexity of alliance projects and the financial issues raised by collaborating in education.		Redraft the cooperation agreement	2023: Develop draft proposal for cooperation agreement
		Redesign the financial administration of alliance projects	

Impact			
<p>To foster cross-connections between our eco-systems by building a community consisting of the most important stakeholders from each eco-system, and to ensure that students and staff of our institutions acquire the entrepreneurial skills that will help them contribute to society.</p>	<p>Support the alliance initiatives in impact and value creation</p>	<ul style="list-style-type: none"> • A support team of policy officers will be created around, who together have the right knowledge and expertise to cover the broad theme of Impact. • The members of the working group themselves will each be linked as contact points to one of the specific thematic working groups. This guarantees optimal embedding of the theme across the entire EWUU agenda. 	<p>2024: support team in place</p>
	<p>Fostering innovative entrepreneurship</p>	<ul style="list-style-type: none"> • EWUU business plan competition • Science-based spin-off creation – Faculty of Impact • EWUU Innovation vouchers • Connecting academic business incubators • Intensify collaboration between Centres of Entrepreneurship of the institutions 	<p>2024-2027: Three competitions organized with annual closing event and prizes awarded. 2024-2027: 2 joint venture teams have participated in the Faculty of Impact venture building program.</p>
	<p>Connecting eco-systems</p>	<ul style="list-style-type: none"> • Developing propositions based on the results of the ecosystems project, in close consultation with the EWUU working groups • Captains Dinner 	<p>2024-2027: 2 concepts for new propositions are developed into fully-fledged applications. 2024-2027: One Captains Dinner organised annually.</p>