

- 2019 Van Es, Businet Conference 2019

Connecting to industry

The Breda Case study

DISCOVER YOUR WORLD

The Breda story

- Introduction to BUAs
- Connection to industry
- The innovation square (stimulating innovation)

Discover your World

University of Applied Sciences
& Knowledge Institute



7,367 STUDENTS



17,2% INTERNATIONAL STAFF



THE NETHERLANDS
BREDA



SINCE 1966

Our 8 Domains of Expertise



Built Environment



Facility



Games



Hotel



Leisure & Events



Logistics



Media



Tourism

Our degree programmes



Leisure & Events

PROFESSIONAL BACHELOR'S PROGRAMME
Leisure & Events Management

ACADEMIC BACHELOR'S PROGRAMME
Bachelor of Science Leisure Studies

ACADEMIC MASTER'S PROGRAMME
Master of Science Leisure and Tourism Studies

PROFESSIONAL MASTER'S PROGRAMME
Master Imagineering

PROFESSIONAL MASTER'S PROGRAMME
Master Strategic Events Management



Media

PROFESSIONAL BACHELOR'S PROGRAMME
Creative Business
> International Media and Entertainment Management

Master Media Innovation



Tourism

PROFESSIONAL BACHELOR'S PROGRAMME
Tourism Management

ACADEMIC BACHELOR'S PROGRAMME
Bachelor of Science Tourism

PROFESSIONAL MASTER'S PROGRAMME
Master Tourism Destination Management



Built Environment

PROFESSIONAL BACHELOR'S PROGRAMME
Built Environment

> International Spatial Development



Facility

PROFESSIONAL BACHELOR'S PROGRAMME
International Facility Management



Logistics

PROFESSIONAL BACHELOR'S PROGRAMMES
> Logistics Management
> Logistics Engineering

PROFESSIONAL MASTER'S PROGRAMME
Master Leadership in Supply Chain Management



Games

PROFESSIONAL BACHELOR'S PROGRAMME
Creative Media and Game Technologies
> International Game Architecture and Design

PROFESSIONAL MASTER'S PROGRAMME
Master Game Technology



Hotel

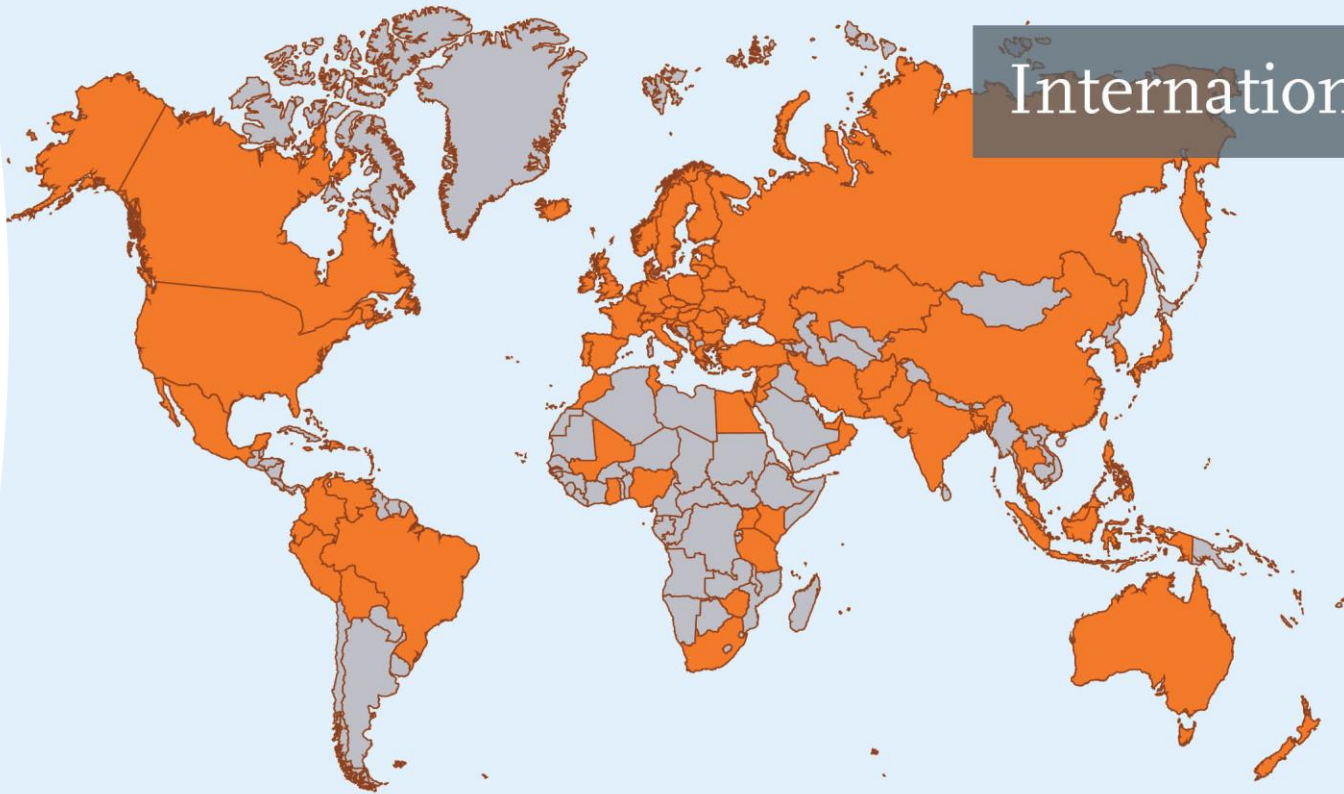
PROFESSIONAL BACHELOR'S PROGRAMME
Hotel Management

Our Educational Vision



- > Small-scale state of the art education in close cooperation with the industry
- > Through:
 - triple helix problem solving
 - international classrooms
 - collaborative learning in learning communities
 - lifelong learning

International Students



69 STUDENT NATIONALITIES



18% INTERNATIONAL STUDENTS



International Partner Institutions

- > Research
- > Exchange programmes
- > Field work
- > Seminars and conferences

 **96** PARTNER UNIVERSITIES

 **200** STUDENTS GO ABROAD ON EXCHANGE

 90+ PARTNERSHIPS WITH COMPANIES

 134+ COUNTRIES

Tourism



Leisure & Events



Media



Games



Industry Partners

Hotel



Facility



Logistics



Built Environment



Our Campus







Day
0
Month
Year

Connection to Industry

Subtitle and/or name of speaker

DISCOVER YOUR WORLD

International leading knowledge institute with industry-relevant, high quality, and innovative education and research.

Small, personal, sustainable, diverse and inclusive, where your personal innovative capacity is stimulated.



1. Quality of education (ranking and accreditation)
2. Industry relevance (reviews/HBOMonitor)
3. Student satisfaction (NSE)
4. Employee satisfaction (MTO)
5. Quality of applied research (publications and accreditation)

State-of-the-art education	Research	Connected to industry and social institutions	Internationalisation	Operational excellence
<p>LEADING OBJECTIVES</p> <ul style="list-style-type: none"> • Learning communities in a small scale learning environment • More personalisation of education and blended learning* • Dynamic community • Study success (matching/selection, success rate/drop out, employability) also leading to grip on student numbers • Improved student welfare* 	<p>LEADING OBJECTIVES</p> <ul style="list-style-type: none"> • Cross academy cooperation on the 3 themes • Increase impact of the research results 	<p>LEADING OBJECTIVES</p> <ul style="list-style-type: none"> • Increase international presence and impact 	<p>LEADING OBJECTIVES</p> <ul style="list-style-type: none"> • International experience of all lecturers • English language proficiency of all lecturers in English-taught programmes is at C1 level* • Optimize global readiness of students 	<p>LEADING OBJECTIVES</p> <ul style="list-style-type: none"> • Professionalisation of staff • More lecturers available for education* • Simplify and standardize educational and supporting structure
<p>ACTIVITIES 2018-2021</p> <ul style="list-style-type: none"> • Train lecturers to perform in learning communities • Implement blended learning • Offer talent programmes for students • Students and lecturers are part of learning communities • Digitisation of teaching materials completed and blended learning is applied in all bachelor degree programmes • Community with extra curricular activities (content, cultural, social)* • Upgrade selection and matching • Optimize student and learning analytics • Drop out 23% 	<p>ACTIVITIES 2018-2021</p> <ul style="list-style-type: none"> • Connect research in minors, masters and learning communities to the 3 themes • Assignment professors to link with at least one of the 3 themes and to education • Ensure the validation structure 	<p>ACTIVITIES 2018-2021</p> <ul style="list-style-type: none"> • Further development of country focus policy (hotspots 2.0) • Connect industry to learning communities • Perform in platforms/ networks • Upgrade personal contacts to institutional contacts • Increase alumni contacts • Develop the living lab/innovation square • Repositioning of executive education 	<p>ACTIVITIES 2018-2021</p> <ul style="list-style-type: none"> • Stimulate staff exchange/ international lecturer • Attract more international staff • Stimulate studying abroad (exchange, 20 EC abroad) • Increase the number of high quality international placement companies • Attract more international students (improve case handling, meet prospects abroad, housing) • International exchange: review the quality of present partnerships in 2020 	<p>ACTIVITIES 2018-2021</p> <ul style="list-style-type: none"> • Profscan revitalisation • HR career policy for excellent performing staff • Team-based performance • Share strategy execution experiences and achievements • 10 fte educational staff extra* • Organize supporting staff in hybrid structure
<p>FOCUS 2019</p> <ul style="list-style-type: none"> • Develop a shared vision on learning communities (including active learning, blended learning and personalisation) • All domains and academies share the highest focus on learning communities. • Organise a BUas wide sharing event on learning communities • Selection of new Learning Management System • Joint approach matching and selection • Sharing experiences on soft landing in the first year • Develop and improve student and learning analytics, including training of users, focussing on practicability of the first year 	<p>FOCUS 2019</p> <ul style="list-style-type: none"> • Involve master students, minor students and SBM students in research projects on the 3 research themes • Organise recurrent BUas meetings (based on what we are already doing) • Appointment of new professors to meet the ratio (1 professor per 720 students) • Create a team to communicate about, based on existing practice (wow shape nice to know sessions, meaningful meetings etc.) 	<p>FOCUS 2019</p> <ul style="list-style-type: none"> • Create networks with alumni based on content • Develop a clear vision on international industry approach and partnerships • Execution of an alumni event • Prepare for the living lab/innovation square • Repositioning of executive education 	<p>FOCUS 2019</p> <ul style="list-style-type: none"> • More Dutch students going abroad • Invest significantly in online and data-based marketing in order to recruit more international students • Involve alumni in recruitment, test working with global agency • Clear vision on soft landing international students on housing, jobs and extra-curricular activities 	<p>FOCUS 2019</p> <ul style="list-style-type: none"> • Focus training in 2019 on the role of the lecturer in learning communities, learning and student analytics, English • Campus development has been completed • Execution of the SERVE program
<p>ACHIEVEMENTS 2019</p> <ul style="list-style-type: none"> • Start update educational vision in connection to research vision • One new Learning Community per academy with: - alumni and/or industry, - new lecturers (not the usual suspects) • research involved • One grassroots project per academy (new or at least new for the academy) • Assignment for EC: knowledge sharing BUas wide - content and objectives • Joint approach matching and selection • Per study program one intervention, based on student and learning analytics to reduce first year drop out • Power BI wider available in the organisation (attractive and accessible) • Explore formative testing without extra re-sits • Drop out first year 26% • Success rate 73,5% • Intensify coaching of 	<p>ACHIEVEMENTS 2019</p> <ul style="list-style-type: none"> • All BUas broad minors have a clear connections with one of the 3 themes and involvement of researchers • Research capacity in accordance to 'UAS standards': 10 FTE professors • Research output presented: 50% of research output (PUB) has an easy to read abstract that can be used for marketing purposes (website, professional papers) 	<p>ACHIEVEMENTS 2019</p> <ul style="list-style-type: none"> • Create and maintain overview in order to increase the number of alumni/industry contacts and to increase the number of learning communities and the percentage of international internships • Develop concept and start implementing business square • Executive education repositioned: maintain turnover 2018 • Upgraded alumni approach (see policy doc. 2016) that supports the connection to industry, including alumni calendar 	<p>ACHIEVEMENTS 2019</p> <ul style="list-style-type: none"> • Increase international staff: 70% of new hires had international experience, C1 level English and more lecturers without international experience are going abroad • Diverse international classroom: increase international students: +1% of total intake (2018/19: 15,7%; 2020 20%) • Increased international experience students: students gaining 20 EC abroad: +1% of total (2016/17 53,2%; 75% in 2021) 	<p>ACHIEVEMENTS 2019</p> <ul style="list-style-type: none"> • By the end of 2019 70% of the supporting processes is organised in a hybrid way • English level assessment of 95% of BUas staff • Campus in use • 21 FTE reduction supporting staff related to end of 2019

The industry.....



**Breda
Business School**
BRED A UNIVERSITY OF APPLIED SCIENCES



 90+ PARTNERSHIPS WITH COMPANIES

 134+ COUNTRIES

Tourism



Leisure & Events



Media



Games



Industry Partners

Hotel



Facility



Logistics



Built Environment



My plan of approach

- Evaluate what are we doing now
- What has been done earlier and what can we learn from this?
- Find a solution

What are we doing now

- **Main conclusions**

- We are doing a lot of things really well !
- It is fragmented and a complete and insightful oversight is lacking
- Structure only exists within the specific domains
- We tend to shoot into a "selling mode" when it comes to industry
- Cross overs are difficult to manage, and this leads to opportunity loss
- It is unclear when a partnership is valuable and how to measure this
- There is no clear system to manage how well an academy is doing on the subject

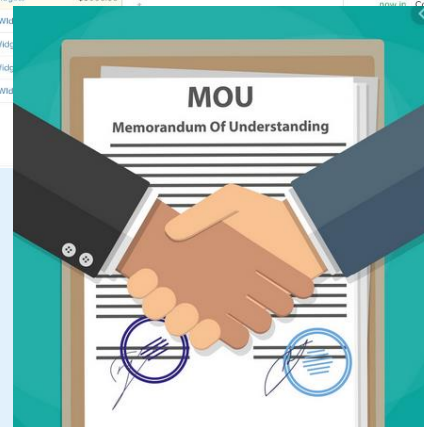
What has been done earlier



DEAL NAME	VALUE	STAGE	CLOSING DATE	ACCOUNT NAME
25 Widgets	\$10,000.00	Id.decision Makers	Aug 30	Smithson Publications
1000 Widgets	\$4,000.00	Id.decision Makers	Jul 27	Snow white Bakers
60 Widgets	\$8,000.00	Closed Won	Aug 18	Tony and Presscott Pvt Ltd
80 Widgets	\$11,000.00			
20 Widgets	\$6,000.00			
1 Widgets	\$2,000.00			
10 Widgets	\$5,000.00	Contact page		

Bijlage 1 – Partnership keuzemenu

DISCOVER YOUR WORLD	Bronze	Silver	Gold (star ☆)
Gastcolleges door TUI	✓	✓	✓
Stages	✓	✓	✓
TUI Cases ontsluiten	✓	✓	✓
Bedrijfsbezoeken (student/ docent)	✓	✓	✓
Afstudeeronderzoek bachelor		✓	✓
Visiting (in-class) TUI expert		✓	✓
BÜas -TUI traineeships		✓	✓
Lidmaatschap Strategische Adviesraad		✓	✓
Gezamenlijk organisatie/sponsor congres		✓	✓
Partner in EU projects (datalab/ NTG/ Scithos/SastDes)		✓	✓



The real challenge

How to enhance quality and execution power of industry connections for all without frustrating current activities (and people)

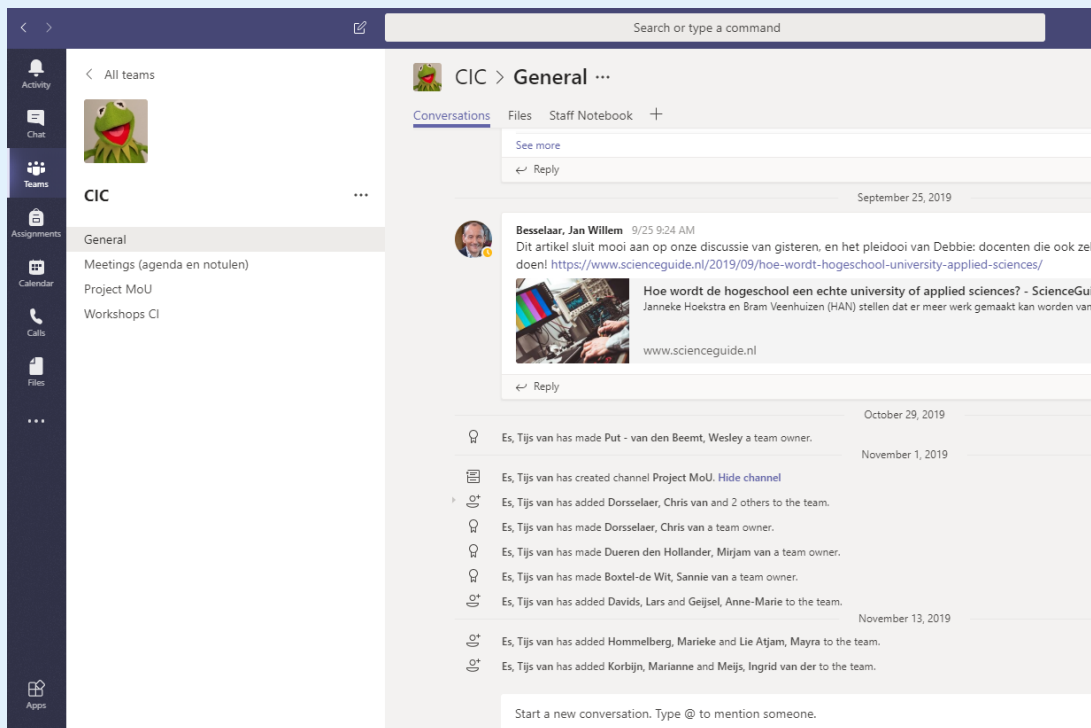


Find a solution

Priorities:

- Get (the right) people involved
- On the agenda of the academies, management needs to feel the importance
- Create common understanding (language!)

Het the right people involved



The screenshot displays a Microsoft Teams chat window. On the left is a dark sidebar with navigation icons for Activity, Chat, Teams, Assignments, Calendar, Calls, Files, and Apps. The main area shows a chat for the 'CIC' team, with a 'General' channel selected. The chat history includes a message from 'Besselaar, Jan Willem' dated September 25, 2019, which contains a link to an article about applied sciences. Below this, a list of system messages from 'Es, Tijs van' is visible, detailing team changes and channel creation, dated October 29 and November 1, 2019. The chat interface includes a search bar at the top, a 'See more' button, and a 'Reply' button for each message.

Search or type a command

< All teams

CIC

General

Meetings (agenda en notulen)

Project MoU

Workshops CI

Conversations Files Staff Notebook +

See more

Reply

September 25, 2019

Besselaar, Jan Willem 9/25 9:24 AM

Dit artikel sluit mooi aan op onze discussie van gisteren. en het pleidooi van Debbie: docenten die ook zelf doen! <https://www.scienceguide.nl/2019/09/hoe-wordt-hogeschool-university-applied-sciences/>

Hoe wordt de hogeschool een echte university of applied sciences? - ScienceGuid
Janneke Hoekstra en Bram Veenhuizen (HAN) stellen dat er meer werk gemaakt kan worden van p
www.scienceguide.nl

Reply

October 29, 2019

Es, Tijs van has made Put - van den Beemt, Wesley a team owner.

November 1, 2019

Es, Tijs van has created channel Project MoU. Hide channel

Es, Tijs van has added Dorsseelaar, Chris van and 2 others to the team.

Es, Tijs van has made Dorsseelaar, Chris van a team owner.

Es, Tijs van has made Dueren den Hollander, Mirjam van a team owner.

Es, Tijs van has made Boxtel-de Wit, Sannie van a team owner.

Es, Tijs van has added Davids, Lars and Geijssel, Anne-Marie to the team.

November 13, 2019

Es, Tijs van has added Hommelberg, Marieke and Lie Atjam, Mayra to the team.

Es, Tijs van has added Korbijn, Marianne and Meijs, Ingrid van der to the team.

Start a new conversation. Type @ to mention someone.

To work! 1. On the agenda

*When is an academy / domain / faculty successful in
Connecting to the industry?*

KPI's connection to industry

Tools to measure the performance of a domain on connection to industry

1. Overall (international) presence of the domain in the industry

- *Presence throughout the entire width of the domain*
 - How is the domain divided and are there partnerships in all sub sectors of the domain
- *Are we present in the leading networks of the domain?*
- *Authority factor*
 - Are we sufficiently approached for new items?
 - Invitations industry conferences
 - Research commissioned by industry or government
 - Are we partners with the A-accounts of the domains?
- *Presence of alumni in the industry*
 - How many BUAs alumni work for relevant industry partners?

2. Industry in Education

- *Presence of industry partners in learning communities*
- *Is the industry involved in developing (new) education?*

3. Industry in research

- *No. of proposals for projects including industry*
- *Number of industry relevant publications*

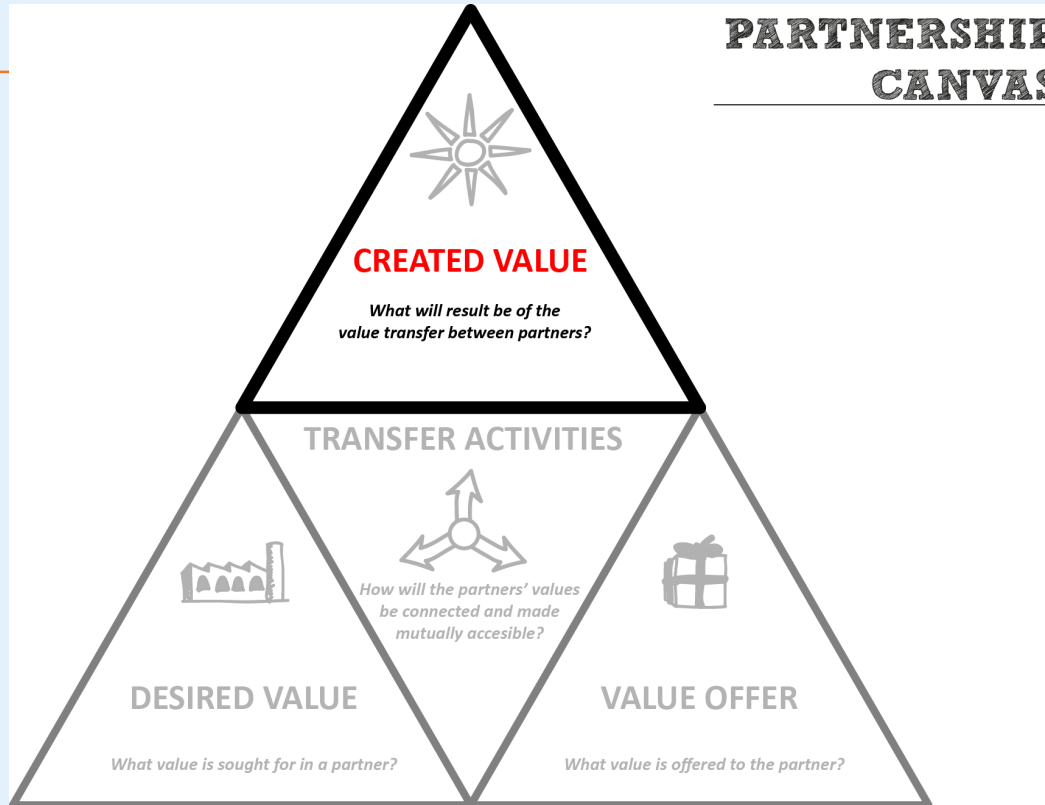
4. Management of partnerships

- *Is it insightful who current partners are and what the partnership consists of (BUAs wide)?*
- *Is there insight in who potentially relevant partners are?*
- *Is there a plan how to establish partnerships with these potential partners?*

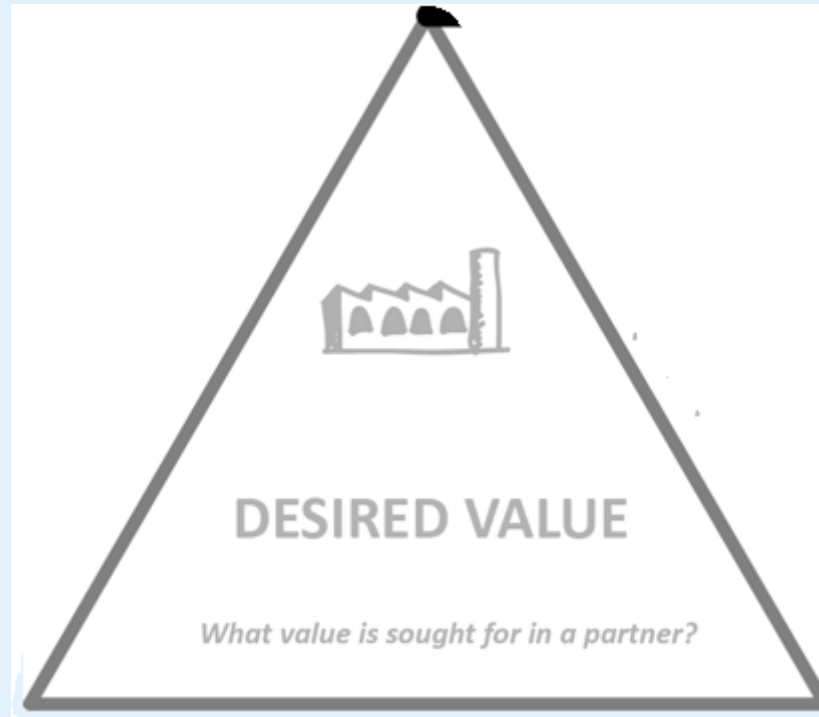
What makes a partnership valuable?



PARTNERSHIP CANVAS



What value is sought for in a partnership?



Desired value

- **Education:**

- Adding to quality
- Practical relevance
- Inflow of students

- **Life Long Learning**

- Employee involvement
- Staying relevant
- Societal impact

- **Better research**

- Knowledge accumulation

- **Reputation / branding**

- **Internationalisation**

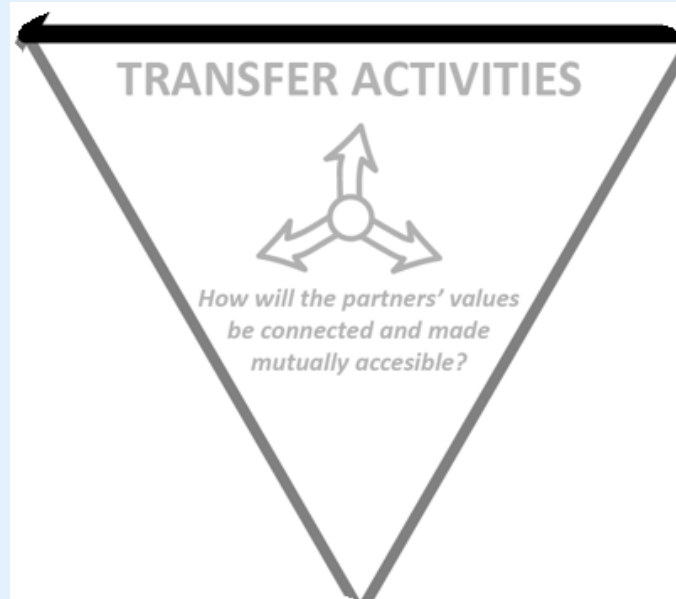
What value is offered?



What value is offered?

- **Fresh Brains**
- **Talent / Future employees**
- **Human capital development of industry (LLL)**
- **Knowledge development – new content**
- **Societal impact**
- **Reputation / branding**
- **Establish relevant networks**

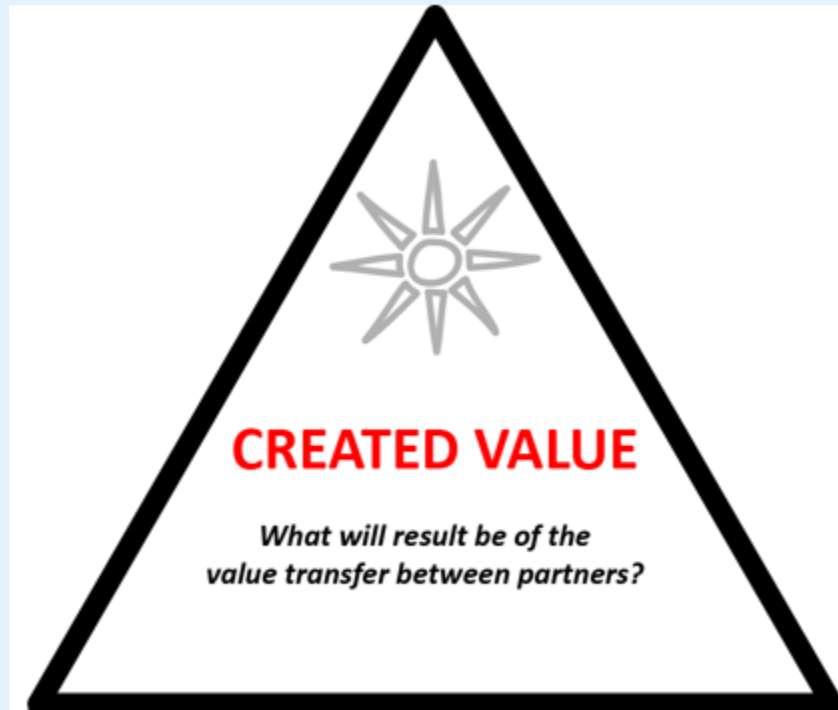
What are available transfer activities?



Transfer activities

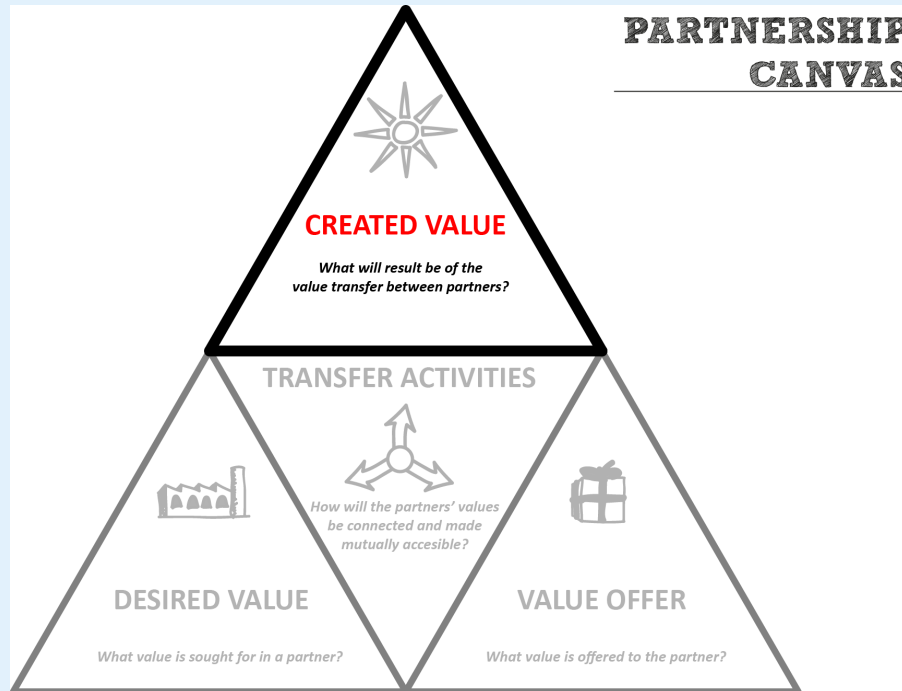
- Placements
- Graduation assignments
- Assignments in education
- Participation in learning communities
- Meetings / events / participation in networks
- Talent programs (Hilton klas, excellence track)
- Research lines
- Teacher internships
- Subsidized projects
- Executive education / BBS
- Innovation square community

Enriched and industry relevant education and knowledge & Business and societal impact



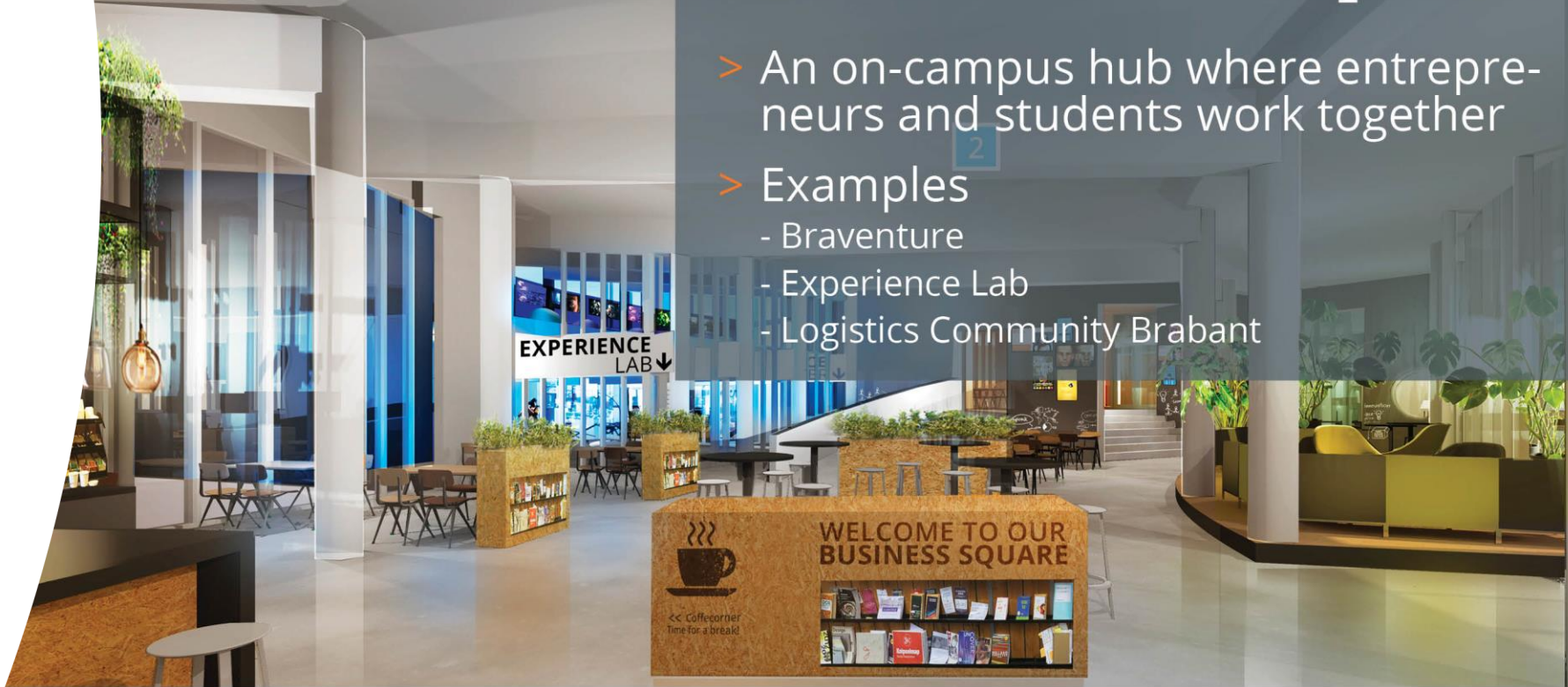


Connection to industry

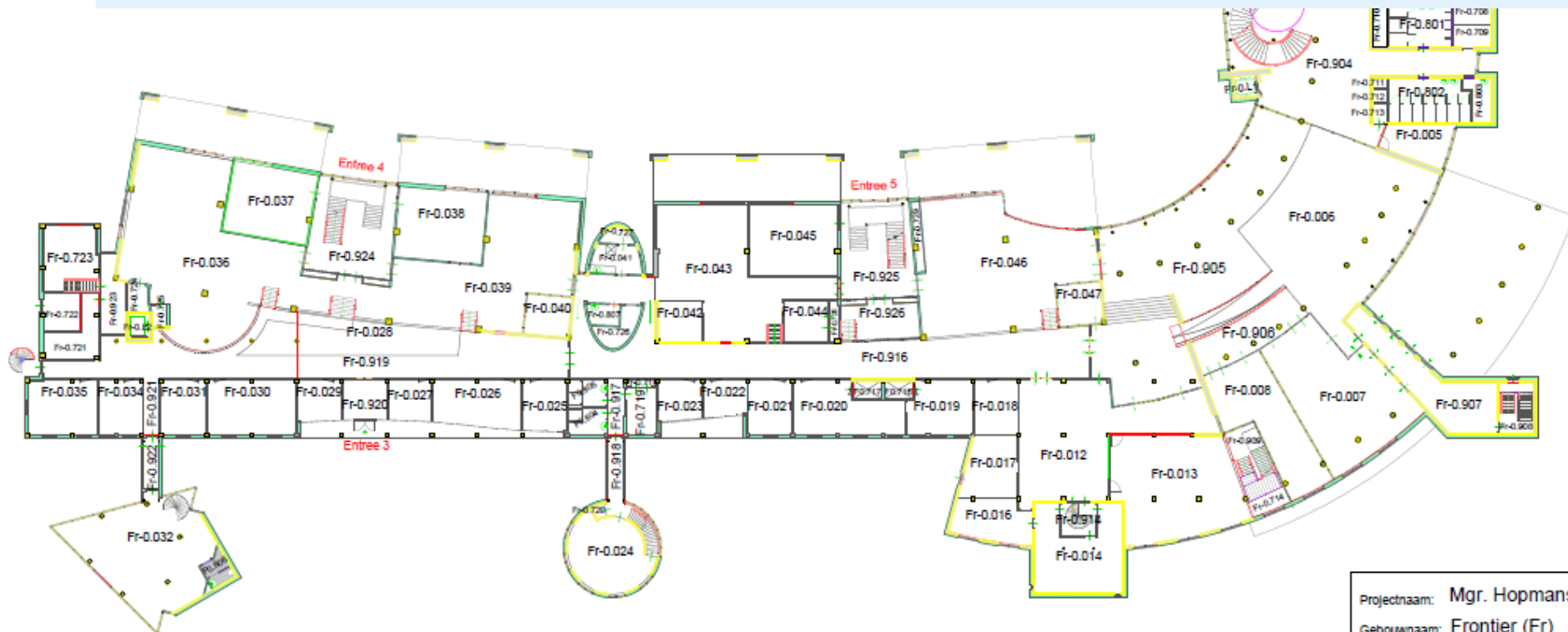


BUas Innovation Square

- > An on-campus hub where entrepreneurs and students work together
- > Examples
 - Braventure
 - Experience Lab
 - Logistics Community Brabant







Projectnaam: Mgr. Hopmans
 Gebouwnaam: Frontier (Fr)
 Onderdeel: Ground floor

De bewoners



Companies renting office space	website
The Urban Future	https://theurbanfuture.com/nl/
Boostlogix	https://www.boostlogix.com/nl
possibilize	https://www.possibilize.today/nl/
Sassybot	https://sassybot.com/
regional consortia	Kolom1
LCB	https://logisticscommunitybrabant.nl/
Braventure	https://www.braventure.nl/
Student programs / initiatives	Kolom1
Travel Impact Lab	https://www.travelimpactlab.nl/
Newways	http://www.newways.nl/site/
Young Tourism Professionals	http://www.ytp-at-work.nl/
Performatory	https://performatory.nl/
Research initiatives	Kolom1
Experience Lab	https://www.buas.nl/onderzoek/designing-managing-experiences

The innovation square

Community

- Active community management by community managers.

Hospitality

- Open and accessible place for relevant industry and partners. By means of e.g:
 - Open internet connection
 - Ability to book meeting rooms for externals
 - Creative training rooms
 - Space for event hosting
 - Flexible workspace for relevant industry partners

Spaces

- Renting out of office / workspace to relevant industry partners.

Events

- Active acquisition of external and internal events in the fields of entrepreneurship, innovation and domain specific events.



InnovaT

Innovative Teaching Across Continents

InnovaT project was created to enhance innovation in teaching and learning approaches fostering modernization in Higher Education Institutions in Chile and Peru.

Coordinator
FH JOANNEUM
University of Applied Sciences



uc3m | Universidad
Carlos III
de Madrid




Universidad Austral de Chile
Conocimiento y Naturaleza



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<https://culturwb.pmf.uns.ac.rs/>

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