



## WP4 Note

### 4.3.Final Challenge Programme: identifying opportunities beyond the pilot

### What “placemaking” means to Eutopia



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## 1. What “placemaking” means to Eutopia

### 1.1. The problem

In order to meet the needs of society, (expressed for example in the United Nations’ Sustainable Development Goals) and to address the global challenges, universities can no longer merely be bastions of research and teaching excellence, existing in isolation. Rather, they need to foster both a spirit of international collaboration, and place-based collaboration. This will, in turn create the combination of generic leadership skills, and place and sector based specific skills needed to successfully carry out their broader missions of contributing to societal welfare. Those universities thinking ahead into the future and willing to turn themselves into 21st century universities are doing so by promoting innovation and social transformation. They must transcend the institution’s walls to generate synergies with society in order to contribute to social welfare and create value while promoting, at the same time, their commitment to culture as an instrument for deciphering the contemporary world while actively engaging with it.

While universities cannot act alone, but proceed in a spirit of partnership, and offering thought leadership and advocacy for the region, our emphasis here is on Placemaking.

### 1.2. The context

The first thing that we need to establish is that the term “place” or “region” means different things to different people. However, while geography may vary in scope, the commitment to a sense of place does not. The alliance partners represent very different places, with very different institutions embedded in them. Some represent large, geographically diverse places, with highly devolved governance structures at the local level. Others represent more tightly defined geographic spaces, with greater influence of central government. However, all have one thing in common, they are entrepreneurial universities, embedded in their region and its institutional history. Entrepreneurial universities are key players in knowledge exchange, engaged in multiple, often intense, knowledge exchange collaborations with businesses.

### 1.3. What we mean by “placemaking”

Placemaking is both a philosophy and a process. It focuses on the connection between people and the places they share. Placemaking is a movement that gives meaning to spaces and locations through observation and interaction, thought leadership, and collaboration and knowledge sharing. Placemaking aims to strengthen the urban fabric and has the ambition to initiate cultural, economic and community processes through which the various residents/inhabitants and actors of the neighbourhood, city and region can thrive. And the university is one of the decisive actors that shapes this connection. They play a crucial role in the transformation of society, in which they are one of the

many players. Whether this is in terms of giving a wider section of the population a chance to access higher education, or in the case of colleagues from Eastern Europe, not simply training people who are then attracted to move to the west.

#### **1.4. The importance of Universities in this process**

**We cannot afford to waste talent!** In order to play a decisive role in the future, universities need to transform themselves into academic institutions of the 21st century, reaching out to wider groups of society, both in terms of the students they educate, but also the organisations with whom they engage. They must transcend the institutional walls, open doors and windows, create synergies, co-create and co-produce, engage in dialogue and contribute to prosperity and social and cultural well-being. Universities are - par excellence - places of knowledge creation and knowledge sharing.

#### **1.5. How we seek to do this**

In order to accomplish our objectives, the EUtopia Alliance is defining a set of activities to test whether the co-creation of these environments, platforms, tools and methodology can help us to be truly transforming institutions.

Our framework can therefore be summarised as:

- Engage

The University has been, in its origins, a space for the creation of knowledge to later become a meeting place for knowledge. Nowadays, however, the role of the University goes well beyond that. The University is now a space for the creation of knowledge, of sharing knowledge, but also to aspire to be a space for transformation of society.

- Observe

This place-based network should encourage a closer collaboration with companies, government institutions, cultural centres and other social and international institutions and allow students the discovery and observations of their own place.

- Ask

This process of discovery is designed to trespass the universities walls and allow knowledge acquisition out of the classroom. In this regard, it will be sought that collaborating institutions can explain to students what challenges they face from their organizations. Students will get awareness of local-global challenges in their own place.

- Create

This new knowledge community goes beyond the local but grows from deep roots in the territory. As a European cluster or hub it gains in critical mass and capacity to generate joint projects, start-ups, spin-offs, new ideas for learning.

- Give

The EUtopia partners see, as clear conduits for collaboration between regions mobility of students placements from each other and career opportunities for our students and staff, shared experiences on Public Private Partnerships and, of course, the possibility to scale these shared activities. Therefore, we emphasise from all stakeholders to develop joint institutional capacity.

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## 2. The importance of partners in “placemaking”

Many modern universities were created explicitly to address the issue of the needs of their “place” while others have traditionally been bastions of excellence somewhat separated from their localities. We argue that this distinction is no longer appropriate, and in order to maximise the contributions that we can make, to society, aspirations and welfare, we need to broaden our horizons. The Alliance has defined a set of activities through which the co-creation of these environments, platforms, tools and methodology can help us to be truly transforming institutions.

However, the role that our external partners have played is not what we expected. This is why we started a process of reflection, taking advantage, precisely, of the learnings and the methodologies that our students had used in some of the activities, to address what the role of the external partners should be, what we expect from them and how we can contribute work fruitfully both for all institutions.

As a result of this reflection process, we decided to consult with our associate partners to find out what their vision was. The staff of each of the universities that have worked with the associate partners have also been consulted to find out what has worked, what has not worked and what areas for improvement we have as an alliance.

The survey and its results and conclusions were presented to the members of the Alliance during the last Eutopia Week in November 2022.

The following sections explain the survey, the results and conclusions.

### 3. Insights, reflections, debate on “placemaking” and the role of external partners




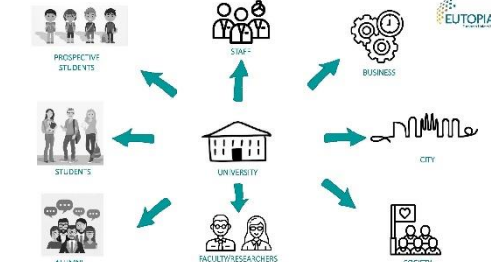
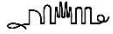






 <p><b>EUTOPIA, the European alliance</b></p> <p><b>WP4 Meeting</b></p> <hr/> <p><b>June 29th 2022</b></p>	<p><b>Redesigning and innovating place-making</b></p>
 <p><b>AGENDA</b></p> <ol style="list-style-type: none"> <li>1 Objective of the sesión and tool kit</li> <li>2 Innovation and co-creation</li> <li>3 WP4 as Associate Partner Coordinator</li> <li>4 Wrap up</li> </ol>	<p><a href="https://miro.com/app/board/uXjVOGL5CK8=">https://miro.com/app/board/uXjVOGL5CK8=</a></p> 
<p><b>1 Objective of the sesión and tool kit</b></p> <p><b>30 min</b></p>	<p><b>2 Innovation and co-creation</b></p> <p><b>90 min</b></p>
<p><b>What is place-making?</b></p>	


Figure 1. Reflections on Placemaking and the role of Associate Partners. WP4 Session. Eutopia week. Brussels June 2022.(8 of 15)

✓ Change of approach   

✓ New stakeholders come in   

✓ We, the universities, are key actors 

What have we done so far?

(G)Local and open innovation 


ENGAGE	OBSERVE	ASK	CREATE	GIVE
Pool of Partners Students Society (mentors)	We Discover Days	EUTOPIA Challenge Program setting	Constant feedback	Challenges to be solved Solutions may arise

*Learning by creating*

Did it work?

**3** WP4 as Associate partner Coordinator

20 min



**4** Wrap up

10 min

Figure 2. Reflections on Placemaking and the role of Associate Partners. WP4 Session. Eutopia week. Brussels June 2022. (15 of 15)



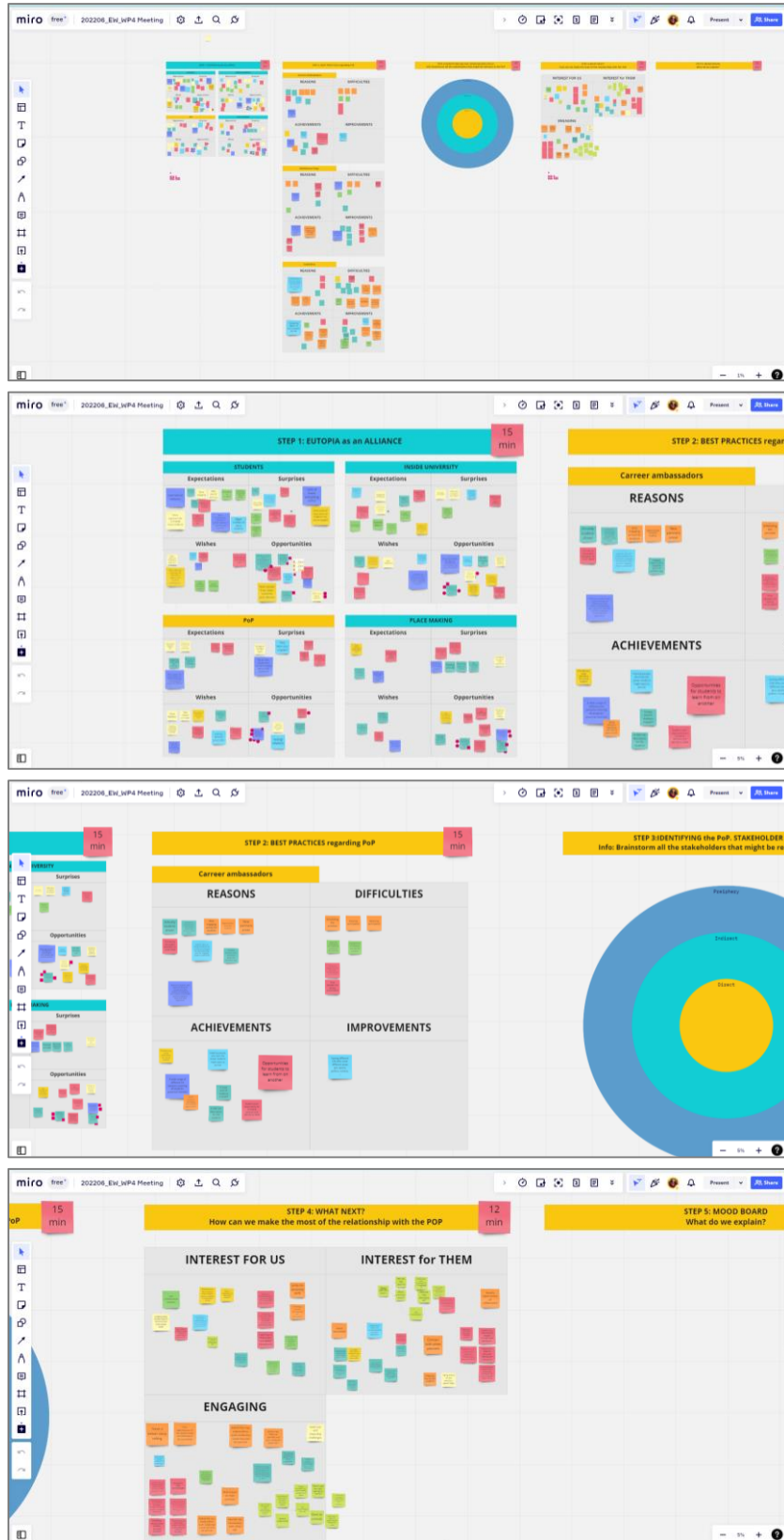



Figure 3. Reflections on Placemaking and the role of Associate Partners. WP4 Session. Eutopia week. Brussels June 2022. Design thinking Approach to the Analysis. (4 of 4)

[You will find the Miro Board with all the work and conclusions [here](#)]

## 4. How did it turn out. The questionnaire to partners and members of the Alliance



**INFORMATION AND CONSENT FORM**

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**EUTOPIA 2050 ASSOCIATE PARTNER QUESTIONNAIRE**

You are asked to participate in the EUTOPIA 2050 Partners Questionnaire

Your participation is voluntary: you are not obliged to take part and if you refuse. Take enough time to decide whether or not you want to participate. You can also ask your EUTOPIA contact point questions at any time if something is not clear. You can stop your participation at any time (in writing or orally) and you do not have to give a reason for doing so.

Below you can find more information about the study and how it will proceed. If you would like additional information, you can always contact the EUTOPIA point of contact of your partner university.

**PURPOSE OF THE STUDY**

To assess the collaboration and engagement with the Associate Partners during the three years the EUTOPIA 2050 Project has lasted.

**WHO CAN PARTICIPATE**

Staff of any of the universities participating in the EUTOPIA 2050 Project and its Associate Partners.

**PRACTICAL CONDUCT OF THE STUDY AND THE QUESTIONNAIRE**

Online questionnaire. Ad-ho questionnaire for both university staff and Associate partners staff.

**PRIVACY AND CONFIDENTIALITY**

In accordance with the provisions of the General Data Protection Regulation, Regulation (EU) 2016/679, we summarize our data protection information:

**Data controller:** Universitat Pompeu Fabra. c/. de la Mercè, 12. 08002 Barcelona. Tel. (+34) 935 422 000.

**Purpose:** To assess the collaboration and engagement of EUTOPIA 2050 Associate Partners. Data will be kept for (6 years) and determine possible derived responsibilities. The provisions established in the regulations about files and documentation shall apply.

**Legal basis:** Your consent. You may withdraw such at any time.

**Recipients:** Pompeu Fabra University and companies providing ancillary IT services, upon the signature of contracts that preserve privacy. Data may also be disclosed to other EUTOPIA 2050 Project Partners.

**Rights:** you can access your data; request their rectification, deletion and in certain cases their portability; you may object to their processing and apply for their limitation by following the procedures described at [www.upf.edu/web/proteccio-dades/drets](http://www.upf.edu/web/proteccio-dades/drets) . You can contact the UPF data protection officer (dpd@upf.edu) for any queries, or if you feel that your rights are not properly respected. Should you not be satisfied, you may file a complaint with the Catalan Data Protection Authority.

**EUTOPIA POINT OF CONTACT DETAILS**

<p><b>Vrije Universiteit Brussel</b> Lize De Potter Lize.De.Potter@vub.be</p>	<p><b>Cergy Paris Université</b> Cristina Martínez-Tapia cristina.martinez-tapia1@cyu.fr</p>	<p><b>University of Gothenburg</b> Camilla Pettersson camilla.pettersson@gu.se</p>
<p><b>University of Ljubljana</b> Mateja Melink mateja.melink@uni-lj.si</p>	<p><b>Universitat Pompeu Fabra</b> Anaís Tarragó anaís.tarrago@upf.edu</p>	<p><b>University of Warwick</b> Nigel Driffield nigel.driffield@wbs.ac.uk</p>

Figure 1. Eutopia 2050 Questionnaire to Associate Partners and members of the Alliance staff. Briefing.

**EUTOPIA ALLIANCE**  
 REPORT ON TIE ROLE, COORDINATION, AND PERFORMANCE OF THE ALLIANCE'S ASSOCIATE PARTNER'S  
 The EUTOPIA Alliance launches this questionnaire in order to assess the collaboration and engagement of its Associate Partners taking the first year of the Eutopia 2050 Project as a test.

The results of this questionnaire will help us identify those reports that form most for improvement to incorporate them into the new Eutopia 2050 Project and, thus, maximize the results and synergies created between all the universities of the new alliance and their Associate Partners.

Collegium

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**EUTOPIA** REPORT ON THE COLLABORATION

QUESTIONNAIRE FOR ASSOCIATE PARTNER'S

THE EUTOPIA ALLIANCE LAUNCHES THIS QUESTIONNAIRE IN ORDER TO ASSESS THE COLLABORATION AND ENGAGEMENT OF ITS ASSOCIATE PARTNER'S TAKING THE FIRST YEAR OF THE EUTOPIA 2050 PROJECT AS A TEST.

THE RESULTS OF THIS QUESTIONNAIRE WILL HELP US IDENTIFY THOSE REPORTS THAT FORM MOST FOR IMPROVEMENT TO INCORPORATE THEM INTO THE NEW EUTOPIA 2050 PROJECT AND, THUS, MAXIMIZE THE RESULTS AND SYNERGIES CREATED BETWEEN ALL THE UNIVERSITIES OF THE NEW ALLIANCE AND THEIR ASSOCIATE PARTNER'S.

COLLEGIUM

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**1. Organisation main information**

Please, let us know on behalf of which organization you are answering this survey and fill in the information regarding it and the person who is answering the survey

**1. Name of organization \***

**2. Type of organization \***  
 Marqueo/nombrs un orjal.  
 Public  
 Private  
 Mixed

**4. Field/Sector \***

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**5. Name of the person answering this survey \***

**6. Position of the person answering this survey \***

**Organisation's relationship with the university**

**7. What is the reason of your organization with the EUTOPIA alliance university? \***  
 Marqueo/nombrs un orjal.  
 Preexisting collaboration relationship Yes a 3 preguntas 6  
 Adhuc collaboration for the EUTOPIA project Yes a 3 preguntas 9

**Areas of collaboration with the university**

**8. What is the usual area of collaboration with the university? \***

Research  
 Innovation and knowledge transfer  
 Teaching  
 Student's mobility (thesis, essays, knowledge transfer)  
 Institutional projects  
 Governing bodies of the university

**Organisation's Participation and Engagement in the EUTOPIA Project**

**9. How many people from your organization have been engaged with the EUTOPIA Project? \***  
 Fill in the number of participants for each category.  
 Subintencione/notes for questions que corresponden.

	None	1	2	3	More than 3
AP Management Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AP Technical staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**10. Type of engagement \***  
 Marqueo/nombrs un orjal.  
 Advisory and/or support Yes a 2 preguntas 12  
 Participation in an activity Yes a 2 preguntas 15  
 All of the above Yes a 3 preguntas 16

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**11. Reason 1 \***

**12. Reason 2 \***

**13. Reason 3 \***

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**14. How often has your organization contacted with the university? \***  
 Marqueo/nombrs un orjal.  
 Once a week  
 Every month  
 Every month 3 times  
 Once a year  
 No regularity of the contact, depending on a particular project

Yes a 3 preguntas 41

**Participation of the organization in activities**

**15. How many activities has your organization participated in? \***  
 Marqueo/nombrs un orjal.  
 1 Yes a 3 preguntas 16  
 2 Yes a 3 preguntas 19  
 3 Yes a 3 preguntas 22  
 More than 3 Yes a 3 preguntas 26

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**1 ACTIVITY** Name the activity in which your organization has participated

**16. Activity 1 \***

**17. How many people from your organization have been engaged in this activity? \***  
 Fill in the number of participants from each category.  
 Subintencione/notes for questions que corresponden.

	None	1	2	3	More than 3
AP Management Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AP Technical staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Yes a 3 preguntas 40

**2 ACTIVITIES** Name the activities in which your organization has participated

**18. Activity 1 \***

**19. How many people from your organization have been engaged in this activity? \***  
 Fill in the number of participants from each category.  
 Subintencione/notes for questions que corresponden.

	None	1	2	3	More than 3
AP Management Board	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
AP Technical staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


Figure 2. Eutopia 2050 Questionnaire. Survey for the Associate Partners (9 of 24)


20. Activity 2\*  
 21. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 Vis a / Vis program 40  
 3 ACTIVITIES Name the activities in which your organisation has participated

22. Activity 1\*  
 23. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 Vis a / Vis program 40  
 4 ACTIVITIES Name the activities in which your organisation has participated

24. Activity 2\*  
 25. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 26. Activity 3\*  
 27. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 Vis a / Vis program 40  
 4 ACTIVITIES Name the activities in which your organisation has participated

28. Activity 1\*  
 29. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 30. Activity 2\*  
 31. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 22. Activity 3\*  
 32. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 34. Activity 4\*  
 35. How many people from your organisation have been engaged in this activity? \*  
 Fill in the number of participants from each category.  
 Subordinados tiene las opciones que corresponden.  
 None 1 2 3 More than 3  
 AP Management Board       
 AP Technical staff       
 Other       
 Vis a / Vis program 40  
 Participation of the organisation in Advisory, support and project activities

Please, describe the position of the people from your organisation that were engaged through Advisory and support activities  
  
 36. Position 1\*  
 37. Position 2  
 38. Position 3

39. How often does your organisation contact/treat with the university? \*  
 Marque/ marque un oval:  
 Once a week  
 Every month  
 Once each semester  
 Once a year  
 No regularity of the contact, depending on a particular project  
 Vis a / Vis program 75  
 Collaboration, engagement and overall performance of the organisation in the EUTOPIA Project  


40. How would you qualify your overall engagement with the university in the EUTOPIA Project? \*  
 Marque/ marque un oval:  
 1   
 2   
 3   
 4   
 5   
 6   
 Very engaging

41. If the engagement with the university was high, what do you think would explain this high engagement? (For instance, a pre-existing good relationship with the context of the university)  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

42. Which of these reasons could explain a low engagement with the project across the university? \*  
 Subordinados tiene las opciones que corresponden.  
 The role of my organisation in the project was not well defined  
 Lack of time by my organisation  
 Change in the priorities of my organisation  
 Lack of interest of my organisation  
 Lack of communication within the university and my organisation  
 Relationship too dependent on individual contact at the university or my organisation  
 Other

43. Which of these items could help to improve the collaboration and overall performance of your organisation and the university regarding the EUTOPIA Project? \*  
 Subordinados tiene las opciones que corresponden.  

	It wouldn't help at all	It could help, but probably not enough	It would definitely help	Excellent tool for improvement
Better definition of my organisation's role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More engaging activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being invited to participate in more tangible activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear contact persons at the university	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular communication with university	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


Other organisations participating in the EUTOPIA Project- Contact  
  
 44. Has your organisation been in contact with any other organisation engaged with the EUTOPIA Project? \*  
 Marque/ marque un oval:  
 Yes Vis a / Vis program 45  
 No Vis a / Vis program 70  
 Other organisations participating in the EUTOPIA Project- Number  
 45. How many other organisations participating in the EUTOPIA Project has your organisation been in contact with? \*  
 Marque/ marque un oval:  
 1 Vis a / Vis program 46  
 2 Vis a / Vis program 50  
 More than 2 Vis a / Vis program 58  
 I. Details of the contacted organisation

Figure 3. Eutopia 2050 Questionnaire. Survey for the Associate Partners (18 of 24)


<p>46. Name of the organisation *</p> <p>_____</p> <p>47. What is the origin of the contact with this organisation? *</p> <p><small>Seleccione una o más de las opciones que correspondan.</small></p> <p><input type="checkbox"/> Contact during an EUTOPIA meeting/conference/workshop/activity</p> <p><input type="checkbox"/> Contact in other participation spaces of the university</p> <p><input type="checkbox"/> Contact in spaces outside the university</p> <p>48. Does this organisation work in similar areas/fields as yours? *</p> <p>Marque/ marque si es/ es:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p>49. If you have initiated any further collaboration with this organisation, please, briefly describe it and the results of this collaboration</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><small>Ver el resultado del formulario</small></p> <p><b>2. Details of the contacted organisation</b></p> <p>50. Name of organisation 1 *</p> <p>_____</p>	<p>51. What is the origin of the contact with this organisation? *</p> <p><small>Seleccione una o más de las opciones que correspondan.</small></p> <p><input type="checkbox"/> Contact during an EUTOPIA meeting/conference/workshop/activity</p> <p><input type="checkbox"/> Contact in other participation spaces of the university</p> <p><input type="checkbox"/> Contact in spaces outside the university</p> <p>52. Does this organisation work in similar areas/fields as yours? *</p> <p>Marque/ marque si es/ es:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p>53. If you have initiated any further collaboration with this organisation, please, briefly describe it and the results of this collaboration</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>54. Name of organisation 2 *</p> <p>_____</p> <p>55. What is the origin of the contact with this organisation? *</p> <p><small>Seleccione una o más de las opciones que correspondan.</small></p> <p><input type="checkbox"/> Contact during an EUTOPIA meeting/conference/workshop/activity</p> <p><input type="checkbox"/> Contact in other participation spaces of the university</p> <p><input type="checkbox"/> Contact in spaces outside the university</p>	<p>56. Does this organisation work in similar areas/fields as yours? *</p> <p>Marque/ marque si es/ es:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p>57. If you have initiated any further collaboration with this organisation, please, briefly describe it and the results of this collaboration</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><small>Ver el resultado del formulario</small></p> <p><b>3. Details of the contacted organisations</b></p> <p>58. Name of organisation 1 *</p> <p>_____</p> <p>59. What is the origin of the contact with this organisation? *</p> <p><small>Seleccione una o más de las opciones que correspondan.</small></p> <p><input type="checkbox"/> Contact during an EUTOPIA meeting/conference/workshop/activity</p> <p><input type="checkbox"/> Contact in other participation spaces of the university</p> <p><input type="checkbox"/> Contact in spaces outside the university</p> <p>60. Does this organisation work in similar areas/fields as yours? *</p> <p>Marque/ marque si es/ es:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p>
<p>61. If you have initiated any further collaboration with this organisation, please, briefly describe it and the results of this collaboration</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>62. Name of organisation 2 *</p> <p>_____</p> <p>63. What is the origin of the contact with this organisation? *</p> <p><small>Seleccione una o más de las opciones que correspondan.</small></p> <p><input type="checkbox"/> Contact during an EUTOPIA meeting/conference/workshop/activity</p> <p><input type="checkbox"/> Contact in other participation spaces of the university</p> <p><input type="checkbox"/> Contact in spaces outside the university</p> <p>64. Does this organisation work in similar areas/fields as yours? *</p> <p>Marque/ marque si es/ es:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p>65. If you have initiated any further collaboration with this organisation, please, briefly describe it and the results of this collaboration</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>66. Name of organisation 3 *</p> <p>_____</p> <p>67. What is the origin of the contact with this organisation? *</p> <p><small>Seleccione una o más de las opciones que correspondan.</small></p> <p><input type="checkbox"/> Contact during an EUTOPIA meeting/conference/workshop/activity</p> <p><input type="checkbox"/> Contact in other participation spaces of the university</p> <p><input type="checkbox"/> Contact in spaces outside the university</p> <p>68. Does this organisation work in similar areas/fields as yours? *</p> <p>Marque/ marque si es/ es:</p> <p><input type="radio"/> Yes</p> <p><input type="radio"/> No</p> <p>69. If you have initiated any further collaboration with this organisation, please, briefly describe it and the results of this collaboration</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><small>Ver el resultado del formulario</small></p> <p><b>Further comments</b></p>	 <p>70. Please, let us know any further comments or observation that you think it's important for the project and the collaboration and engagement of the alliance with the Associate Partners</p> <p>_____</p> <p>_____</p> <p>_____</p> <p><small>Se puede volver a introducir el comentario</small></p> <p>Google Formularis</p>

Figure 4. Eutopia 2050 Questionnaire. Survey for the Associate Partners (24 of 24)

### EUTOPIA ALLIANCE

REPORT ON THE LEVEL COOPERATION AND PERFORMANCE OF THE ALLIANCE PARTNERS

The EUTOPIA Alliance launches this questionnaire in order to assess the collaboration and engagement of its partners during the first years of the EUTOPIA 2050 Project activities.

The results of this questionnaire will help to identify those partners that have more for improvement to incorporate them into the new EUTOPIA Project and, thus, recognize the results and synergies created between all the universities of the new alliance and their partners.

\* *Confidential*

**EUTOPIA**

THE EUROPEAN UNIVERSITY OF THE FUTURE

The EUTOPIA Alliance is a unique initiative in the history of European higher education. It is a joint effort of the European universities to create a new European university that will be a model of excellence in the 21st century.

**OBJECTIVE OF THE REPORT**

The objective of this report is to assess the level of cooperation and performance of the alliance partners during the first years of the EUTOPIA 2050 Project activities.

**SCOPE OF THE REPORT**

The scope of this report is to assess the level of cooperation and performance of the alliance partners during the first years of the EUTOPIA 2050 Project activities.

**RESEARCH METHODOLOGY**

The research methodology used in this report is a questionnaire survey. The questionnaire is distributed to all the alliance partners and the results are analyzed statistically.

**KEY FINDINGS**

The key findings of this report are that the alliance partners have a high level of cooperation and performance. However, there are some areas where improvement is needed.

**CONCLUSIONS AND RECOMMENDATIONS**

The conclusions of this report are that the alliance partners have a high level of cooperation and performance. The recommendations are to continue to work together and to improve the areas where improvement is needed.

**APPENDIX**

University of Bologna	University of Padua	University of Turin
University of Ferrara	University of Trieste	University of Verona
University of Modena and Reggio Emilia	University of Udine	University of Parma
University of Pavia	University of Mantova	University of Brescia
University of Parma	University of Ferrara	University of Modena and Reggio Emilia
University of Pavia	University of Mantova	University of Brescia

Subscribers before this question have completed the survey.

I have read and approved the information and consent form for this EUTOPIA 2050 Partner survey.

I consent to the sharing of my data with all EUTOPIA 2050 partner universities.

### EUTOPIA Members

On behalf of which EUTOPIA 2050 university are you answering this questionnaire?

**2. \***

Marquezi nomis en orali:

City College of Bologna

University of Bologna

University of Ferrara

University of Padua

University of Parma

University of Pavia

University of Trieste

University of Turin

University of Verona

University of Udine

University of Mantova

University of Brescia

**University Representative**

Please, fill in the information regarding the person who is answering the survey.

**3. Name \***

**4. Position in university \***

**5. Which working package(s) are you engaged with? \***

Select one or more working packages:

WP1 Management and Governance

WP2 Learning Community

WP3 Academic Innovation and Knowledge Creation

WP4 - EUTOPIA 19

WP5 Education

WP6 Research and Innovation

WP7 Sustainability and Cooperation

**Associate Partners (AP)**

Please, fill in the information regarding your university's EUTOPIA Partner.

Note that if there is more than one you will have to answer the questionnaire as many times as partners your university has collaborated with in the EUTOPIA 2050 Project.

**6. Name of Partner \***

**7. What kind of partner is this organization regarding the EUTOPIA 2050 Project? \***

Marquezi nomis en orali:

Accredited Partner (formally stated in the list)

Other Partner

**8. Type of organization \***

Marquezi nomis en orali:

Public

Private

Mixed

**9. Field/Sector of activity of the partner \***

**10. What is the relation of your university with the partner? \***

Marquezi nomis en orali:

Providing professional relationship. Vis a vis program 11

Address partner for EUTOPIA project. Vis a vis program 12

**Area of collaboration with the university**

**11. What is the usual area of collaboration with the university? \***

Select one or more areas of collaboration:

Research

Innovation and knowledge transfer

Teaching

Teacher training (theory, pedagogy, knowledge transfer)

Joint administrative projects

Governing bodies of the university

### Partner's Participation and Engagement

Please, let us know how engagement between your university and this partner turned out in the EUTOPIA 2050 Project.

**12. Type of engagement in the EUTOPIA 2050 Project \***

Marquezi nomis en orali:

Advisory and/or support

Participation in an activity. Vis a vis program 13

All of the above. Vis a vis program 13

**Partner's and participation in activities**

**13. How many activities has this partner participated in? \***

Marquezi nomis en orali:

1. Vis a vis program 14

2. Vis a vis program 15

3. Vis a vis program 16

More than 3. Vis a vis program 17

**1 ACTIVITY**

Name the activity in which this partner participated:

**14. Activity 1 \***

**15. When working package is the activity related to? \***

Marquezi nomis en orali:

WP1

WP2

WP3

WP4

WP5

WP6

WP7

EU EUTOPIA

**16. Other university participates in the activity \***

Select one or more universities:

University of Bologna

University of Ferrara

University of Padua

University of Parma

University of Pavia

University of Trieste

University of Turin

University of Verona

University of Udine

University of Mantova

University of Brescia

**17. Contact person for that activity at your university \***

Vis a vis program 18

**18. Position \***

Vis a vis program 19

**2 ACTIVITIES**

Name the activities in which this partner participated:

Figure 5. Eutopia 2050 Questionnaire. Survey for the Alliance’s staff (9 of 25)

<p>19. Activity 1 *</p> <p>20. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> Eutopia Week</p> <p>21. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p> <p>22. Contact person for that activity at your university *</p> <p>_____</p> <p>23. Position *</p> <p>_____</p>	<p>24. Activity 2 *</p> <p>25. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> Eutopia Week</p> <p>26. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p> <p>27. Contact person for that activity at your university *</p> <p>_____</p> <p>28. Position *</p> <p>_____</p>	<p>3 ACTIVITIES</p> <p>_____</p> <p>29. Activity 1 *</p> <p>30. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> EUTOPIA Week</p> <p>31. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p> <p>32. Contact person for that activity at your university *</p> <p>_____</p>
<p>23. Position *</p> <p>_____</p> <p>24. Activity 2 *</p> <p>25. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> EUTOPIA Week</p> <p>26. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p> <p>27. Contact person for that activity at your university *</p> <p>_____</p>	<p>28. Position *</p> <p>_____</p> <p>29. Activity 3 *</p> <p>30. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> EUTOPIA Week</p> <p>31. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p> <p>32. Contact person for that activity at your university *</p> <p>_____</p>	<p>31. Position *</p> <p>_____</p> <p>32. Activity 4 *</p> <p>33. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> EUTOPIA Week</p> <p>34. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p> <p>35. Contact person for that activity at your university *</p> <p>_____</p>
<p>27. Contact person for that activity at your university *</p> <p>_____</p> <p>28. Position *</p> <p>_____</p> <p>29. Activity 2 *</p> <p>30. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> EUTOPIA Week</p> <p>31. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p>	<p>30. Contact person for that activity at your university *</p> <p>_____</p> <p>31. Position *</p> <p>_____</p> <p>32. Activity 3 *</p> <p>33. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> EUTOPIA Week</p> <p>34. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p>	<p>33. Contact person for that activity at your university *</p> <p>_____</p> <p>34. Position *</p> <p>_____</p> <p>35. Activity 4 *</p> <p>36. Which working package is the activity related to? *</p> <p>Marqueu romde un oval:</p> <p><input type="radio"/> WP1  <input type="radio"/> WP2  <input type="radio"/> WP3  <input type="radio"/> WP4  <input type="radio"/> WP5  <input type="radio"/> WP6  <input type="radio"/> WP7  <input type="radio"/> WP8  <input type="radio"/> WP9  <input type="radio"/> EUTOPIA Week</p> <p>37. Other university participants in the activity *</p> <p>Subscribiți/alegeți în opțiunile care corespund:</p> <p><input type="checkbox"/> University Board  <input type="checkbox"/> Academic Research  <input type="checkbox"/> Academic Teaching  <input type="checkbox"/> EUTOPIA Staff  <input type="checkbox"/> Students  <input type="checkbox"/> Other staff</p>


Figure 6. Eutopia 2050 Questionnaire. Survey for the Alliance’s staff (18 of 25)

52. Contact person for that activity at your university \*

53. Position \*

View 2 in context 63

**Partner's Collaboration, engagement and overall performance**



54. How would you qualify the overall engagement with the partner in the EUTOPIA 2050 Project? \*

Mark your number on next instrument

1

2

3

4

5

6

Very engaging

55. If the engagement with your partner was high, what do you think would explain \* this high engagement? (For instance, A pre-existing good relationship with the contact at the partner?)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

56. When of these reasons could explain a low engagement with the project and/or the university? \*

Select one or more the reason that corresponds:

The role of the partner was not well defined

Lack of time for partner

Change on partner's priorities

Partner low of interest

Lack of communication within the university and the partner

Relationship too dependent on individual contact at the university or at the partner

Changes in the university Board and/or Management Team

Changes in EUTOPIA Team

Loss of contact

None

57. When of these items do you think could help to improve the collaboration and overall performance of your university (and the alliance) and the partner? \*

Select one or more the reason that corresponds:

	It wouldn't help at all	It would help, but probably not enough	It would definitely help	Definitely better for improvement
Clear definition of partner's role	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
More engagement activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Being involved in participative activities since EUTOPIA activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear contact with the university	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular communication with partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>


56. Do you have any other suggestion to improve the collaboration within your university and this partner?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Other EUTOPIA 2050 Partners (OEP)**



58. As far as you know, has this partner contacted with any other EUTOPIA 2050 \* partner?

Mark your number on next:

Yes View in progress 75

No View in progress 77

**OEP Contact facilitation**

70. What was the element that facilitated this contact? \*

Mark your number on next:

The university has been the driving force behind the contact as an institutional party in its collaboration

They both participated in meetings/workshops or activities within the framework of the EU/US project


They both participated in collaboration spaces in the university outside the EUTOPIA project

They are regular collaborators in other spaces outside the university

View 2 in context 71

**Other partners**

Name any other relevant partners to place making style activities for your university or the alliance as a whole:



71. Partner 1

Name and describe a possible partner (type of organization, sector, etc.) based on collaboration (strategic questions):

\_\_\_\_\_

\_\_\_\_\_

72. Partner 2

Name and describe a possible partner (type of organization, sector, etc.) based on collaboration (strategic questions):

\_\_\_\_\_

\_\_\_\_\_


73. Partner 3

Name and describe a possible partner (type of organization, sector, etc.) based on collaboration (strategic questions):

\_\_\_\_\_

\_\_\_\_\_

**Further comments or observations**



74. Please, let us know any further comments or observation that you think it's important for the project and the collaboration and engagement of the alliance with its partners

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

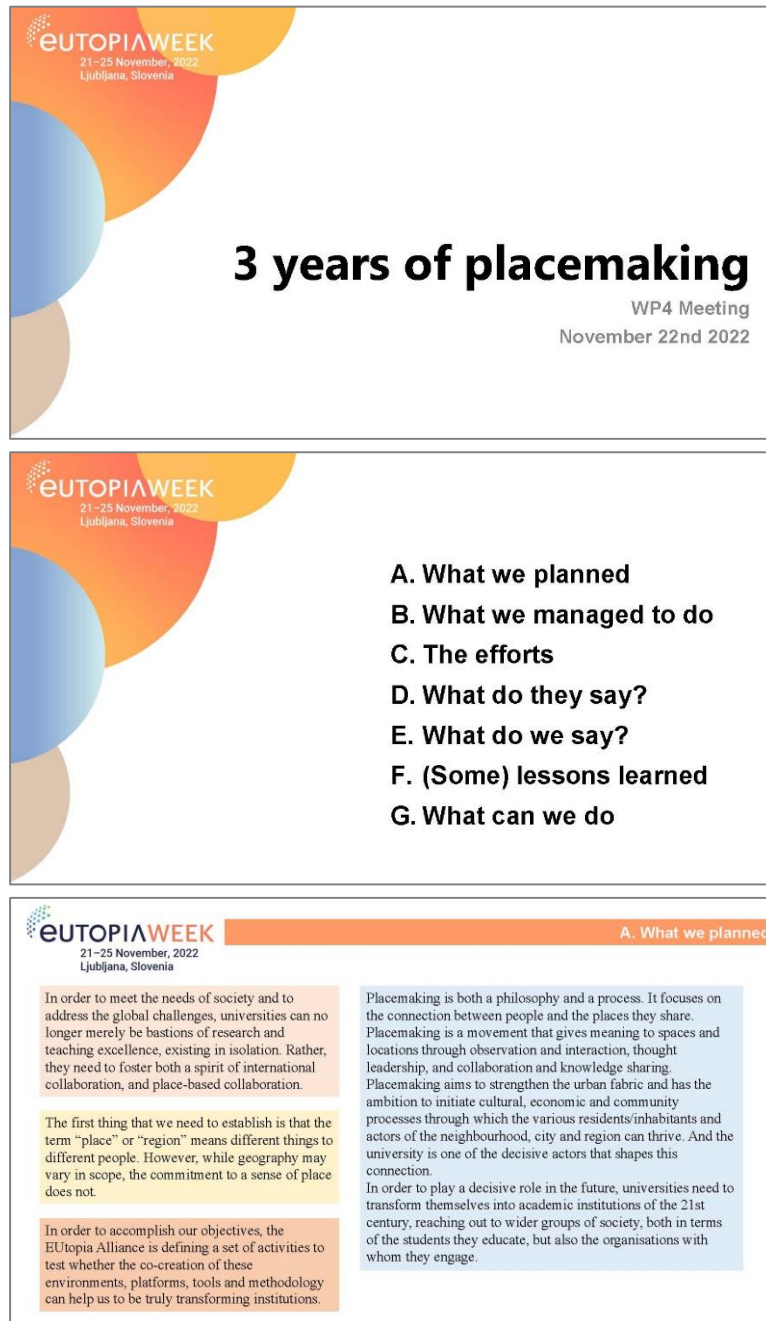
Drag to the email to provide your contact info.

Google Forms



## 5. 3 years of placemaking. Learnings, challenges with the partners and some conclusions

### 5.1. Learnings



The figure shows three slides from a presentation. The top slide is the title slide, the middle slide is a table of contents, and the bottom slide is the first content slide.

**Slide 1: Title Slide**

EUTOPIAWEEK  
21–25 November, 2022  
Ljubljana, Slovenia

# 3 years of placemaking

WP4 Meeting  
November 22nd 2022

**Slide 2: Table of Contents**

EUTOPIAWEEK  
21–25 November, 2022  
Ljubljana, Slovenia

- A. What we planned
- B. What we managed to do
- C. The efforts
- D. What do they say?
- E. What do we say?
- F. (Some) lessons learned
- G. What can we do

**Slide 3: Content Slide (A. What we planned)**

EUTOPIAWEEK  
21–25 November, 2022  
Ljubljana, Slovenia

**A. What we planned**

In order to meet the needs of society and to address the global challenges, universities can no longer merely be bastions of research and teaching excellence, existing in isolation. Rather, they need to foster both a spirit of international collaboration, and place-based collaboration.

The first thing that we need to establish is that the term “place” or “region” means different things to different people. However, while geography may vary in scope, the commitment to a sense of place does not.

In order to accomplish our objectives, the Eutopia Alliance is defining a set of activities to test whether the co-creation of these environments, platforms, tools and methodology can help us to be truly transforming institutions.

Placemaking is both a philosophy and a process. It focuses on the connection between people and the places they share. Placemaking is a movement that gives meaning to spaces and locations through observation and interaction, thought leadership, and collaboration and knowledge sharing. Placemaking aims to strengthen the urban fabric and has the ambition to initiate cultural, economic and community processes through which the various residents/inhabitants and actors of the neighbourhood, city and region can thrive. And the university is one of the decisive actors that shapes this connection.

In order to play a decisive role in the future, universities need to transform themselves into academic institutions of the 21st century, reaching out to wider groups of society, both in terms of the students they educate, but also the organisations with whom they engage.

Figure 1. WP4 session presentation and debate. Eutopia week. Ljubljana, November 2022. (3 of 25)

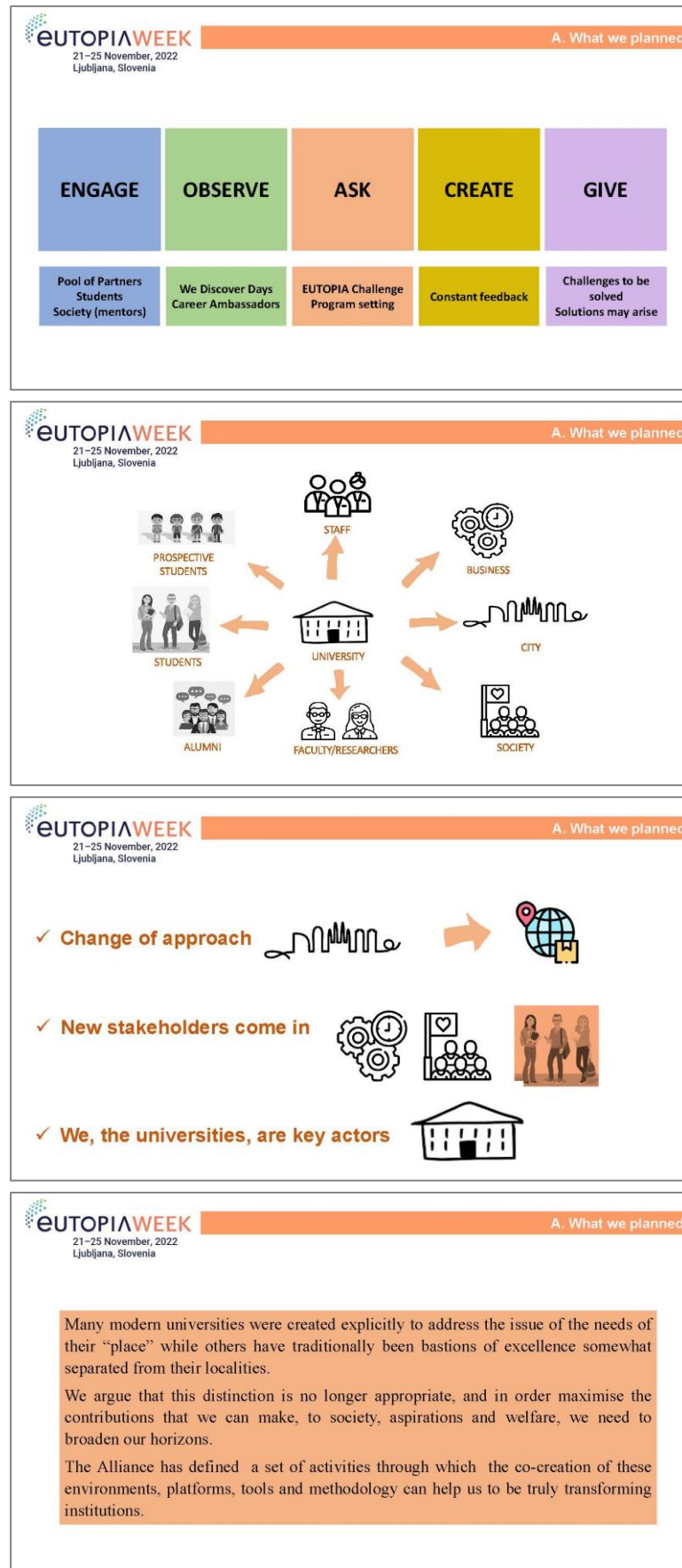




Figure 2. WP4 session presentation and debate. Eutopia week. Ljubljana, November 2022. (7 of

**EUTOPIA WEEK**  
21-25 November, 2022  
Ljubljana, Slovenia

B. What we managed to do




WE DISCOVER DAYS BARCELONA  
**OPEN INNOVATION CHALLENGE**  
28-29-30 OCT, 2020



EUTOPIA LEARNING WORKSHOPS  
WORKSHOP SESSIONS



**EUTOPIA Open Innovation Challenge's Hackathon**  
2022



**weDISCOVER.brussels**  
29 March 2021 - 1 April 2021



**EUTOPIA Innovation Conference**  
University of Warwick


**EUTOPIA WEEK**  
21-25 November, 2022  
Ljubljana, Slovenia

C. The efforts and the expectations









**EUTOPIA WEEK**  
21-25 November, 2022  
Ljubljana, Slovenia

C. The efforts and the expectations

**D. What do THEY say?**



**E. What do WE say?**


**EUTOPIA WEEK**  
21-25 November, 2022  
Ljubljana, Slovenia

D. What do they say?

WHO ARE THEY?



VÄSTRA GÖTALANDSREGIONEN



Lindholmen Science Park



BUSINESS REGION GÖTEBORG



TECHNOLOGY PARK LJUBLJANA




Regional Platform for Benchmarking and Cooperation in Higher Education and Research




Roche



Ajuntament de Barcelona



INCASOL Institut Català del Sol



IIO HOUSE

They are 9 !

Figure 3. WP4 session presentation and debate. Eutopia week. Ljubljana, November 2022. (11 of 25)

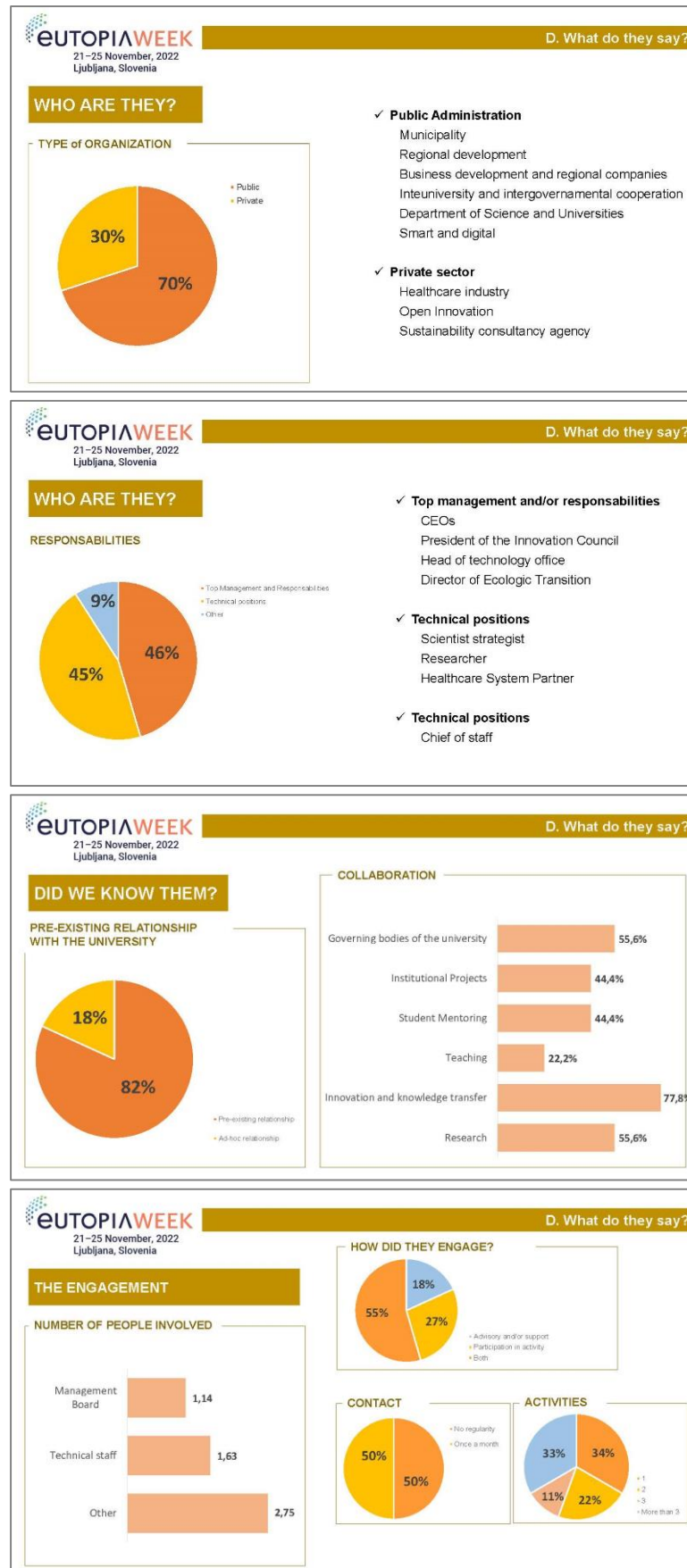


Figure 4. WP4 session presentation and debate. Eutopia week. Ljubljana, November 2022. (15 of 25)

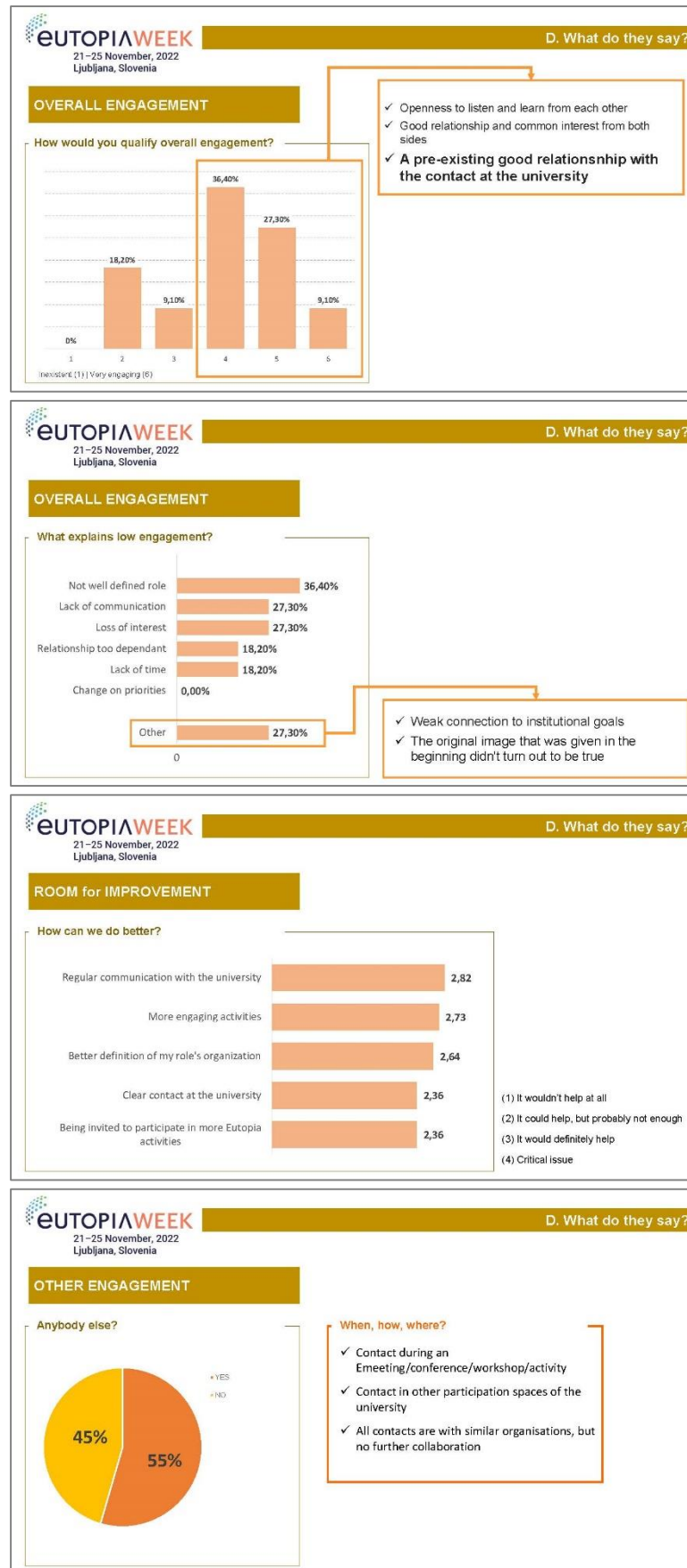


Figure 5. WP4 session presentation and debate. Eutopia week. Ljubljana, November 2022. (19 of 25)

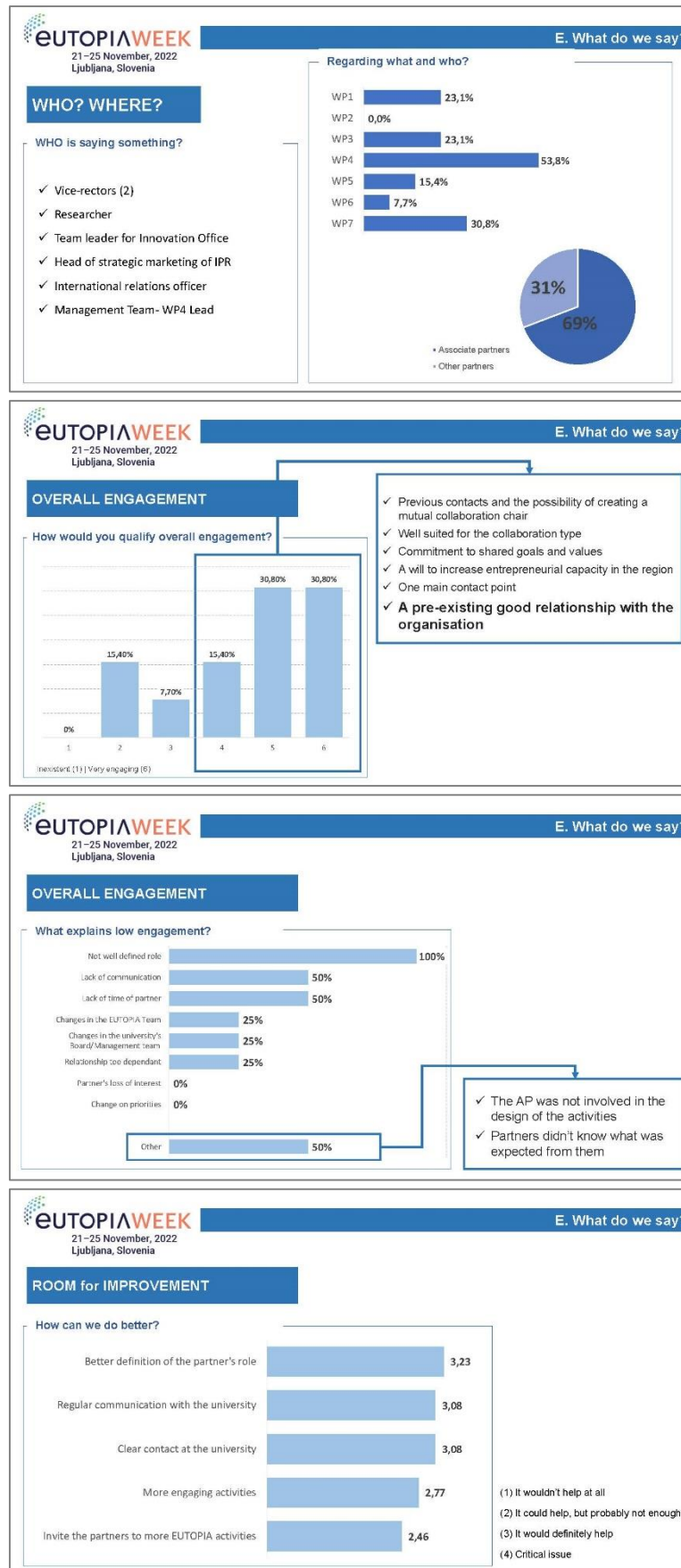




Figure 6. WP4 session presentation and debate. Eutopia week. Ljubljana, November 2022. (23 of 25)


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F. (Some) lessons learned

- ✓ Things work when the **relationship is strong**.
- ✓ Need of a **better definition of the project**: roles, expectations, outcomes.
- ✓ Need to **improve** internal and external **communication**.
- ✓ Better understanding about how much we can **grow the collaboration** (both with external partners and Alliance members).
- ✓ Do not overpromise... because we might get underdelivers


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G. What can we do

Some ideas....

- ✓ **Concrete discussion** between initiator of the contact and possibilities and prerequisites of the engagement
- ✓ **Earlier co-creation** of what the role and the activities could be.
- ✓ **Match and align** parts ou our organisations with the partners mission
- ✓ Definition of the role of an expected participation (and the why) by people with mandate and a will to anchor and act on it.

Figure 7. WP4 session presentation and debate. Eutopia week. Ljubljana, November 2022. (25 of 25)

## 5.2. Conclusions and further challenges

- It was challenging for the students to get past the ‘research’ phase and devise projects they could implement in practice. Although they had learnt a great deal about regional issues, with the help of the councils and through their own hard work, they needed a much higher level of understanding to come up with ideas that were viable enough to begin testing them out. It was hard for them to acquire this understanding given the time pressures of their studies (and other extra-curricular activities), but especially due to the restrictions of the pandemic. They had little first-hand knowledge of the local area and communities outside the university campus – a disconnect that Warwick has always struggled with – and under the difficult circumstances of 2020/2021, it was not easy for them to find ways of overcoming this barrier, and for the universities and the associate partners to support them.
- All of the above is important context for the relationship with the local and regional institutions and partners. This relationship, and the students’ commitment to the project, were strong enough to maintain good levels of engagement from late 2020 until early 2022 (or late 2021 in the case of Team 2). However, there were various circumstances which caused the engagement to fall off after a certain point.

- Besides these circumstances, there may also be a more fundamental problem with a programme that asks students to identify regional challenges that interest them and then devise solutions. The challenges in question are extremely complex, and there are many different ways to approach them, leaving students with a very ‘open’ field to operate in and limited chances of identifying a viable project. This in turn leaves our associated partners with little sense of how best to support the student teams, especially given that they are sometimes restricted in terms of what support they can give, or how much information they can share.
- The programme might have been more successful if the challenge had been less ‘open’, and if students had been assigned to explore a specific issue identified by the councils, within parameters that would enable the councils to support the students effectively. This would be a kind of internship, similar to the TeamWork programme recently connected with EUTOPIA through WP6. It would require more preparation in advance, but by the same token it would give a clearer role to the associated partners, and a clear infrastructure within which the students could exercise their creativity and develop innovation skills.
- Alternatively, the Innovation Challenge could try to recruit students who are already running social enterprises and use EUTOPIA as a way of connecting these projects with associated partners at Warwick and in the other universities.
- Both our student teams ended up pivoting towards ideas that were more focused on engagement within the university community, and this may also be a viable way to run the Open Innovation Challenge: connect student teams with staff (and other students) at Warwick who are trying to connect with local communities or regional challenges, and give these students the role of ‘innovation consultants’ who suggest new approaches from a university-centred perspective.