Participant Handbook
Spanning Boundaries Training Programme
Autumn Cohort | September 2021 - January 2022
The information and views set out in this publication are those of the authors and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.
About Spanning Boundaries
What is Boundary Spanning?

Boundary Spanning is the “ability to understand and operate in the academic, public sector and business worlds, and even across the triple interface of the sectors” (Smart Specialisation Cohesion Policy 2014-2020).

Why Span Boundaries?

After the launch of the Europe 2020 Strategy (2010) and the Smart Specialisation and Europe’s Growth Agenda (2014), Europe has taken the path to create a more connected relationship between society, government, business and higher education to improve employment rates, productivity, social cohesion, foster innovation and sustainable growth. Within this policy context, successful engagement of the abovementioned stakeholders in synergetic relationships is deemed essential and the following question has a solid legitimate stance:

“How can universities and SMEs in particular drive deep transdisciplinary learning to co-create innovative solutions for sustainable growth?”

The co-creation of innovative solutions comes with the combination of diverse understandings and knowledge. However, the challenge here lies in the alignment of learning between the diversity of actors. The desired alignment can be achieved using Spanning Boundaries agents whose main expertise encompasses knowledge transfer/exchange between groups, cooperation enhancement/alignment as well as efficiency improvement via ideation. The deficit of such expertise is identified in various knowledge and industry sectors; however, in the EU context, an utmost urgency is identified in the interface of higher education cooperating with business and industry.

Our Goal & Objectives

We aim to empower university and business professionals to enhance their regional economic and social development contribution through closer engagement with each other and their environment.
Programme Overview
Welcome to Europe’s first dedicated training programme for individuals working to break down the barriers between academia and industry!

Spanning Boundaries is a FREE 5-month online training programme, organised in two cohorts in 2021-2022.

The dynamic programme combines international universal sessions (EU masterclasses, workshops, seminars and fireside chats), as well as several national sessions, where you reflect your process together with participants from your own country.

**COHORT ONE** ran from March to June 2021 and **COHORT TWO** runs from September 2021 to January 2022.

**How you benefit?**

<table>
<thead>
<tr>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Access to Europe’s leading experts and content on university-business cooperation</td>
</tr>
<tr>
<td>Engage in peer-learning with national and international participants</td>
</tr>
<tr>
<td>Discover tools and methods to identify and build new partnerships</td>
</tr>
<tr>
<td>Find matchmaking, joint-projects and funding opportunities</td>
</tr>
<tr>
<td>The option to accelerate your development through your own university-business cooperation project (personal application project</td>
</tr>
</tbody>
</table>

between academia + industry
Spanning Boundaries Programme (AUTUMN COHORT 2021)

AIM
To increase the amount of university-business cooperation by developing the spanning boundaries skills of
1. academics and businesses
2. intermediaries supporting cooperation

PARTICIPANTS
• About 60 people
• European cohort
• Mix of academics, business people and intermediaries

TIMING
• Pre-programme
• Commences: September 16
• Course finishes: January 14
• Final pitching: February 11
• Thursday and Friday sessions

FORMAT
• KEYSTONE Personal Application Project (PAP)
• A series of seminars, master classes and workshops (compulsory and optional)
• Mentoring sessions
Learning Formats

- **PAPs** – Personal Application Projects which allow the participant to apply learning to work
- **Workshops (W)** – Opportunities for guided working sessions directly applying material.
- **Master class (MC)** – Training focused on developing skills and specific actions they should be able to do
- **Networking events (NE)** – Structured (online) networking event, idea cafe, peer-to-peer networking
- **Mentoring (M)** – Mentoring sessions to support PAPs
- **Seminars (S)** – Concepts participants need to understand / know for UBC (knowledge development)
- **Fire-side chats (FSC)** – UBC ‘masters’ who can share their experiences
- **Hackathons** – Challenge projects and competitions
03
Programme Expectations
What are participants expected to do?

Programme pathways

<table>
<thead>
<tr>
<th>Pathway Expectations Matrix</th>
<th>Spanning Boundaries Basic Pathway</th>
<th>Spanning Boundaries Participation Pathway</th>
<th>Spanning Boundaries Accreditation Pathway</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completing Self-Assessment</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Attendance at 'compulsory' sessions</td>
<td>Yes (6 sessions)</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Completing a Personal Application Project (PAP)</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Participating in mentoring sessions</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Participation in hackathon</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Participation in staff exchange</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Submission of assignments for each module</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
</tr>
<tr>
<td>Recognition of participation</td>
<td>Certificate of attendance</td>
<td>Certificate of recognition</td>
<td>An accreditation from UIIN</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time Commitment Estimations</th>
<th>In programme (hour)</th>
<th>PAP in programme (hour)</th>
<th>Own work on PAP (hour)</th>
<th>Assessment of total work (hour)</th>
<th>Total (hour)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Basic Pathway</td>
<td>15</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>15</td>
</tr>
<tr>
<td>2. Participation pathway</td>
<td>20</td>
<td>10 of 20</td>
<td>30</td>
<td>0</td>
<td>50</td>
</tr>
<tr>
<td>3. Accreditation and Certification pathway</td>
<td>26</td>
<td>10 of 26</td>
<td>30</td>
<td>38</td>
<td>94</td>
</tr>
<tr>
<td>Attend all modules*</td>
<td>51</td>
<td>10 of 51</td>
<td>30</td>
<td>38</td>
<td>119</td>
</tr>
</tbody>
</table>

*There are 15 optional modules designed for further self-development. The marked line demonstrates the estimation of a total time commitment when the compulsory and optional modules are taken.
What are participants expected to do?

Personal Application Projects (PAPs)

Personal Application Projects (PAPs) are a keystone element that runs through the Spanning Boundaries Educational Framework, operating as the primary learning vehicle.

All participants will be required to complete a PAP.
- 10 hours minimum in programme commitment (+ Own time)
- Each participant will be supported through the programme with input and feedback to complete their PAP:
  - In-class from peers and facilitators
  - Through mentoring sessions
- Participants will present their PAP:
  - At the start of the programme
  - In the middle of the programme
  - At the end of the programme at the gala event

PAP Structure
- Personal profile (name, position, organisation)
- PAP name and duration
- Motivation
- Current situation
- Primary objective

Specific objectives
- Stakeholders involved
- Activities
- Gantt Chart
- Expected results
- Expected challenges
- Project plan

*Participants who have opted for the Basic Pathway will be exempt of PAP work*
What to expect from mentors?

Mentoring Program

Aim
To provide a vital learning opportunity (peer-learning) for participants to learn from experienced Spanning Boundary agents as they complete their PAP (practice-based learning).

Expectations from Mentors
• To ask challenging questions of the participant in their PAP execution
• To listen and provide relevant insights and advice where relevant
• To highlight good practice cases and examples where relevant
• To connect the participant to useful contacts where relevant

Rules of Engagement
• Each participant gets 4 hours of mentoring
• Mentors will receive information about participants’ PAPs before the first mentor meeting
• Mentors-Mentees can arrange their own meetings schedule
04

Full Programme Agenda
### Day 1 | September 16, 2021

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00 - 15:30</td>
<td>Introduction to the programme</td>
</tr>
<tr>
<td>15:30 - 17:00</td>
<td>Basis of UBC and UBC ecosystem</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Reading on UBC Partnerships and SBAs

*You can access each module’s content by clicking the related topics.*
## Day 2 | September 17, 2021

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 10:30</td>
<td>- The entrepreneurial skills of the boundary spanning agent</td>
</tr>
<tr>
<td>10:30 - 12:00</td>
<td>- The partnership approach</td>
</tr>
<tr>
<td>15:00 - 16:30</td>
<td>- Inspirational Speaker – Fireside Chat</td>
</tr>
</tbody>
</table>

**Assignment of the week**: Reading on UBC Partnerships and SBAs

*You can access each module’s content by clicking the related topics.*
### Time (CET) | Topic
--- | ---
14:00 - 15:30 | How to scan your environment
15:30 - 17:00 | Aligning your interests from the start

**Assignment of the week:** Develop & submit scanning mapping report

*You can access each module’s content by clicking the related topics.*
### Day 4 | September 24, 2021

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 12:00</td>
<td>Personal Application Projects (PAPs)</td>
</tr>
<tr>
<td>15:00 - 16:30</td>
<td>Tour of location</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Develop & submit scanning mapping report

*You can access each module’s content by clicking the related topics.*
Personal application projects (PAPs) are a keystone element of the programme, which will allow participants to apply the acquired through the training knowledge and skills in their own contexts, by developing and implementing a keystone university-business collaboration project.

Participants self-select the project that they would like to work on identifying something that has individual or organisational importance, which involves facilitating, support and/or undertaking cooperation between universities and businesses.

During PAP workshop, the participants will be working in smaller facilitated groups. For your presentation, each participant will:

- will have to prepare a 10 minutes pitch (with slides) that covers the following elements:
  - PAP name and its expected duration
  - Your motivation to undertake this PAP
  - Current situation
  - Stakeholders involved
  - Primary objective of the PAP
  - Specific objectives of the PAP
  - Activities that you will be undertaking
  - Timeline (presented as a GANNT chart)
  - Expected results
  - Expected challenges/obstacles

- get 10 minutes after your pitch for Q&A session with other participants and group facilitators.
<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00 - 15:30</td>
<td>Evaluating knowledge and identifying opportunities and markets</td>
</tr>
<tr>
<td>15:30 - 17:00</td>
<td>How to acquire resources for UBC</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Interview a relevant SB stakeholder & submit reflections

*You can access each module’s content by clicking the related topics.*
### Day 6 | October 22, 2021

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 10:30</td>
<td>• Personal Application Projects (PAPs) workshop</td>
</tr>
<tr>
<td>15:00 - 16:30</td>
<td>• Inspirational speaker and networking event</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Interview a relevant SB stakeholder & submit reflections

*You can access each module’s content by clicking the related topics.*
<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 10:30</td>
<td><strong>Co-creation Hackathon: Challenge - Stage 1: Empathise</strong></td>
</tr>
<tr>
<td>11:00 - 12:30</td>
<td><strong>Co-creation Hackathon: Challenge - Stage 2: Define</strong></td>
</tr>
<tr>
<td>13:30 - 15:00</td>
<td><strong>Co-creation Hackathon: Challenge - Stage 3: Ideate</strong></td>
</tr>
<tr>
<td>15:30 - 17:00</td>
<td><strong>Co-creation Hackathon: Challenge - Stage 4: Prototype</strong></td>
</tr>
</tbody>
</table>

*You can access each module’s content by clicking the related topics.*
<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00 - 15:30</td>
<td>Initiating partnerships</td>
</tr>
<tr>
<td>15:30 - 17:00</td>
<td>Building a vision</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Develop a cooperation manifesto

*You can access each module’s content by clicking the related topics.*
Day 9 | November 19, 2021

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 10:30</td>
<td>Personal Application Projects (PAPs) workshop</td>
</tr>
<tr>
<td>15:00 - 16:30</td>
<td>Inspirational speaker and networking event</td>
</tr>
</tbody>
</table>

Assignment of the week: Develop a cooperation manifesto

*You can access each module’s content by clicking the related topics.
## Day 10 | December 9, 2021

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00 - 15:30</td>
<td>How to negotiate in the knowledge and tech transfer space</td>
</tr>
<tr>
<td>15:30 - 17:00</td>
<td>How to embed industry in education</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Develop & submit reflection paper

*You can access each module’s content by clicking the related topics.*
### Assignment of the week: Develop & submit reflection paper

*You can access each module’s content by clicking the related topics.*
<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>14:00 - 15:30</td>
<td>Measuring UBC outputs, outcomes and impact</td>
</tr>
<tr>
<td>15:30 - 17:00</td>
<td>How to pitch your initiative</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Develop case study from PAP

*You can access each module’s content by clicking the related topics.*
### Day 13 | January 14, 2022

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 - 10:30</td>
<td>- Championing a UBC culture</td>
</tr>
<tr>
<td>10:30 - 12:00</td>
<td>- Personal Application Projects (PAPs) workshop</td>
</tr>
<tr>
<td>15:00 - 16:30</td>
<td>- Inspirational speaker and networking event</td>
</tr>
</tbody>
</table>

**Assignment of the week:** Develop case study from PAP

*You can access each module’s content by clicking the related topics.*
### Day 14 | February 11, 2022

<table>
<thead>
<tr>
<th>Time (CET)</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>9:00 onwards</td>
<td>Full day PAP presentations</td>
</tr>
</tbody>
</table>

**Final assignment:** Develop and submit final PAP report

*You can access each module’s content by clicking the related topics.*
05

Modules at a Glance
Modules at a Glance

Pre-programme

Why UBC?
Insights into the potential benefits and long term impacts from working successfully with (1) universities OR (2) business.

Introduction to UBC
Including a basic description of what university-business cooperation includes and how it creates impact from knowledge. Definition and activities, barriers, and drivers.

Introduction to innovation, R&D and transfer processes
Including the innovation pipeline, the research process and how and when transfer/exchange occurs. As well as including technology readiness levels and the commercialisation process.
Introduction to the Programme
Welcome to the participants, description of the training programme, its core elements, a short intro into the project, and introduction of the participants for the get to know each other and facilitators.

Basis of UBC and UBC ecosystem
Including a basic description of what does university-business cooperation includes and how it creates impact from knowledge. Definition and activities, barriers, and drivers.

The entrepreneurial skills of the boundary spanning agent
Including a presentation of the Boundary Spanning agent masteries, principles of entrepreneurial behaviour and mindset, and examples of entrepreneurial Spanning Boundaries agents.

The partnership approach
Introducing what partnerships are, the barriers to cooperation, understanding the motivations and benefits of your partners, the strategic partnership stairway, and examples of different levels and types of partnerships.
How to scan your environment?
Scanning the internal university or business environment and identifying core assets, mapping the external ecosystem, and identifying core stakeholders.

Aligning your interests from the start
Scanning your own needs and challenges to be addressed through university-business cooperation, a framework for aligning expectations between partners and speaking a common language.

Personal Application Projects (PAPs) workshop
Prior to the programme commencement, participants will receive instructions about the PAP and will come to the session with a concrete idea for their PAPs. The participants’ PAPs will then be shaped up and framed in the session.
Modules at a Glance

October 21st – 22nd

Evaluating knowledge and identifying opportunities and markets
Identifying your target partner, developing partner personas and end-users, identifying beachhead partner, describing the value offered, identifying potential external opportunities.

How to acquire resources for UBC
Identifying sources of funding for different kinds of partnerships and collaborations both on national and European levels, resource & ecosystem mapping for building collaborations.

Personal Application Projects (PAPs) workshop
Prior to the programme commencement, participants will receive instructions about the PAP and should come to the session with a concrete idea for their PAPs. The participants’ PAPs will then be shaped up and framed in the session.

Inspirational speaker and networking event
Fireside chats with UBC masters who can share their experiences.
Modules at a Glance

October 28th

Co-creation Hackathon

Creating novel solutions for the real-life challenges of participants' university-business cooperation context.
Modules at a Glance

November 18th – 19th

How to initiate partnerships
Identifying whom to approach and their expectations, establishing how to initiate collaboration and how to engage with your partners.

Building a vision for cooperation
Using foresight tools, participants in groups (mixed academic / business / intermediary) establish an ideal vision of collaboration, then work backwards to identify concrete actions to take in the present to achieve the established vision.

Personal Application Projects (PAPs) workshop
Prior to the programme commencement, participants will receive instructions about the PAP and should come to the session with a concrete idea for their PAPs. The participants’ PAPs will then be shaped up and framed in the session.

Inspirational speaker and networking event
Fireside chats with UBC masters who can share their experiences.
# Modules at a Glance

**December 9th – 10th**

<table>
<thead>
<tr>
<th>Module</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>How to negotiate in the knowledge and tech transfer space</td>
<td>Negotiating deals and contracts, which is at times an essential part of the boundary spanning process. Covers basics of negotiation in the knowledge and tech transfer space, including contracting, knowledge &amp; tech transfer milestones, etc.</td>
</tr>
<tr>
<td>How to embed industry in education</td>
<td>Fundamentals of education-driven UBC and work-based learning projects, best practice examples across different types of cooperation providing insights on how to engage industry partners in education design and delivery.</td>
</tr>
<tr>
<td>How to manage knowledge transfer</td>
<td>Guiding through the basic processes of knowledge and transfer processes, gaining insights into patenting, licensing, and general IP regulations, tips and tricks on negotiating a successful deal.</td>
</tr>
<tr>
<td>Managing partnerships and knowledge projects</td>
<td>Management basics specific to the knowledge-intensive and UBC partnerships, using The Partnership Stairway for managing relationships and projects, etc.</td>
</tr>
<tr>
<td>PAP networking among participants</td>
<td>Networking session between the participants to share insights and progress of their PAPs.</td>
</tr>
</tbody>
</table>
## Modules at a Glance

**January 13th – 14th**

<table>
<thead>
<tr>
<th>Measuring UBC outputs, outcomes and impact</th>
<th>How to pitch your initiative</th>
<th>Championing a UBC culture</th>
<th>Personal Application Projects (PAPs) workshop</th>
<th>Inspirational speaker and networking event</th>
</tr>
</thead>
<tbody>
<tr>
<td>Learning how to measure UBC using the logic model and other project management tool and improve UBC by introducing support mechanisms.</td>
<td>Tips and tricks on pitching your initiative in a compelling and attractive way.</td>
<td>Leading organisational change in an institution to develop a more entrepreneurial and engaged culture encouraging and supporting UBC.</td>
<td>Prior to the programme commencement, participants will receive instructions about the PAP and should come to the session with a concrete idea for their PAPs. The participants’ PAPs will then be shaped up and framed in the session.</td>
<td>Fireside chats with UBC masters who can share their experiences.</td>
</tr>
</tbody>
</table>
Facilitators & Mentors
Alexandra Zinovyeva

Alexandra is a higher education specialist with a focus on entrepreneurial and practice-based learning and teaching, inter-and multidisciplinary education and life-long learning, engaged universities and university-industry-society interaction. In her current position as the Manager EU Projects at UIIN, Alexandra oversees and undertakes research activities in a wide array of the European-wide collaborative projects fostering the new generation of better-connected and “future-proof” higher education institutions. Alexandra holds an MSc in Higher Education Management, BA in Education and has previously exercised her passion for education as a curriculum design advisor and an educator herself.
Arno Meerman is the founder and CEO of the University Industry Innovation Network, a leading network that conducts research, provides events and training, and consults government, universities and industry on university-industry interaction. In his role, Arno has built UIIN to one of the largest networks on university-industry interaction globally. Arno actively works with the European Commission, universities, and other government bodies towards professionalisation of university-industry relationships, entrepreneurial universities and partnerships. He has designed and led a number of UIIN’s research projects for the European Commission and professional training programmes on entrepreneurial education, innovation alliances and university-business cooperation.
Balzhan Orazbayeva

Balzhan Orazbayeva is the strategic initiatives manager at UIIN. In this role, she designs and delivers innovative training, consultancy concepts and models to develop more engaged and entrepreneurial universities. Balzhan has undertaken research around university-business collaboration and social innovation and has run a number of training programmes and workshops around entrepreneurial universities, future of universities and university-business collaboration. Balzhan holds a doctoral degree from the Free University Amsterdam (VU Amsterdam), where she focused on the engagement of academics and businesses in education-driven university-business collaboration.
Facilitator & Mentor

Cameron J. McCoy

Cameron J. McCoy is Vice President and Vice Provost for Strategic Initiatives at Lehigh University. Dr. McCoy completed his graduate studies at the University of Oklahoma, M.A. (Organisation Leadership), Doctoral (Interdisciplinary), and his undergraduate degrees (History, Social Studies, and Architectural Studies) at Washington State University, *cum laude*. His research interests combine economics and educational administration in evaluating university organisational economic engagement approaches. He frequently speaks on university-business collaboration and serves on the editorial board for University-Industry Magazine. Cameron served the Boards of Directors for the Kiss Institute of Practical Robotics, the Association of University Research Parks, American Red Cross of the Lehigh Valley, University-Industry Innovation Network, the Accreditation Council for Entrepreneurial and Engaged Universities, and the Network of Academic Corporate Relations Officers. McCoy is also a graduate of the Academy for Innovative Higher Education Leadership and the OU Economic Development Institute.
Clara Plata Ríos graduated in Physics (PhD) and in Optics from the University of Granada. Since 2010 she has been working on project designing and management at the University of Málaga, having worked on topics such as Smart Campus, Innovation, Entrepreneurship and Circular Economy. Clara has developed many projects in the University-Industry environment. Currently she combines this work with the development of Circular Economy projects and research activities as Operations and Technology Manager in the company IPStar SEMiLLA, which is linked to the European Space Agency.
Facilitator

Doğan Taşkent

Doğan Taşkent holds a BSc. in Electronical Engineering from ETH Zurich and MS from NYU-Polytechnic School of Engineering. After joining MIT for research, Doğan has worked as CTO at the Lucent Technologies, Istanbul Office. He then joined Arkan & Ergin Corporate Finance for start-up valuation on renewable energy projects. He is currently supporting Mentors Network Turkey and Atabay Pharmaceuticals and Fine Chemicals as a board member responsible for technology and innovation. He has listened to 2500+ startup projects, mentored 300+ start-ups, been involved in the establishment of 100+ startups, worked with 55 technology transfer offices, and offered 200+ seminars. He is founding President of MIT Enterprise Forum in Turkey, an active member at the Advisory Board of the Endeavor Turkey, and a founding Board member of the Ege University Technopark. He has been Chairman of the Board at the Swiss Chamber of Commerce in Turkey and also the Vice-President at the Foreign Economic Relations Board responsible for Switzerland.
Elif Celik

Elif Celik is a Lecturer in Technology-based Entrepreneurship at Delft University of Technology, the Netherlands, as a part of the team of Delft Centre for Entrepreneurship. In addition to her teaching and coaching role in her current position, she is active in developing new educational programmes on entrepreneurship, engaging with the relevant stakeholders at the university and beyond, and participating in the projects that help various types of institutions in their capacity development and ecosystem engagement in their region.

Prior to TU Delft, she worked as Business Developer at UIIN, and as Program Manager at ITU GINOVA, Centre for Entrepreneurship and Innovation. Elif holds a BSc in Business Administration and a MSc in Research and Innovation in Higher Education. Currently, she currently pursues a PhD on management and organization at ITU focusing on national entrepreneurial ecosystems.
Hacer Tercanli (MA, MSc) works as a Research Associate at Science to Business Marketing Research Center (S2BMRC) of Münster University of Applied Sciences, Germany and pursues joint doctorate studies at the Centre for Higher Education Policies (CHEPS) at the University of Twente, Netherlands. Next to her academic work, Hacer is involved in business development in her organisation, mobilising her team’s expertise, passion and interests around the common vision of the center, and helping expand the teams internal and external networks for new projects and knowledge partnerships. Hacer has taken up various roles in both business and academia in the past 10+ years, across Europe and in the US, as an instructor, academic coordinator and European projects manager.
Jochen Barth

Jochen is an experienced management consultant with over 10 years of experience and has advised over 100 organizations and SMEs, as well as multinationals, spanning all sectors, in a variety of topics, including business model innovation, talent development, and change management. Jochen is Director for Employability at UIIN and Managing Consultant at CINOP where he leads the Learning & Development team. As Managing Director of the Service Science Factory at Maastricht University, which established itself as a best practice for entrepreneurial universities, he gained extensive experience in triple-helix programmes. He is also a lecturer of the module “Vision Modelling” at the RWTH Aachen, for the executive course Business Transformation Manager.
Mentor

Kari Mikkelä

Kari has over 30 years of academic, corporate, and NGO experience in learning, innovation, and business. He has worked in a variety of capacities specialised in innovation orchestration, user-driven RDI, and digitally-enabled services co-creation. Among other things, he has orchestrated 15 years of digital learning services development in the European University-Enterprise collaboration context. Kari has worked as an in/out-sourced external advisor, coach, executive producer, and entrepreneur. Kari is co-founder of Urban Mill Innovation Platform, a privately-run open public-private-people co-creation platform co-initiated by the City of Espoo and Aalto University. Its approach is demonstrated by over 150,000 engagements, 3500 events, and 200 teams since 2013. Urban Mill uses a thematic approach, agile orchestration, and co-creation methods to advance societal transformation.
Mikko Korpela is working as a director and a partner in Crazy Town Ltd. In his job, Mikko helps to build a co-working community for freelancers, solopreneurs, micro-sized companies and others, who want to go further together rather than alone. Crazy Town community consists of 200+ companies and 450+ experts. Currently, Crazy Town operates four locations across Finland – Jyväskylä, Tampere, Hämeenlinna and Pori. Thousands of people participate in their events yearly and they keep growing. Mikko is also trying to find new ways to generate idea flow inside HEIs. He believes this knowledge capital can be transformed better into new business ideas and ventures. Furthermore, Mikko is interested in IPR, pre-funding methods of student start-ups, the productivity of short-term funding and more concrete ways to utilise social capital.
Rafael Ventura

Rafael Ventura is Vice-Chancellor for Innovation and Entrepreneurship and Associate Professor in Business Administration. Ventura joined the University of Málaga in 1995, and he has been visiting research fellow at the Technical University of Delft (Netherlands) and the University of Stockholm (Sweden). He has received a Ph.D. Prize and Spin Off Award at the University of Málaga. Ventura teaches entrepreneurship, small business management and strategic management. His current research interests are in the areas of entrepreneurship, innovation in business models, social responsibility, the economy of culture, and new organisational forms derived from information technology and communication. His research has been presented and published in the proceedings of regional, national and international conferences and in peer-reviewed journals.
Dr. Robert Wagenaar (1956) is Director of the International Tuning Academy at the University of Groningen (NL), which is an education and research centre with focus on the reform of higher education programmes. It runs a bi-annual ERA, SCOPUS, ERIC and Web of Science indexed Tuning Journal for Higher Education. Since 2005 he is the president of the interdisciplinary and international Erasmus Mundus Joint Master Degree Euroculture. From 2003 until mid-2014 he was director of Undergraduate and Postgraduate Studies at the Faculty of Arts of the same University. He has been involved in many international initiatives such as the development of ECTS since 1989 and two overarching European qualifications frameworks. Recent projects are –among others– (CALOHEE) (2016-) and (WEXHE) (2017-2019).
Mentor

Rolf Laakmann

Rolf started working at FH Münster as Referent to the Vice-President for Knowledge Transfer and Partnerships in 2009. After two years, he took a position as Senior Project Manager at the university’s central innovation and project development company TAFH Münster GmbH. Here he worked at the intersection of academia, business and public to ultimately foster the impact of innovation in society. Today, Rolf is TAFH’s Director for International Projects and part of the management team of the company.
Sarah Jaber

Sarah is an experienced consultant, and has advised universities in Australia and Europe on issues relating to university-industry engagement, institutional strategy and performance, and research funding. Through her previous roles as a manager at KPMG Australia and at the University of Melbourne’s research, innovation and commercialisation department, Sarah brings a strong understanding of the higher education and research landscape. In her current role as a business development manager at UIIN, Sarah’s focus is on driving UIIN’s advisory concepts and projects, including designing new ways to support universities with their challenges.
Sofía Louise Martínez-Martínez

Sofía is graduate in Business Management and Law with a master's degree in Applied Sociology. Sofía is an Entrepreneurship and Innovation researcher at the Chair of Sustainable Entrepreneurship of the University of Málaga, linked to the Vice-rectorate of Social Innovation and Entrepreneurship (Link by UMA-Atech). Sofía is also a member of the GEM (Global Entrepreneurship Monitor) research group of Spain and a PhD student in Business and Economics. Sofía has experience in developing different activities to foster the entrepreneurial spirit among the university community and university-business collaboration (e.g. Explorer International Entrepreneurship programme, University-Business Ecosystem Forum, UC Berkeley Global Partnership Programme). Her main research interests include entrepreneurial competences and human capital, academic spinoffs, entrepreneurial universities, social capital and entrepreneurial culture.
Facilitator & Mentor

Sue Rossano-Rivero

Dr. Sue Rossano-Rivero is a Junior Professor on “Entrepreneurship and International Business Development” at the FH Münster. Sue is the head of a research line entitled “Science-to-Business” and manages a number of researchers. At the same time, Sue is responsible for “New International Business Development and Market Research” at the company P&M Cosmetics GmbH & Co. KG. Sue is an expert on the role of higher education in entrepreneurship. Her research has approached the topic of entrepreneurship from a networking perspective, always focusing on social value, in addition to economic value creation. Sue is passionate about creating value through interactions among science, business, and society.
Prof. Dr. habil. Thomas Baaken is a Senior Professor in 2B-Marketing at Münster School of Business. Thomas served as Vice President of Research and Technology Transfer at this University and in 2002 he founded the “Science-to-Business Marketing Research Centre” (S2BMRC), which is creating Marketing Strategies and Tools on how to market research, how to run university-business cooperation and how to enhance Science-to-Business/ Science-to-Society. Thomas is a member of advisory boards such as “International Marketing for German Research”. Thomas has been involved in studies such as “The state of University-Business Cooperation in Europe” in 2010/11 and 2017/18 both for the European Commission, as well as other studies such as the PwC study “Entrepreneurship Hubs in 19 Countries of Europe. The S2BMRC is currently self-sustainable and employs around 30 researches from 18 different countries on Third Party funds.
Todd Davey has consulted to the European, Australian and Vietnamese Government, multiple universities and is the author of the book ‘Entrepreneurship at Universities’. Formerly a Senior Manager with Deloitte Australia’s Technology Commercialisation Group and Strategy & Business Development Manager for one of Australia’s fastest growing start-ups, Todd ‘switched sides’ to work within academia. Todd is an Associate Professor of Entrepreneurship at the Institut Mines-Télécom Business School in Paris and a visiting researcher at Imperial College (UK), Technical University of Vienna (AUT) and the University of Adelaide (AUST) in the topics of entrepreneurship and innovation.
Facilitator & Mentor

Toni Pienonen

Toni Pienonen more than a decade worth of experience in facilitating university-business cooperation events, trainings and hackathons, as well as in designing & managing interventions, collaboration and hubs that connect business, universities and regional developers together. Toni is one of the key people behind Crazy Town, a community of 250 companies and teams that cooperate, learn new and grow their business together. Furthermore, he is well-versed in the issues of co-working and regional development ecosystems and has participated in more than a dozen appraisals of UBC, and also the societal impact of projects. Toni has hands-on experience in startup entrepreneurship, including that related to partnerships and business development, project administration and management.
Facilitator & Mentor

Victoria Galan Muros

Dr. Victoria Galan-Muros is a leading consultant, policy advisor and researcher in the areas of higher education management and policy, university-business cooperation, employability, lifelong learning and innovative regions. Victoria has worked in the interface between universities, business and policymakers for over a decade in 30+ countries and co-authored 60+ consulting reports for the European Commission, OECD, OEI, governments and universities, as well as 40+ scientific publications. She has been invited to lecture at 12 universities, speak at 80+ events and deliver professional workshops internationally. Previously a policy analyst at the OECD (Paris), a senior associate consultant at Technopolis Group (London) and the research director at the Global Institute on Innovation Districts (New York), Victoria is the co-founder and CEO of the Innovative Futures Institute.
Facilitator

Zeynep Erden Bayazıt

Zeynep Erden Bayazıt graduated from Boğaziçi University and holds her master’s degree in Business Administration from Marmara University and PhD from Sabancı University. Academically, she has been a member of the faculty at Management Engineering Department at Istanbul Technical University since 2006. Her work is focused on organisational theory and entrepreneurship. She has been teaching management and entrepreneurship courses at undergraduate and graduate programmes. Since 2014, she has been acting as the founding academic director at ITU GINOVA Centre for Entrepreneurship and Innovation. She is also the founder of COYAG, an initiative supporting children with cancer.
The information and views set out in this publication are those of the authors and do not necessarily reflect the official opinion of the European Union. Neither the European Union institutions and bodies nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.