WP2: Training of trainers for participation at CTIs

Training contents and programme

of the training week at ARCA

March, 2017

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561996-EPP-1- 2015-1-JO-EPPKA2-CBHE-JP

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I.   Introduction to the project

INVENT – Promotion of Innovation Culture in the Higher Education in Jordan, is the ERASMUS+ project, which aims at institutionalizing innovation, technology transfer, and capacity building within the Jordanian universities so that they become a pillar in the development of the national economy. The project concentrates on strengthening and enhancing the role of higher education institutes and universities in innovation capacity building, technology transfer and commercialization of applied scientific research outcome in Jordan.

The project will help to utilize the abundant scientific research production in two ways: first by giving the chance to the researchers to apply their research results, and second by providing a clear view of the technological need of the local industries so that the research and researchers priorities can be well identified. Another important objective of this project is to enhance the sector of innovation and technology transfer through **capacity building of staff** and **raising the awareness** of the innovation importance among the university's researchers and the local businesses.

The project aims and objectives will be achieved via establishing Centers for Transfer of Innovation (CTI) at selected Jordanian universities. The centers will help in the implanting and further development of the National Policy and Strategy for Science, Technology and Innovation which is the base for all currently ongoing and planned innovation support activities. INVENT project will enable the CTI to support reality-related introduction of research results into the educational processes and industrial application.

The basic results of the project activities are the establishment of four Centers for transfer of innovation (CTI) at the Jordanian universities and other two at departments at non-academic organizations and institutions. Their activity is the provision of entrepreneurs with innovations for introduction in the process of production.

II.   Contents of the training and programme of activities

Needs expressed together with the training suggested by faculty members and industrial representatives, have been grouped in 4 macro-topics:

1.   BUSINESS DEVELOPMENT, INCUBATION SERVICES AND TECHNOLOGIES TRANSFER SKILLS
This topic includes training to be offered on typical activities of an incubator / TT centre, in particular: - Business plan development - Coaching and mentoring to young entrepreneurs - Startup processes: incubation and acceleration

- Technological development and entrepreneurship
- Technology management and transfer
- Transfer of research results into the market: methodologies and case studies
- Technology transfer processes: from the identification of new solutions to their adoption in a perspective of enhancement and exploitation of research results in the market
- How to build strategic plan for technology transfer for the long term

2. FUNDRAISING, PROJECT PLANNING AND PROJECT MANAGEMENT SKILLS

This topic includes training to be offered on:
- Principles and sources to find funds
- Project planning methodologies
- Project cycle management
- Cooperation projects between Universities and industries: case studies
- The EU programmes (Horizon 2020 and other programmes available for Jordan)
- Concepts of budget planning and main common financial measures/ conditions of EU grants
- Project partnerships
- How to get benefit of European support and build partnering with European countries

3. INNOVATION

This topic includes training to be offered on:
- Innovation processes
- Innovation process development
- Open innovation
- Innovation in education, teaching and assessment strategies
- Strategic innovation management
- Innovation business models
- Innovation, entrepreneurship ans sustainability

4. CTI TRANSVERSAL MANAGEMENT SKILLS

This topic includes training to be offered on:
- Communication techniques
- Commercialization
- Branding
- Networking methodologies and techniques
- Mechanisms to promote applied research outcomes at universities: case studies
- CTI management: case studies and best practices

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In order to cover the above described request and in accordance with the agreed calendar, INVENT training will be delivered as follows.

IV.1 First training week: March 2017

Each host organisation in Cyprus, Italy and Portugal will receive the visit of 5-6 Jordan staff units, i.e.:

1. Paulo & Beatriz Consultores Associados, Lda (Portugal) will host 5 staff units
2. Consorzio ARCA, Palermo (Italy) will host 5 staff units
3. University of Cyprus, Nicosia (Cyprus) will host 6 staff units

The training to be delivered to them during the first week will be a combination of:

a) **traditional training** (with host organisation staff and/or external experts): collective training sessions in the form of seminars on the above mentioned topics, also through innovative tools helping to support formal and informal cooperation at intra and inter-organizational levels, including knowledge management systems and collaborative work environments.
b) **mentoring** (with host organisation staff): assisting on individual and group work aspects of their work if CTI staff units have the need to discuss problems, questions, etc.
c) **interrelations with local ecosystem:** CTI staff units will visit incubators, research labs, infrastructures, local stakeholders, in order to interact with a sort of microsystem and start to learn how to do networking. They will participate, if the case, to events, conferences, etc.

Indicative programme for the first week at ARCA:

Topic	First Training week	Duration in hours
	Day 1 – Monday	
	Welcome at HOST ORGANISATION Presentation by the host organisation legal representative Visiting host organisation spaces	1
	Presentation of the participants: knowledge, experience, expectations (15 minutes each)	1
	Seminar on Topic 1: Level 1. Seminar will be held by an expert on the topic.	2
	Cultural visit of the town (to be organised by the host organisation)	3
	Day 2 – Tuesday	

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■	Seminar on Topic 2: Level 1. Seminar will be held by an expert on the topic.	2
■	Seminar on Topic 3: Level 1. Seminar will be held by an expert on the topic.	2
	Individual work/study on a repository of traininig material on topic 1 provided by the host organization (documents, links to talks, videos, etc.)	2
	Group work to draw up a joint report on the training week contents and get new ideas for initiating change and organise their future institutions (CTIs).	2
Day 3 – Wednesday		
■	Seminar on Topic 4: Level 1. Seminar will be held by an expert on the topic.	2
■	Seminar on Topic 1: Level 2. Seminar will be held by an expert on the topic.	3
	Individual work/study on a repository of traininig material on topic 2 provided by the host organization (documents, links to talks, videos, etc.)	2
	Group work to draw up a joint report on the training week contents and get new ideas for initiating change and organise their future institutions (CTIs).	1
Day 4 – Thursday		
	Technical visits to incubators, research labs, infrastructures, local stakeholders (to be organised by the host organisation)	4
	Individual work/study on a repository of traininig material on topic 3 provided by the host organization (documents, links to talks, videos, etc.)	2
	Group work to draw up a joint report on the training week contents and get new ideas for initiating change and organise their future institutions (CTIs).	2
Day 5 – Friday		
	Technical visits to incubators, research labs, infrastructures, local stakeholders (to be organised by the host organisation)	4
	Individual work/study on a repository of traininig material on topic 4 provided by the host organization (documents, links to talks, videos, etc.)	2
	Plenary presentation by the 4 staff units to the host organisation of the joint report. Discussion and identification of follow-up activities and field for future collaboration.	2
Day 6 – Saturday		
	Departure of participants	

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IV.2 From March 2017 to September 2017

From the first week to the second week of training abroad (therefore between March and September 2017), the 16 staff units will be grouped in 4 groups according to the 4 topics. Each group will have to be made of 4 people coming from the abroad experience made in a different Country and will concentrate their study/work on one of the topics. In synthesis, staff units will form the following groups:

GROUP 1 working on BUSINESS DEVELOPMENT, INCUBATION SERVICES AND TECHNOLOGIES TRANSFER SKILLS
1 person who spent the first week in Portugal 2 persons who spent the first week in Italy 1 person who spent the first week in Cyprus
GROUP 2 working on FUNDRAISING, PROJECT PLANNING AND PROJECT MANAGEMENT SKILLS
1 person who spent the first week in Portugal 1 person who spent the first week in Italy 2 persons who spent the first week in Cyprus
GROUP 3 working on INNOVATION
1 person who spent the first week in Portugal 1 person who spent the first week in Italy 2 persons who spent the first week in Cyprus
GROUP 4 working on CTI TRANSVERSAL MANAGEMENT SKILLS
2 persons who spent the first week in Portugal 1 person who spent the first week in Italy 1 person who spent the first week in Cyprus

In this way the staff units can exchange the experience and telling the others what they learnt in the EU contries, keep working and discuss on interesting matters being followed at distance in order to multiplicate the effectiveness of the delivered training. Social networks (groups on facebook) and distance tools (skype, dropbox, etc.) will help in this phase.

Each group will have one tutor following them, coordinating them in a **forum for discussion** and continuous learning on themes of common interest, for exchanging innovative ideas and practices and enhancing key competences, and suggesting them material to read, themes to discuss or work to do, in a EU country. In particular:

- Consorzio ARCA, Palermo (Italy) will tutor Group 1
- University of Deusto (Spain) will tutor Group 2
- University of Cyprus, Nicosia (Cyprus) will tutor Group 3

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- Paulo & Beatriz Consultores Associados, Lda (Portugal) will tutor Group 4

Tutors will organize one skype conference with the members of the group each month in order to better define the work to be developed at distance.

The five people guested at ARCA were selected to be included in the following groups:

Name	Sending organisation	Working group (operating from March to September 2017)
Nedaa Saleh Hussein Alrabaee	JUST	**GROUP 2 working on FUNDRAISING, PROJECT PLANNING AND PROJECT MANAGEMENT SKILLS**
Hani Ahmad Mansour Talafha	JUST	**GROUP 4 working on CTI TRANSVERSAL MANAGEMENT SKILLS**
Jehan Qweider Mahmoud Obeidat	MU	**GROUP 3 working on INNOVATION**
Heba Mufied Othman	PSUT	**GROUP 1 working on BUSINESS DEVELOPMENT, INCUBATION SERVICES AND TECHNOLOGIES TRANSFER SKILLS**
Sufian Salameh Al-Khalaileh	UJ	**GROUP 1 working on BUSINESS DEVELOPMENT, INCUBATION SERVICES AND TECHNOLOGIES TRANSFER SKILLS**

IV.3 Second training week: September 2017

The entire group of 16 will reinforce the knowledge acquired expecially in topics 2 and 3 through a study visit week at the University of Deusto (Spain). The training to be delivered to them during the second week will be structured in a similar way of the first week but more concentrated on a more advanced level (Level 2) of topics 2 and 3.

Indicative programme for the second week:

Topic	Second Training week	Duration in hours
	Day 1 – Monday	
	Presentation by the representative of each group of the work undertaken during the period March-September	4
	Cultural visit of the town (to be organised by the host organisation)	4

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	Day 2 – Tuesday	
	Seminar on Topic 2: Level 2. Seminar will be held by an expert on the topic.	4
	Seminar on Topic 3: Level 2. Seminar will be held by an expert on the topic.	4
	Day 3 – Wednesday	
	Individual work/study on a repository of traininig material on topic 3 provided by the host organization (documents, links to talks, videos, etc.)	5
	Group work to draw up a joint report on the training week contents and get new ideas for initiating change and organise their future institutions (CTIs).	3
	Day 4 – Thursday	
	Technical visits to incubators, research labs, infrastructures, local stakeholders (to be organised by the host organisation)	4
	Individual work/study on a repository of traininig material on topic 4 provided by the host organization (documents, links to talks, videos, etc.)	2
	Group work to draw up a joint report on the training week contents and get new ideas for initiating change and organise their future institutions (CTIs).	2
	Day 5 – Friday	
	Technical visits to incubators, research labs, infrastructures, local stakeholders (to be organised by the host organisation)	4
	Plenary presentation by the 4 staff units to the host organisation of the joint report. Discussion and identification of follow-up activities and field for future collaboration.	2
	Joint work on the setting up, structure and valorization of the CTIs in Jordan.	2
	Day 6 – Saturday	
	Departure of participants	

IV.4 From September 2017 to January 2018

In the period between the second and the third training week, staff units will work for the first two months with the same structure of the above mentioned groups, followed by the European tutors.

Then they will group accordingly to the CTI where they are going to work. These new groups will therefore be:

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- Group A: Staff units who will work at **CTI ACI, ASRF and AULE**
- Group B: Staff units who will work at **CTI, HSCT and JUST**
- Group C: Staff units who will work at **CTI MU, PSUT and UJ**

The groups will work during this period in studying local territories where their CTI will work and creating/strengthening local ecosystems. Basically the groups will work on (each one for the territory of local relevance):

- Mapping the territorial ecosystem
- Co-organise participative workshops (focus groups, events, etc.)
- Establishing cooperation agreements with the business world
- Set up local networking through the definition of a stakeholders matrix.

IV.5 Third training week: January 2018

During the third week of training the competence development process will be enriched through *CTI staff units peers* and the chance of working together with the EU colleagues on a plan for the optimization and improvement of the services to be delivered by their structures.

Most of the destinations of the CTI units will change as staff units who will work in the same CTI will travel together. Indicatively, we can foresee that:

1. Paulo & Beatriz Consultores Associados, Lda (Portugal) will host CTI ACI, ASRF and AULE staff units (5 people)
2. Consorzio ARCA, Palermo (Italy) will host CTI MU, PSUT and UJ staff units (6 people)
3. University of Cyprus, Nicosia (Cyprus) will host CTI HSCT and JUST staff units (5 people)

Indicative programme for the third week:

Topic	Third Training week	Duration in hours
	Day 1 – Monday	
	Presentation by the representative of each CTI of the topic content, the training received and the mapping work done during the previous months.	4
	Discussion and enrichment of the territorial ecosystem	4

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Day 2 – Tuesday		
	Seminar on Business Planning and Canvas	4
	Workshop on how to develop a Business Plan for the CTI	4
Day 3 – Wednesday		
	Workshop on how to develop a Business Plan for the CTI	4
	Tutorship on the development plan of the CTI	4
Day 4 – Thursday		
	Each CTI staff will work together with host organisation staff to the development of the CTI Business Plan	8
Day 5 – Friday		
	Seminar on successful case studies of exisiting structures similar to CTIs	6
	Plenary presentation by the CTI staff units to the host organisation of the relative CTI business plan and strategy of development.	2
Day 6 – Saturday		
	Departure of participants	

III. Evaluation of the training

At the end of each training week, both CTI staff units and host organisation will have the chance to evaluate their experience. Study visit reports from the participants (Annex 1) and reports from the host institutions will help the WP leader to draw up conclusions and assess results from the staff capacity building process. Information and statistics extracted from final reports as well as evaluation and assessment forms will be the base of the final report concerning this WP.

Please find enclosed the format of the report to be filled at the end of the training week.

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Annex 1 –Questionnaire for the evaluation of host organizations

(to be filled by CTIs' staff trained)

Instructions: Please give your answers or comments in writing, or indicate the extent to which you gained confidence in the topics you learnt in the mobility to the EU host.
The scale is 1-5

Date …./……./……..	CTI staff evaluation of host institutes	Questionnaire number			

Units staff name ………..………….…… **Organization name: ……..…………..**	**Host institute Country:**

Q1: Organization place:

Q2: Type of organization: 1. Research   2. Public organization   3. Private   4. Other……….…………….

SECTION ONE: UNITS STAFF BACKGROUND

1	What are the most useful activities/ visits you had during your stay in the EU hosts? why
2	What are the least useful activities/ visits you had during your stay in the EU hosts? why

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3	List the most useful lesson learned					
4	How was the study visit useful to your work? What type of knowledge you will take back home?					

SECTION TWO: TO WHAT EXTENT DID YOU GAIN CONFIDENCE IN THE FOLLOWING TOPICS YOU LEARNT?						
Background		Not at all	Not well	Neutral	Well	Very well
1	Leadership and presentations	1	2	3	4	5
2	Open Innovation and living labs	1	2	3	4	5
3	Transfer of technology processes	1	2	3	4	5
4	OTHER TO BE DEFINED	1	2	3	4	5
5	Other (please specify)	1	2	3	4	5

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SECTION THREE: THE HOST INSTITUTE ENVIRONMENT	Not at all	Not well	Neutral	Well	Very well
1 The training was suitable and in good environment	1	2	3	4	5
2 The study visits were relevant and useful	1	2	3	4	5
3 The people we met during the visit were of great value added.	1	2	3	4	5
5 What were the biggest obstacles and problems?					
6 Your suggestions for improvements:					

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