



Together Abroad University Representation in Brussels

30 June, 2015, EARMA Leiden



South Denmark
European Office



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... also starring Torben Høock Hansen, University of Copenhagen

AGENDA

- ❖ **In Brussels – who is there?**
- ❖ **In Brussels – how are they represented?**
- ❖ **Two cases**
- ❖ **Our advice to universities planning to open EU representation in Brussels**





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WHY DO UNIVERSITIES HAVE BRUSSELS REPRESENTATIONS?



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Lobbying



Branding



Early information



Network



EU-FUNDING





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IN BRUSSELS – WHO IS THERE?



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METHOD

- Identifying the university representations

- ❖ EUA, IGLO, ERRIN – no results

- ❖ 276 possible offices (regional representations, membership organisations, individual university offices and national research offices)

- ❖ Individual “guestimation”

- **Definition:**
 - ❖ Individual universities have a representation if the office is physically located in Brussels or close by
 - ❖ They have less than 20 universities as members
 - ❖ Some degree of uncertainty and excluding IGLO members.





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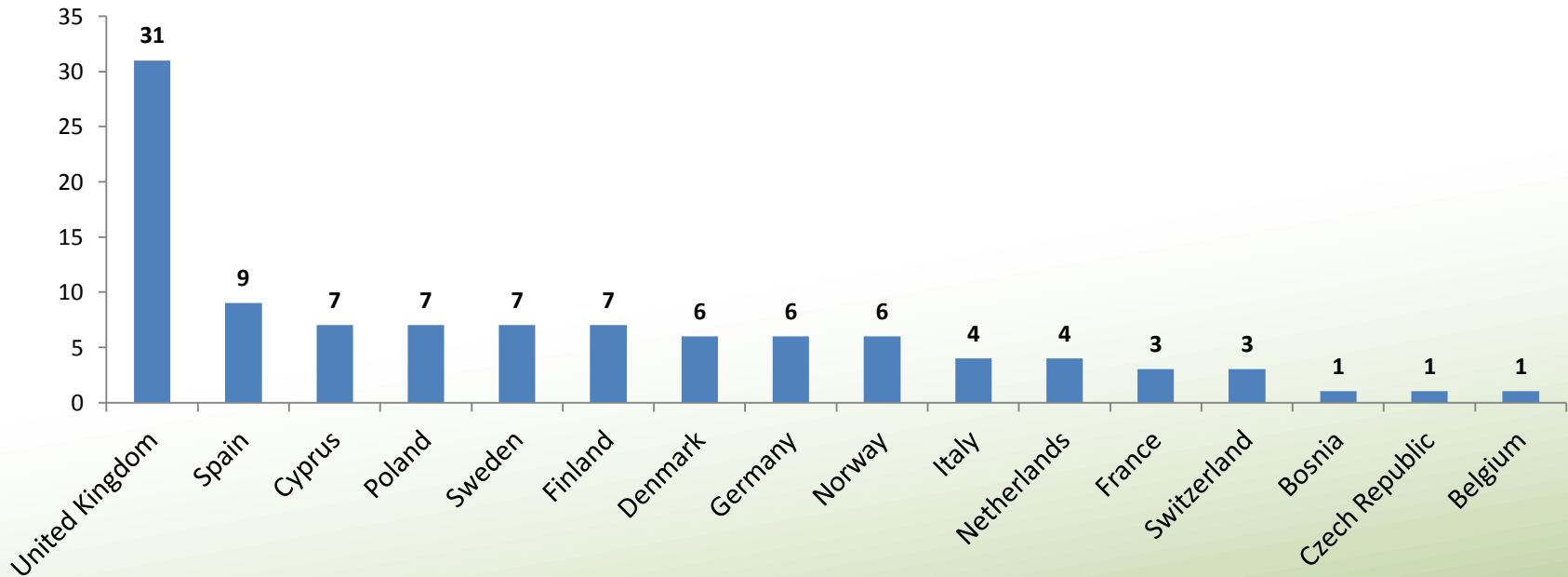




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- We found 103 universities represented in Brussels. Per country this is the picture:

Number of universities represented

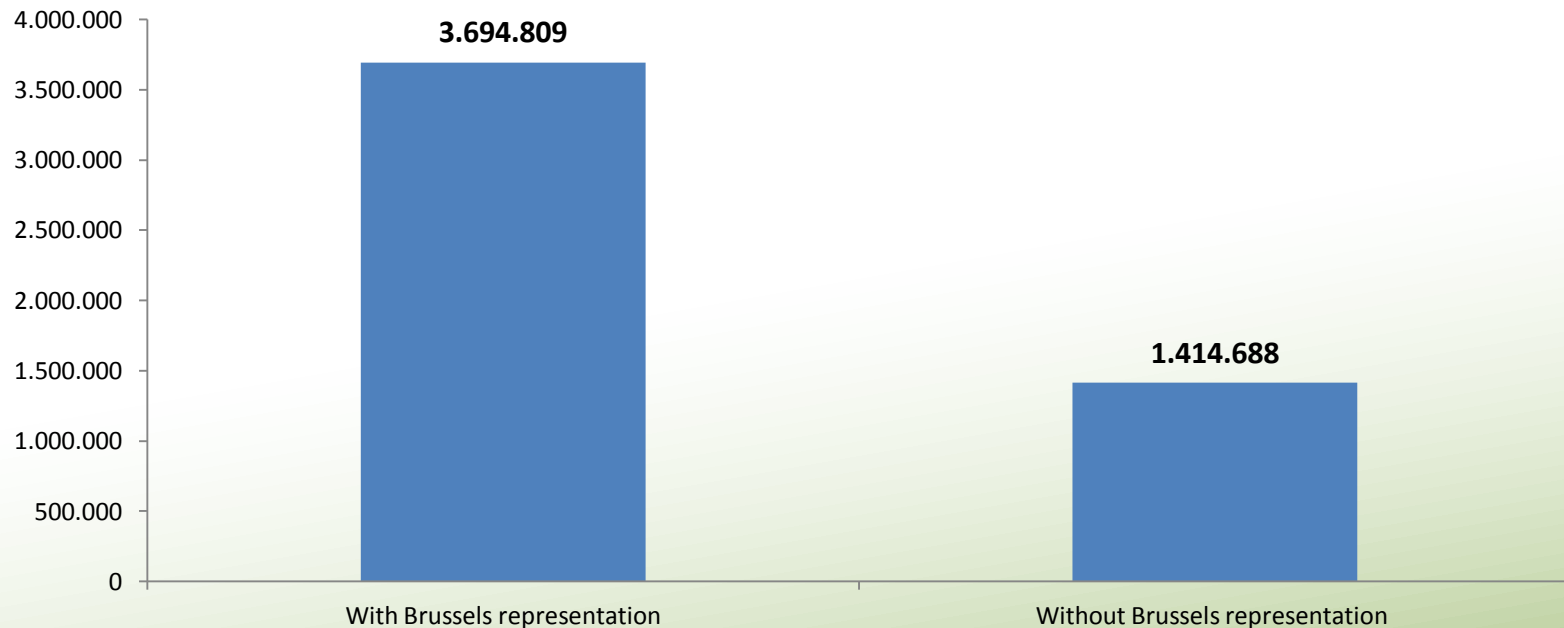




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- On average universities with Brussels representation have twice the amount of EC Contribution based on the first 2400 EC signed grant agreements and 786 beneficiaries (incl. Swiss) in Horizon 2020
- 40 of the represented universities have no signed grant agreements in Horizon 2020

EC Contribution





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IN BRUSSELS – HOW ARE THEY REPRESENTED?



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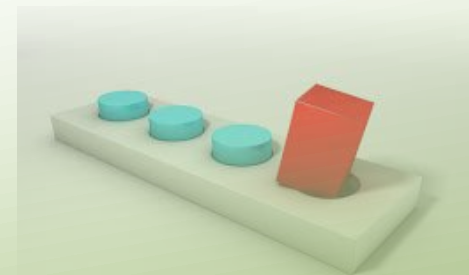




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METHOD

- Explorative study
 - ❖ 12 interviews with university representations
 - Geography, size, experience, membership
 - ❖ Identification of variables/parameters
 - ❖ Bundling, developing types and extracting characteristic
 - ❖ Comparison





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- We have interviewed the following representations
 - ❖ Capital Region Denmark EU Office (creoDK)
 - ❖ European University Association (EUA)
 - ❖ Greater Birmingham and West Midlands Brussels Office
 - ❖ Neth-ER (Netherlands house for Education and Research)
 - ❖ North Norway European Office
 - ❖ OPERA. Alliance of 4 Universities





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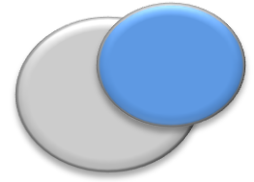
- We have interviewed the following representations
 - ❖ Småland-Blekinge South Sweden
 - ❖ South Denmark EU Office
 - ❖ The EuroTech Universities Alliance
 - ❖ The League of European Research Universities (LERU)
 - ❖ The Pomorskie Regional EU Office in Brussels
 - ❖ University of Wolverhampton Project Support Office Brussels





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The Branch



- The Branch is often a small representation (1-2 people) working **as a part of the university**



EU-funding,

- supporting EU-project development
- early intelligence
- not lobbying or topic lobby



Small degree of change at the university

Brussels employees often visits the university

Based on a **contract** and has a **high degree of control**

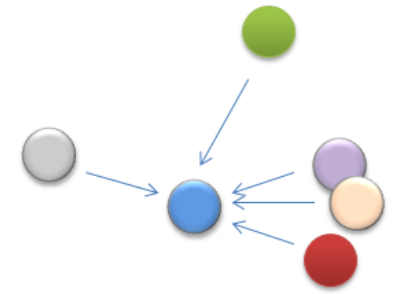


Challenge: Low capacity at the representation

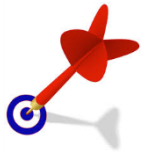
Advantage: Close to home institution and able to act quick



The Bureau



- The Bureau is often a small representation (1-2 people) working **as part of an office with diverse partners**



EU-funding and intelligence,

- Brussels network
- topic lobby
- no focus on member synergies



Some degree of change at the university/ies.

Mainly based on **contract**

Medium-high degree of control

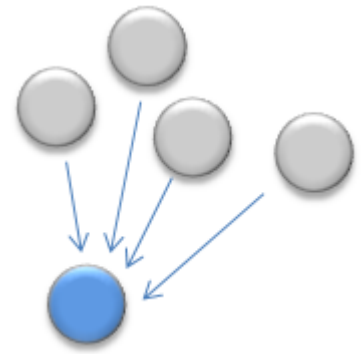


Challenge: Detachment -> Connection and **communication** to home university.

Advantage: Easy start-up and established network.



The Club



- The Club is often a medium-sized representation (2-7 employees) based on a **shared agenda (closed)**



Mainly profile/visibility, EU-funding and lobbying,

- mainly intelligence
- member synergies and profiling
- lobby at WP/SP level
- no proposal aid



High degree of organisational change at the universities

Based on **membership**

Low-medium degree of control



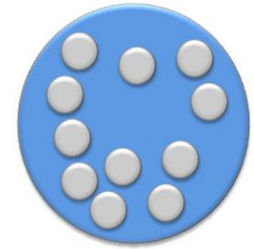
Challenge: Communication to university and **conflict of interest**

Advantage: Synergies between members, **stronger voice** in partnership, **branding**



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The Union



- The Union is a big representation (7+) based on a **shared agenda (open)**



Lobbying,

- intelligence
- lobby for policy and framework conditions
- no proposal aid



Some degree of change at the universities

Based on **membership**

Low degree of control




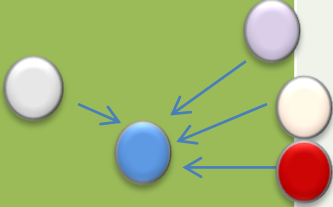
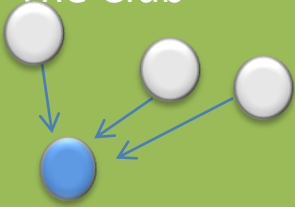

Challenge: Diversity in membership, **conflict of interest**, and **low capacity** at member level

Advantage: Reasonable capacity at representation, strong voice in the EU-system





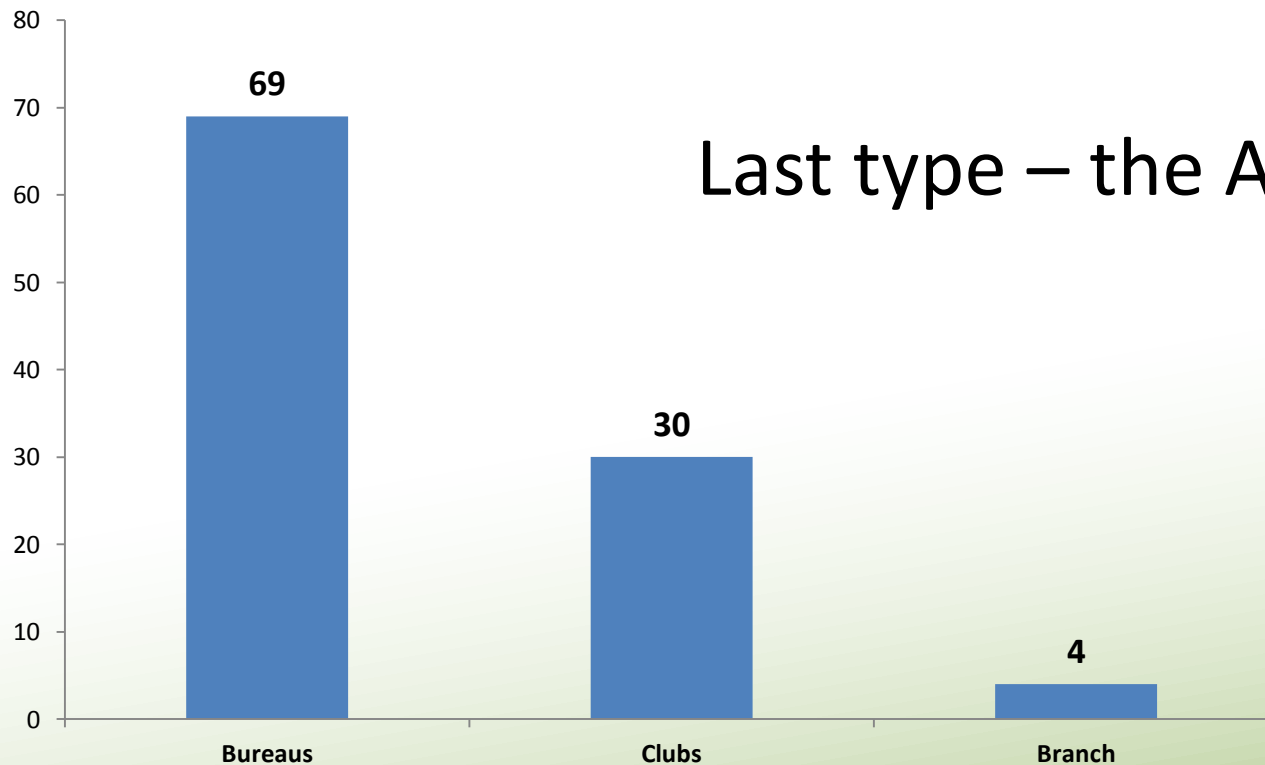
Comparison

	Aim	Control	Lobby level	Challenges	Advantage
The Branch 	Funding	High control	No lobbying/Topic	Low capacity at representation	Knows home institution Small, but quick
The Bureau 	Funding	Medium-high degree	Topic	Low capacity at university Communication to and from university	Well established platform – easy start-up.
The Club 	Profile/visibility	Low-medium control	WP/SP level	Communication to university Diversity in membership	Increased synergy Strong voice and branding
The Union 	Lobby	Low control	Policy and framework	Diversity in membership Conflict of interest Low capacity of membership	Strong voice Capacity



- According to our typology, the universities we identified in Brussels are organised differently

Number of universities represented in Brussels



Last type – the Alumni...



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TWO CASES



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A "Bureau" case

**South Denmark European Office representing
University of Southern Denmark**



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About South Denmark European Office

- Established in 2007 with university representation since 2013
- 10 employees (1 for university)
- Monthly meeting in Denmark
- Result Contract with 4 focus areas:
 1. Information and analysis
 2. Visibility and collaboration
 3. Influence
 4. Match and counselling





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Benefits



- Carving out strategic level of university that is focussing on one thing – EU funding
- Much more focus on Horizon 2020 than earlier
- General support to researcher
- Much greater EU visibility





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Challenge 1

COMMUNICATION: What are the right channels of ongoing communication?



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SDU Strategic Groups for Horizon 2020

**100
researchers
active**

Industrial Leadership

Nanotechnologies, Advanced Materials, Biotechnology and Advanced Manufacturing and Processing Information and Communication Technologies

Access to risk finance

Innovation in SME's

Societal Challenges

Health, demographic change and wellbeing

Food security, sustainable agriculture and forestry, marine and maritime and inland water research and the bioeconomy

Secure, clean and efficient energy

Smart, green and integrated transport

Climate action, environment, resource efficiency and raw materials

Europe in a changing world - Inclusive, innovative and reflective societies

Secure societies – Protecting freedom and security of Europe and its citizens



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Challenge 2

Lack of focus means that too many projects are started with the danger of no substantial follow up.

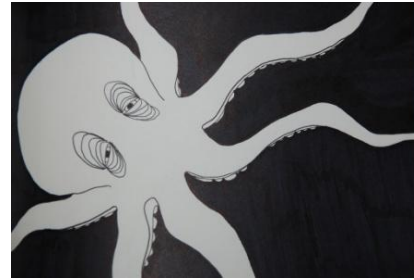


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Possible solution

Idea – to choose 3-5 focus areas and focus efforts on strong positions such as:

- **Welfare technology**
- **Drones**
- **Robotics**

Each area should have a dedicated person coordinating





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A "Club" Case

creoDK – Capital Region Denmark EU Office



Technical University
of Denmark



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About creoDK

- EU research office in Brussels, established in 2008
- Representing
 - ❖ University of Copenhagen
 - ❖ Technical University of Denmark
 - ❖ Copenhagen Business School
 - ❖ Capital Region of Denmark
- 5 employees
- 4 year strategy
 - Lobby and policy
 - Visibility and branding
 - Information and competences



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Benefits



- Early warnings – time is money!
- Translation of EU-lingo and trends
- Brussels presence is opening doors
- Working in a partnership gives a stronger voice





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Challenge

creoDK

Steering Group

Contact Group

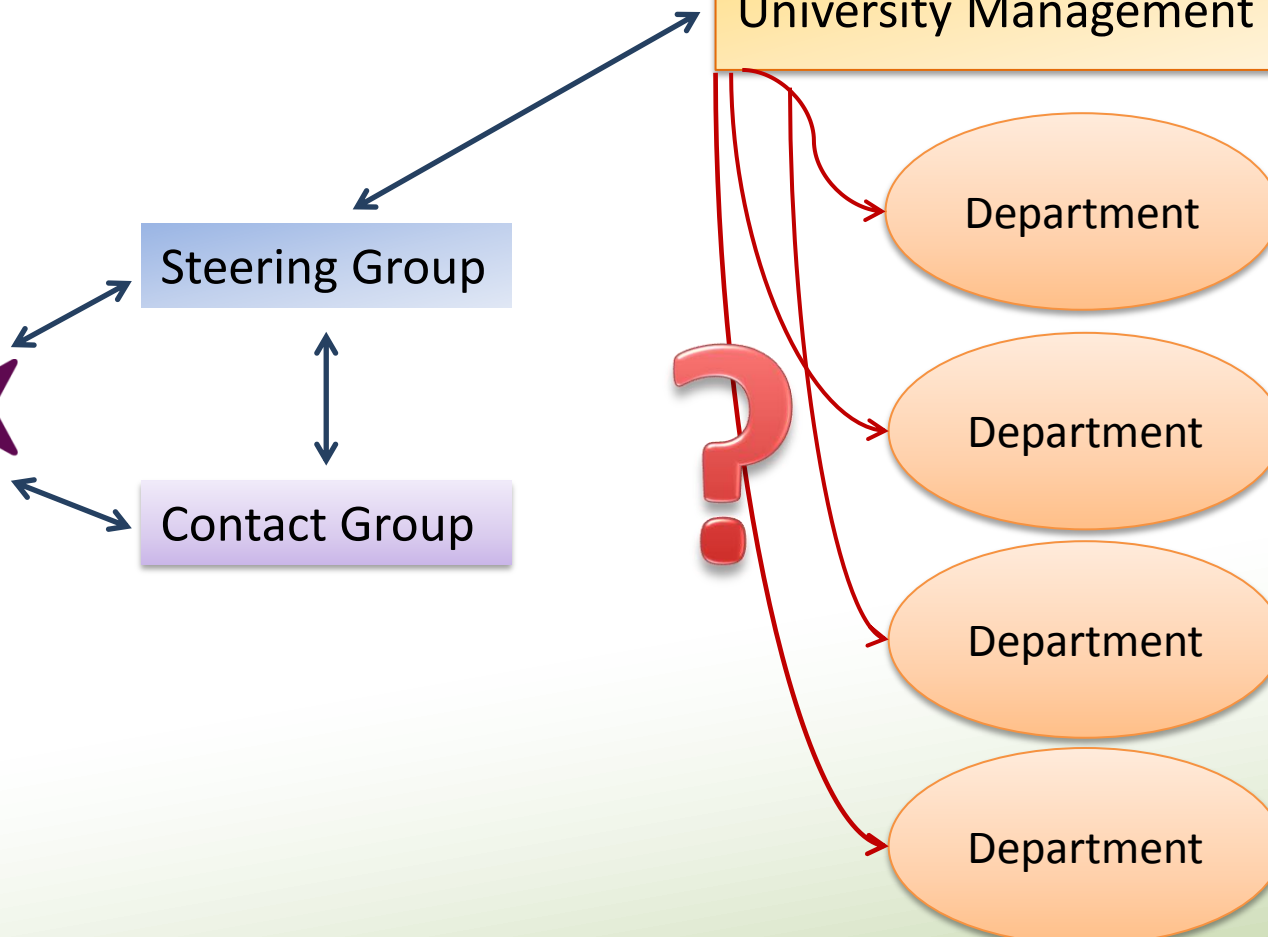
University Management

Department

Department

Department

Department



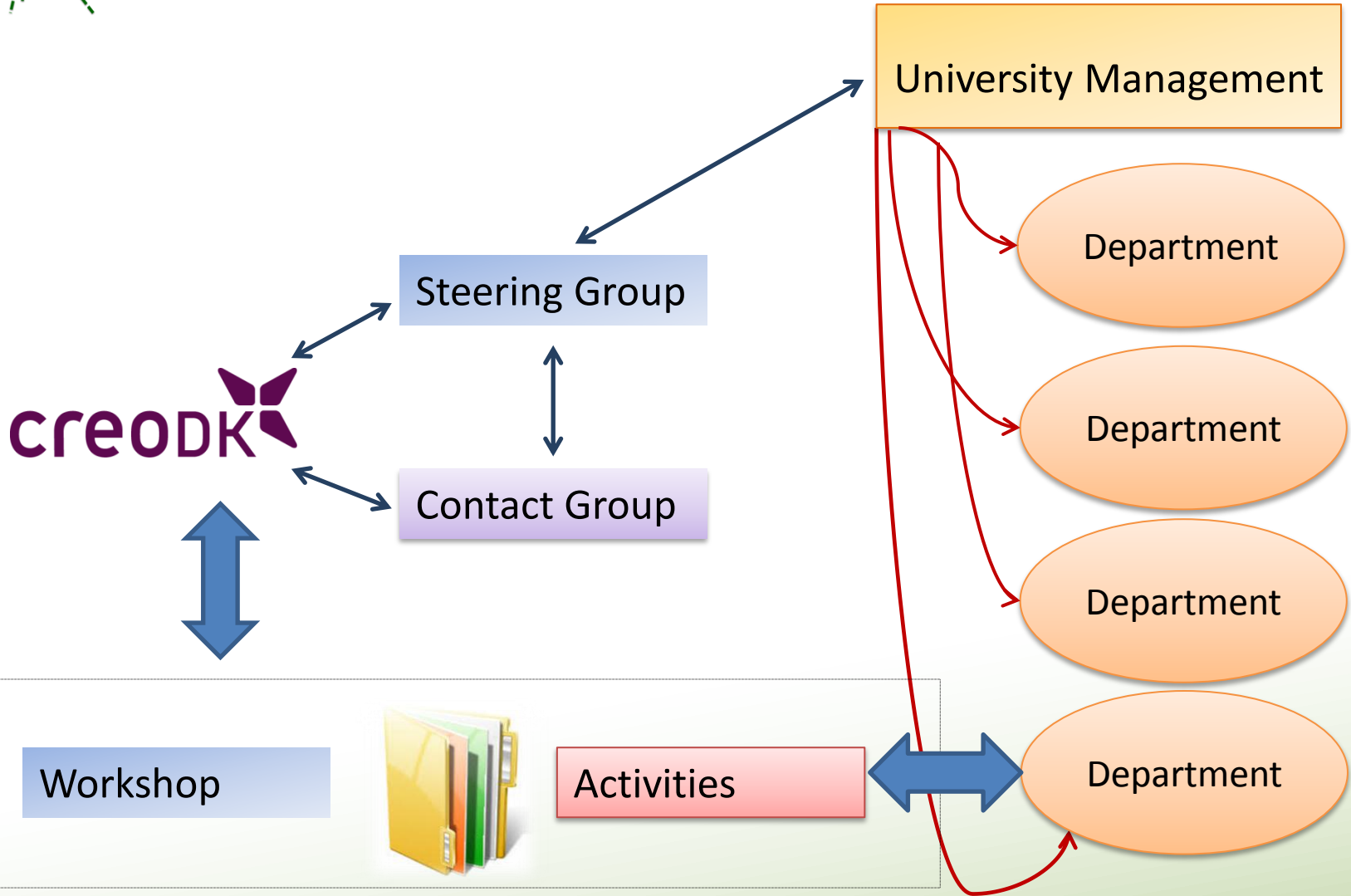
Focus and priority

- Strategic focus areas:
 - ❖ Chosen bottom-up
 - ❖ Scientific foundation
 - ❖ Focusing resources
 - ❖ Creating close relations – in Copenhagen and Brussels
 - ❖ Creating legitimacy
 - ❖ Stronger voice in partnership activities





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.... **so summing up**





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DISCUSSION



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OUR ADVICE FOR UNIVERSITIES PLAN- NING TO OPEN EU AN REPRESENTATION



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ADVICE

Define objectives in advance: what is the purpose of having a representation in Brussels?
Combine objectives with appropriate type of representation

Funding – yes BUT remember other “hard-to-measure” (internationalisation, change of culture, synergies etc) benefits

Organise your home institution to match activities at Brussels representation

Be patient and strategic - it can take time before results are evident

Choose your Brussels team according to your objectives



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Thank you!

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