

Universities in the Knowledge Economy



Universities in the
Knowledge Economy

IMPLEMENTATION HANDBOOK

Version 2-1, 26 October 2014,



EU Marie Curie
Initial Training Network (ITN)
7th Framework programme



Year 1, UNIKE M1-12 (February 2013-January 2014)

Training Event		WP	Scientific Training	Complementary Training	Aspect of doctoral education	Lead	Month	Dates
No.2	Workshop (DK)	WP1	4a: Global processes and regional spaces	5e: International networking and collaboration	a.History of policy debates	AU	M9	14-18 October 2013

Scientific Training

a. Global processes and regional spaces. New ways of conceptualising the diverse and overlapping regional spaces that governments and universities are forming in Europe and the Asia Pacific Rim (UB, AP6 APRU, AP11 UoA). Techniques of modelling and mapping needed to grasp them (UB).

Complementary Training

e. International networking and collaboration: Membership of their ESR-led WP team will give ESR/ERs experience of international networking and collaboration in distant teams. It will be especially the role of ER1 UB to not only provide technical know-how for electronic networking, but to provide expertise in the facilitation of teams and the creation of scholarly communities at a distance.

Aspect of doctoral education

History of policy debates about doctoral education in Europe and the USA: Central tension between wanting students to be fired up to produce original, disciplinary research, and wanting a cadre of generic social science researchers. The sessions will not only focus on the policy debates at the European level, but all partners will be invited to contribute information about changes they have witnessed in their own institutions from the late 1990s onwards.

Other activities		WP	Lead	Month	Dates
No. 1	Kick-off event (DK)	WP0	AU	M5	3-4 June 2013

Milestones and deliverables			Lead	Due		
WP0	M1	ESRs and ER1&2 appointed	All FPs	M12 – Jan 2014		
WP0	D0.1	Recruitment plan	AU	R	RE	M1
WP0	D0.2	Website	AU	O	PU	M2

WP0	D0.3	Kick-off event	AU	E	RE	M5
WP1,WP2,WP3	D1.1	Workshop	AU	E	RE	M9
WP8	D8.1	Research, training, dissemination and progress report	AU	R	PU	M12

Reporting		Lead	Other Participants	Due
Progress report	M1-12, activity report, template in SESAM	AU	FP	M12 + 60 days
Declaration of Conformity	Online document in SESAM	FP		When appointing ESR/ER

Relevant work packages		Type of Activity	Organisers	Participants	Start	End
WP0	Start up	Training	AU	FPS, AP11 UoA	M1 - Feb 2013	M9 - Jan 2014
WP1	Concepts and theories	Research	UB/LU	AU, ESR1, ESR2, ESR3, ESR 9, ESR12	M6 - Jul 2013	M48 - Jan 2017
WP2	Trends and developments	Research	UB/ENS	AU, ESR4, ESR5, ESR10, ER1, ER2	M6 - Jul 2013	M48 - Jan 2017
WP3	Policies and practices	Research	RU/ AU/ UPORTO	ENS, ESR6, ESR7, ESR8, ESR11, ER3	M6 - Jul 2013	M48 - Jan 2017
WP4	Training programme	Training	AU	All	M9 - Oct 2013	M48 - Jan 2017
WP5	Dissemination & Outreach	Dissemination & Outreach	UB	FPS, AP11 UoA, ESRs, ERs	M9 - Oct 2013	M48 - Jan 2017
WP7	Evaluation	Training	AU	FPS, ESRs, ERs	M1 - Feb 2013	M48 - Jan 2017
WP8	Management	Management	AU	FPS, AP11 UoA	M1 - Feb 2013	M48 - Jan 2017

Year 2, UNIKE M13-24 (February 2014-January 2015)

Training Event		WP	Scientific Training	Complementary Training	Aspect of doctoral education	Lead	Month	Dates
No. 3	Workshop (UK, UB)	2	4d: Ranking and governance	5b: Publishing in different genres	e. Working for/researching in d. other organisations	UB	M14	24-26 February 2014
No. 4	Summer school (SLO)	1	4b: Policy travel	5b/c: Publishing in different genres/ Entrepreneurship and grants	d. Partners own practice	LU	M18	7-11 July 2014
No. 5	Workshop (UK, RU)	3	4e: Management technologies	5f: Conference Management	f. Academic Freedom	RU	M20	8-12 September 2014

Scientific Training

d. Ranking and governance. Understanding new forms of governance and how their mechanisms (rankings, citations) operate across scales - ‘world’, national, institutional, individual (AP1 THE, FP5 UPORTO, FP1 AU). Statistical skills to analyse their operation (FP2 UB’s Centre for Multi-level modelling).

b. Policy travel. A conceptual grammar for analysing policy movement across space (FP2 UB) and an ‘anthropology of policy’ to trace transformations across scales (FP1 AU, AP11 UoA). Techniques for analysing policy terms, texts and power relations (FP1 AU, AP11 UoA , AP15 UCSB).

e. Management technologies. Gaining much greater purchase on the shifts in roles, power relations and values within universities by combining analysis of the sociology and politics of higher education (FP4 LU, FP5 UPORTO) with critical management accounting (FP3 RU, AP13 UP) and anthropologies of organisations (FP1 AU, AP16 CU). This entails technical skills in analysing budgeting processes and financial flows (FP3 RU).

Complementary Training

b. Publishing in different genres: The package will take ESR/ERs through the processes of publishing in different formats, with consideration of the audiences they reach. Genres include: book (AP2 BB), article (AP2 BB and AP5 Routledge), on-line, open access (e.g. invite Gustavo Fischman, Arizona State, editor of open access journal *Education Policy Analysis Archives* or Gerald Jackson, Editor, NIAS Press based at Copenhagen University and publishing for the Asian academic market www.niaspress.dk)

c. Entrepreneurship and grants: creating a consortium and planning a project application writing and the support available for universities’ research support staff

f. Conference Management: Each ESR and ER will be a member of the organising team for a UNIKE workshop or summer school, responsible for contacting speakers, designing the programme, liaising with the local administrator and programme manager, and acting as chair and respondent in sessions. Additionally the fellows will be learning on how best to organise an international conference using our own joint event in Auckland as example.

Aspect of doctoral education

Working for/researching in other organisations: giving an insight into arrangements for secondments, using secondments to provide empirical research data, producing an output for the sponsoring organization etc.

Partners own practice and Trends in modernising Doctoral Education: Explore our own and our institutions' practices of doctoral education and how to feed UNIKE's insight into our own organisations.

Academic Freedom: how does what count as knowledge get controlled by regimes of management? How does the measuring of universities through standards and targets change the meaning of academic responsibility? How do those contexts impact on what PhDs are able to do and think?

Other activities	WP	Lead	Other participants	Due
One press release on summer school highlighting the topic and findings	WP5?	LU?	?	M18 - July 2014

Milestones and deliverables			Lead	Due		
WP4	M2	All ESR/ERs have met mentor to agree Individual scientific, training & career plan	AU	M18 – Jul 2014		
WP1	M3	WP1 workshop and summer school completed	AU/LU	M19 - Aug 2014		
WP2	D2.1	Workshop no. 3	UB	E	RE	M14
WP1	D1.2	Summer School no. 4	LU	E	PU	M18
WP4	D4.1	ESR/ER mentor meeting	AU	O	CO	M18
WP7	D7.1	Formative evaluation	AP16	R	RE	M18
WP5	D5.1	Dissemination & outreach plan	UB	O	PU	M18
WP3	D3.1	Workshop no. 5	RU	E	RE	M21
WP8	D8.2	Research, training, dissemination and financial report	AU	R	PU	M24

Reporting		Lead	Other Participants	Due
Mid-term review	1 day meeting	AU	FPs, ESRs and ERs (project presentations), repr. for AP, evaluator, EU project officer	M22
Progress Report	Report on activities, template in SESAM	AU	All FP	M21
Mid-term Assessment questionnaire	Online questionnaire in SESAM	AU	All ESRs and ERs	M21
Periodic report (P1)	Report on project progress and financial statements. Template in SESAM and FORCE (Form C)	AU	All FP	M24 + 60 days

Relevant work packages Y2		Type of Activity	Organiser	Participants	Start	End
WP1	Concepts and theories	Research	UB/LU	AU, ESR1, ESR2, ESR3, ESR 9, ESR12	M6 - Jul 2013	M48 - Jan 2017
WP2	Trends and developments	Research	UB/ENS	AU, ESR4, ESR5, ESR10, ER1, ER2	M6 - Jul 2013	M48 - Jan 2017
WP3	Policies and practices	Research	RU/ AU/ UPORTO	ENS, ESR6, ESR7, ESR8, ESR11, ER3	M6 - Jul 2013	M48 - Jan 2017
WP4	Training programme	Training	AU	All	M9 - Oct 2013	M48 - Jan 2017
WP5	Dissemination & Outreach	Dissemination & Outreach	UB	FPs, AP11 UoA, ESRs, ERs	M9 - Oct 2013	M48 - Jan 2017
WP7	Evaluation	Training	AU	FPs, ESRs, ERs	M1 - Feb 2013	M48 - Jan 2017
WP8	Management	Management	AU	FPs, AP11 UoA	M1 - Feb 2013	M48 - Jan 2017

Year 3, UNIKE M25-36 (February 2015-January 2016)

Training Events		WP	Scientific Training	Complementary Training	Aspect of doctoral education	Lead	Month	Dates
No. 6	Summer/winter school (NZ)	1,2,3				UoA	M25	2.-14.Feb. 2015
No. 7	Summer school (P)	3	4f. Figures in the higher education landscape	5d. International conferences.	b. Governance narratives reshaping doctoral education	UPORTO	M29	29 June – 3 July 2015
No. 8	Winter school (F)	2	4c. Mapping knowledge economies	5a: Genres of research writing	c. Specificity of social science doctorates	ENS	M33	26 -31 Oct. 2015

Scientific Training

f. Figures in the higher education landscape. How to analyse transformations of the figure of the manager, academic, student, and the university itself - do people simply take on a new garb designed by policy makers, or are they actively involved in negotiating their own roles and the meaning of the university itself? A structured knowledge exchange between perspectives from anthropology, sociology of education, geography and philosophy .

c. Mapping knowledge economies. Scoping the emergence of a new higher education policy sector as encompassing state, private and socio-economic actors and techniques for mapping and visualising these networks.

Complementary Training

d. International conferences. Each ESR will be funded to participate in two international conferences and each ER to participate in one. Abstract writing will be part of the workshop on writing genres (above) and feedback on papers to UNIKE workshops and summer schools will develop ESR/ERs' presentation skills.

a. Genres of research writing: All ESR/ERs will be tutored in writing an abstract, thesis, article (UB, AU are journal editors), report (LU is author of numerous reports for EU, Bologna Ministerial meeting), op ed (AP1 Deputy Editor of Times Higher Education) and blog (UB runs a well-respected academic blog)

Aspect of doctoral education

b. Governance narratives reshaping doctoral education: Schools and courses are redesigned to fit governance systems and New Public Management narratives. What kind of research/er do these courses presuppose?

c. Specificity of social science doctorates: does European social science have an uncertain future – when it is subject to political experiments, research training is more generic and only 50% of PhDs go on to become academics? What is happening in the rest of the world?

Other activities	WP	Lead	Other participants	Due
One press release per summer school highlighting the topic and findings	WP5	UoA, UPORTO, ENS	AU	M25, M29, M33
The ESR-led groups for each WP to use wiki or podcast or video interview to present their research on www.unike.au.dk	WP5	ER1	All ESRs and ERs	M23-28 (NZ Summer School)

Milestones and deliverables			Lead	Due		
WP2	M4	WP2 workshop and summer school completed	BU/ENS	M35 - Dec 2014		
WP3	M5	WP3 workshop and summer school completed	RU/UP/AU	M31 - Aug 2014		
WP1,WP2,WP3	M6	Auckland summer school completed	AP17	M28 - May 2014		
WP1,WP2,WP3	D1.3 D2.2 D3.2.	Auckland Summer School no. 6(NZ)	AP17	E	PU	M25
WP3	D3.3	Summer School no. 7	UP	E	PU	M29
WP4	D4.2	ESR/ER mentor meeting	AU	O	RE	M29
WP7	D7.2	Formative evaluation	AP16	R	RE	M29
WP2	D2.3	Winter School no. 8	ENS	E	Public	M33
WP6	D6.1	Proposal for Erasmus Mundus PhD, roadmap beyond UNIKE	AU	R	RE	M33
WP8	D8.3	Research, training, dissemination and financial report	AU	R	Public	M36
WP5	D5.2	UNIKE book proposal	AU	O	RE	M36

Reporting		Lead	Other Participants	Due
Progress report	M1-36, template in SESAM	AU	FP	M36 + 60 days

Relevant work packages Y3		Type of Activity	Organiser	Participants	Start	End
WP1	Concepts and theories	Research	UB/LU	AU, ESR1, ESR2, ESR3, ESR 9, ESR12	M6 - Jul 2013	M48 - Jan 2017
WP2	Trends and developments	Research	UB/ENS	AU, ESR4, ESR5, ESR10, ER1, ER2	M6 - Jul 2013	M48 - Jan 2017
WP3	Policies and practices	Research	RU/ AU/ UPORTO	ENS, ESR6, ESR7, ESR8, ESR11, ER3	M6 - Jul 2013	M48 - Jan 2017
WP4	Training programme	Training	AU	All	M9 - Oct 2013	M48 - Jan 2017
WP5	Dissemination & Outreach	Dissemination & Outreach	UB	FPs, AP11 UoA, ESRs, ERs	M9 - Oct 2013	M48 - Jan 2017
WP6	Project completion	Research	AU	ER1, All	M30 - Jul 2015	M48 - Jan 2017
WP7	Evaluation	Training	AU	FPs, ESRs, ERs	M1 - Feb 2013	M48 - Jan 2017
WP8	Management	Management	AU	FPs, AP11 UoA	M1 - Feb 2013	M48 - Jan 2017

Year 4, UNIKE M37-48 (February 2016-January 2017)

Training events:

None

Other activities		WP	Lead	Other participants	Month	Dates
No. 10	Final Conference (DK)	WP5	AU	All Partners and some Associated Partners.	M41	Jun 2016
-	UNIKE Notes on Doctoral Education to be compiled into a Handbook at low cost	WP5	UB	ESRs responsible for editing chapters	M30-M48	-
-	One press release per summer school or conference highlighting the topic and findings	WP5	AU	-	M41	-

Deliverables and Milestones			Lead	Due		
WP1,WP2,WP3	M7	Final conference completed	AU	M42 - Jul 2016		
WP1,WP2,WP3,WP4	M8	Theses completed	All FPs	M48 - Jan 2017		
WP6	M1.4,M2.4,M3.4	Final Conference	AU	E	PU	M41
WP4	M4.3	ESR/ER mentor meeting	AU	O	RE	M41
WP7	M7.3	Summative evaluation	AP16	R	RE	M41
WP8	M8.4	Research, training, dissemination and financial report	AU	R	PU	M48

Reporting		Lead	Other Participants	Due
Evaluation questionnaire	Each fellow to fill in questionnaire at the end of training period	All FP	ESRs and ERs	M43-M44
Periodic report (P2)	Progress and financial report for M25-48	AU	FP	M48 + 60 days
Final report	Summary of periodic reports P1+P2 covering M1-48	AU	FP	M48 + 60 days

Relevant work packages Y4		Type of Activity	Lead	Other Participants	Start	End
WP1	Concepts and theories	Research	UB/LU	AU, ESR1, ESR2, ESR3, ESR 9, ESR12	M6 - Jul 2013	M48 - Jan 2017
WP2	Trends and developments	Research	UB/ENS	AU, ESR4, ESR5, ESR10, ER1, ER2	M6 - Jul 2013	M48 - Jan 2017
WP3	Policies and practices	Research	RU/ AU/ UPORTO	ENS, ESR6, ESR7, ESR8, ESR11, ER3	M6 - Jul 2013	M48 - Jan 2017
WP4	Training programme	Training	AU	All	M9 - Oct 2013	M48 - Jan 2017
WP5	Dissemination & Outreach	Dissemination & Outreach	UB	FPs, AP11 UoA, ESRs, ERs	M9 - Oct 2013	M48 - Jan 2017
WP6	Project completion	Research	AU	ER1, All	M30 - Jul 2015	M48 - Jan 2017
WP7	Evaluation	Training	AU	FPs, ESRs, ERs	M1 - Feb 2013	M48 - Jan 2017
WP8	Management	Management	AU	FPs, AP11 UoA	M1 - Feb 2013	M48 - Jan 2017

Partners in UNIKE

Full Partners (FP):

1. **Aarhus University (AU)**
2. **University of Bristol, UK (UB)**
3. **Roehampton University, UK (RU)**
4. **Univerza V Ljubljani, Slovenia (LU)**
5. **Universidade do Porto, Portugal (UPORTO)**
6. **Ecole Normale Supérieure de Lyon, France (ENS)**

Associated Partners (AP):

1. Times Higher Education, UK (THE)
2. Berghahn Books, USA/UK (BB)
3. Academic Cooperation Association, Belgium (ACA)
4. GHK Consulting Limited, UK (GHK)
5. Routledge, Taylor & Francis Group, UK (Routledge)
6. Association of Pacific Rim Universities, Singapore (APRU)
7. Sino-Danish Center, Education and Research, Denmark/China (SDC)
8. European Council of Doctoral Candidates and Junior Researchers, Belgium (EURODOC)
9. Magna Charta Observatory, Italy (MCO)
10. University of Washington, USA (CIRGE)

11. **The University of Auckland, New Zealand (UoA)**
12. ESSCA School of Management, France (ESSCA)
13. University of Provence, France (UP)
14. University of California, Santa Barbara, USA (UCSB)
15. University of California, Santa Cruz, USA (UCSC)
16. Cornell University, USA (CU)
17. Deakin University, Australia (DU)
18. The University of Sydney, Australia (SU)
19. The Hong Kong Institute of Education, China (HKIE)
20. The University of Hong Kong, China (HKU)
21. Zhejiang University, China (ZU)
22. Beijing Normal University, China (BNU)
23. Shanghai Jiao Tong University, China (SJTU)
24. National University of Singapore, Singapore (NUS)
25. Tokyo Jogakkan College, Japan (TJC)
26. The National University of Malaysia, Malaysia (UKM)
27. The University of British Columbia, Canada (UBC)
28. UNESCO, International Task Force on Teachers for Education for all, France
29. CHE Consult, Germany

B.8 GANTT CHART

- reflecting ESRs and ERs, Recruitments, Management and Dissemination / Outreach Activities

Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48									
WP0 training						K																																																				
	ESR1																																																									
WP1 research	ESR2																																																									
	ESR3																																																									
	ESR9																																																									
	ESR12																																																									
WP2 research	ESR4																																																									
	ESR5																																																									
	ESR10																																																									
WP3 research	ER1																																																									
	ER2																																																									
	ESR6																																																									
WP4 training	ESR7																																																									
	ESR8																																																									
	ESR11																																																									
	ER3																																																									
WP5 diss. & outreach	Workshops									WP 1					WP 2								WP 3																																			
	Summer /Winther School																																																									
	Training programme																																																									
WP6 Project compl																																																										
	Project completion																																																									
WP7 eval.																																																										
	Evaluation																																																									
WP8 Mgt																																																										
	Management										AM			R										AM																																		
Month		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48									

K = Kick-off meeting

R= Reporting

P= Press Release

E = End of project conference

AM= Annual Meeting

Table B.4.2 Deliverables List

List of Deliverables							
WP	No.	Deliverable	Lead	Nature	Dissemination	Due	Done
0	0.1	Recruitment plan	AU	R	RE	M1	
0	0.2	Website	AU	O	PU	M2	
0	0.3	Kick-off event	AU	E	RE	M5	
1,2,3	1.1	Workshop	AU	E	RE	M9	
8	8.1	Research, training, dissemination and financial report	AU	R	PU	M12	
2	2.1	Workshop	BU	E	RE	M14	
1	1.2	Summer School	LU	E	PU	M18	
4	4.1	ESR/ER mentor meeting	AU	O	CO	M18	
7	7.1	Formative evaluation	AP16	R	RE	M18	
5	5.1	Dissemination & outreach plan	BU	O	PU	M18	
3	3.1	Workshop	RU	E	RE	M21	
8	8.2	Research, training, dissemination and financial report	AU	R	PU	M24	
1,2,3	1.3,2.2,3.2.	Summer School (NZ)	AP17	E	PU	M25	
3	3.3	Summer School	UP	E	PU	M29	
4	4.2	ESR/ER mentor meeting	AU	O	RE	M29	
7	7.2	Formative evaluation	AP16	R	RE	M29	
2	2.3	Winter School	ENS	E	PU	M33	
6	6.1	Proposal for Erasmus Mundus PhD, roadmap beyond UNIKE	AU	R	RE	M33	
8	8.3	Research, training, dissemination and financial report	AU	R	PU	M36	
5	5.2	UNIKE book proposal	AU	O	RE	M36	
6	1.4,2.4,3.4	Final Conference	AU	E	PU	M41	

4	4.3	ESR/ER mentor meeting	AU	O	RE	M41	
7	7.3	Summative evaluation	AP16	R	RE	M41	
8	8.4	Research, training, dissemination and financial report	AU	R	PU	M48	

LIST OF ACRONYMS

AP – Associate Partner. Project participant (organisation/company) who takes part in UNIKE but does not employ ESRs/ERs. Is paid from FP budget.

ESR – Early Stage Researcher (Ph.D. fellow)

ER – Experienced Researcher (Postdoc)

FORCE – FP7 electronic reporting system for finance (in Participant Portal)

FP – Full Partner. Project participant (organisation) who receives money from the EC and employs ESRs/ERs

Participant Portal – EU research project portal (applications, negotiation, reporting, contract amendments etc.)

<http://ec.europa.eu/research/participants/portal>

SESAM – FP7 electronic reporting system (in Participant Portal)

WP – Work Package