Dear Partners and Colleagues,

It is with great pleasure that I extend a warm welcome to you all to this conference on behalf of the Roadmap for Employment-Academic Partnership (REAP) project. The REAP project and the Education in Employment project on which it builds are funded through the Higher Education Authority’s Strategic Innovation Fund.

Both projects focus on the interface between Higher Education Institutions and regional development needs, external enterprises, employers and employees. It is widely agreed that all parties can benefit greatly from a partnership approach to facilitating knowledge and technology transfer in both directions. Such an approach can ensure that undergraduate and postgraduate learning maintains relevance, that dynamic learning needs within workplaces can be met in a context-sensitive and flexible way and that research, development and innovation can be shared to create and nurture an ‘innovation eco-system’.

There are excellent exemplars of innovative and far-reaching partnership and engagement activity within the project consortium and in the wider third level sector in Ireland. However, in most cases these are not woven into the fabric or way that the Institutions are structured. The education sector needs to proactively facilitate and simplify the engagement process. Higher education institutions and enterprises should strive for mature, long-term partnerships that meet and exceed current learning and research needs and anticipate future needs.

This conference aims to contribute to the discourse on the potential scope of external engagement activity, how that activity is managed and supported within our structures and how we measure and reward successes.

We are very grateful to all who have agreed to participate and we look forward to a lively discussion.

Michael Delaney
Chair
REAP Project Steering Group
### Programme

**Partnerships for Progress** - Higher Education Institutions and External Engagement

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<tr>
<td>8.30</td>
<td>Registration and coffee</td>
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<td>9.10</td>
<td><strong>Welcome</strong>&lt;br&gt;Dr Brendan Murphy, President, Cork Institute of Technology.</td>
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<td>9.15</td>
<td><strong>Opening Address</strong>&lt;br&gt;Seán Haughey, TD Minister for Lifelong Learning, Department of Education and Skills.</td>
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**Session 1**

**Motivation for and Potential Range of External Engagement Activities**

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<td>9.45</td>
<td><strong>Keynote Address</strong>&lt;br&gt;Mike Devane, Chair, American Chamber - Research and Development Working Group, Business and Industry Consultant, Quilly.</td>
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<td><strong>Chair</strong>&lt;br&gt;Pat Coman, Head of Development &amp; External Services, Institute of Technology Tallaght, Dublin.</td>
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<td><strong>Panel</strong>&lt;br&gt;Una Halligan, Chair, Expert Group on Future Skills Need.&lt;br&gt;Michael Kelly, Chairman, Higher Education Authority.&lt;br&gt;Anne Forde, Principal Officer, Higher Education and Skills Section, Department of Education and Skills.</td>
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<td>11.15</td>
<td>Coffee Break</td>
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**Session 2**

**Organisational Structure and Management to Support Partnership Activities**

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<td>11.45</td>
<td><strong>Keynote Address</strong>&lt;br&gt;Prof. Eamonn Murphy, Director, Enterprise Research Centre, University of Limerick.</td>
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<td><strong>Chair</strong>&lt;br&gt;Dr Barry O’Connor, Registrar &amp; Vice President for Academic Affairs, Cork Institute of Technology.</td>
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<td><strong>Panel</strong>&lt;br&gt;Dr Maarja Beerkens, Centre for Higher Education Policy Studies, University of Twente, Netherlands.&lt;br&gt;Dr James Cunningham, Director, Centre for Innovation and Structural Change, National University of Ireland, Galway.&lt;br&gt;Prof. Patrick Fitzpatrick, Head, College of Science, Engineering and Food Science, University College Cork.</td>
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<td>13.15</td>
<td>Lunch</td>
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**Session 3**

**Measurement of Success in External Engagement Activities**

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<td>14.30</td>
<td><strong>Keynote Address</strong>&lt;br&gt;Prof. José-Ginés Mora, University of London and Valencia University of Technology.</td>
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<td><strong>Chair</strong>&lt;br&gt;Irene Sheridan, Head, Strategic Innovation Projects Unit, Cork Institute of Technology.</td>
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<td><strong>Panel</strong>&lt;br&gt;Dr Mike Murphy, Director and Dean, College of Engineering &amp; Built Environment, Dublin Institute of Technology.&lt;br&gt;Dr Richard Thorn, Director, Flexible Learning and Research, Institutes of Technology Ireland.&lt;br&gt;Lewis Purser, Director, Academic Affairs, Irish Universities Association.&lt;br&gt;Muiris O’Connor, Acting Head, Policy and Planning, Higher Education Authority.</td>
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<td>16.00</td>
<td><strong>Conference Close</strong>&lt;br&gt;Michael Delaney, Vice President for Development, Cork Institute of Technology.</td>
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Mike Devane

Mike Devane is a Business and Industry Consultant focused on the development of enterprise and the promotion of new ventures. His broad knowledge of the business, industry and academic infrastructure enables the brokering and leveraging of diverse capability and the development of collaborative initiatives that adds strength to project proposals and business propositions. He has a keen interest in the organization and development of new research and commercial opportunities that focuses on the increasing convergence of traditional sectors including ICT, Bio-Med, Materials and Energy. A member of the Board of American Chamber of Commerce, Mike is the Chairman of the American Chamber Research and Development Working Group. He chaired the Nano-Ireland Taskforce, set up to advise the Government Sub-Committee on the strategy for the adoption and investment in Nano-Technology. He currently campaigns for the development of new commercialisation infrastructure and is active in the promotion of CSETs (Centres for Science, Engineering and Technology). Currently he is the Chair of the Digital Enterprise Research Institute Board.

Mike was the Vice President and Managing Director of Lucent Technologies International Sales with responsibility for their trading principal and investments in Ireland until 2007. His operational background within the ICT and Manufacturing sectors, includes experience in organisation and business development and new venture startups, within both multinationals and small enterprises. Much of his experience has focused on the transformation of enterprise, the development and expansion of new or foreign direct investments (FDI), and the re-engineering of FDI including the transition and outsourcing of manufacturing and engineering activities and the creation of new value opportunities and capability.

Prof. Eamonn Murphy

Prof. Eamonn Murphy is the Boart Longyear Professor of Quality and Applied Statistics in the Department of Mathematics and Statistics at the University of Limerick. He is Associate Dean, College of Engineering and Science. He was the Director of the Programme for University-Industry Interface (PUII) research programme and instigated the IDEAS project which focused on how technology could support flexible learning in higher education and was funded under the HEA. He is involved in commercialising the outputs of the IDEAS project under LearnOpt. He received the excellence in research award from the University of Limerick in 1999. Eamonn has published several articles, reports and papers in a range of journals and books. He has consulted on over 60 manufacturing design projects in 40 companies in Ireland, the UK and Hungary. He was Director of the Advanced Manufacturing Technology Centre (AMT) and is a co-founder of both the National Centre for Quality Management and the Small Firms Research Unit (SFRU) at University of Limerick.
José-Ginés Mora is Visiting Professor at the Institute of Education, University of London. Previously he was Director of the Centre for Studies on Higher Education Management and a Professor of Economics at the Valencia University of Technology, Spain. He is an expert in European higher education; higher education management; quality assurance; economics of education and higher education financing. He was a member of the Bologna Follow-Up Group, Vice-President of the Governing Board of the Institutional Management of Higher Education (IMHE) programme (OECD), President of the EAIR (the European Higher Education Society), and member of the Steering Committee of ENQA.

José-Ginés is a member of the Editorial Boards of several higher education journals including Higher Education Policy, Higher Education in Europe, Higher Education Quarterly and Higher Education Management and Policy. He has worked as advisor and consultant on higher education matters for several governments and international organisations. He has published extensively in the fields of higher education, entrepreneurship, qualification frameworks and public-private partnerships.
The Roadmap for Employment-Academic Partnership (REAP) Project

The REAP project is a Strategic Innovation Fund Cycle 2 collaborative project aimed at developing and validating a model and roadmap for partnership and engagement between higher education institutions and employers and enterprises. It builds on the successes of the Cycle 1 Education in Employment (EIE) project which focused on making the learning provision more relevant to workplace learners. The EIE project was based on a view of learning provision for workplace learners as part of a tri-partite negotiated learning pathway where the employer or enterprise is an important partner in the learning process. This partnership approach is seen as especially relevant in the context of a dynamically changing economic and demographic environment.

The EIE project partners have published 4 major reports on Work-based Learning, Recognition of Prior Learning, Apprentice Progression, and Migrants in Third Level Education.

The REAP Project builds on the concept of the underlying partnership between the Higher Education Providers and Enterprises and aims at developing a blueprint for that partnership. The partnership concept is extended beyond that of the learning partnership. By exploring existing examples of good practice throughout the project consortium and identifying enablers and barriers, a toolkit will be developed to facilitate engagement across the spectrum of potential partnership activities. The impact will be two-fold: HEI’s will be encouraged to improve their performance and to reform any systems that act as a barrier and enterprises will be encouraged to seek opportunities to engage through case studies and testimonials. Through the REAP project it is intended that enterprises will view HEI’s as key service providers and strategic partners.

Tripartite Negotiated Learning Arrangements

The EIE project partners have published 4 major reports on Work-based Learning, Recognition of Prior Learning, Apprentice Progression, and Migrants in Third Level Education.
The range of potential partnership interactions with some examples is summarised on the following graphic:

Within the range of partnership engagements the REAP work has mainly focused on 5 different types of interaction:
- Cooperative work placement;
- Specialist targeted course development to meet specific enterprise learning needs;
- Professional Postgraduate pathways;
- Academics/researchers contributing within enterprises;
- Opportunities for professionals within enterprises to contribute within the academic environment.

The project has facilitated a number of events exploring different aspects of partnership and partnership activities. The findings to date have shown that successful and sustainable partnerships need "resources, relationships and realistic objectives". The key HEI enablers include:
- Clear point of contact and good communication;
- Flexible and responsive administrative procedures and processes;
- Integration and valuing of partnership activities at the core of the institution.

The literature on partnership reports barriers in terms of perceived inaccessibility and inflexibility of the HEI in dealing with enterprise needs. However, the experience of successful partnerships, reviewed through the project, has provided ample evidence that these barriers can be overcome. One clear finding from the partnerships examined to date is the absence of measurable goals and built-in review and evaluation mechanisms. This presents a challenge to sustainability and especially repeatability.

The preliminary work of the project consortium has yielded a rich discussion on how Higher Education Institutions organise themselves to support and develop external relationships. This conference will make a significant contribution to those discussions.
The REAP Project is a Strategic Innovation Fund Project partnerships for progress

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