

# FIFTH

Facetten & Indikatoren für  
Forschung & Third Mission an HAW

# CHE

Centre for  
Higher Education

## Using Various Missions for Positioning

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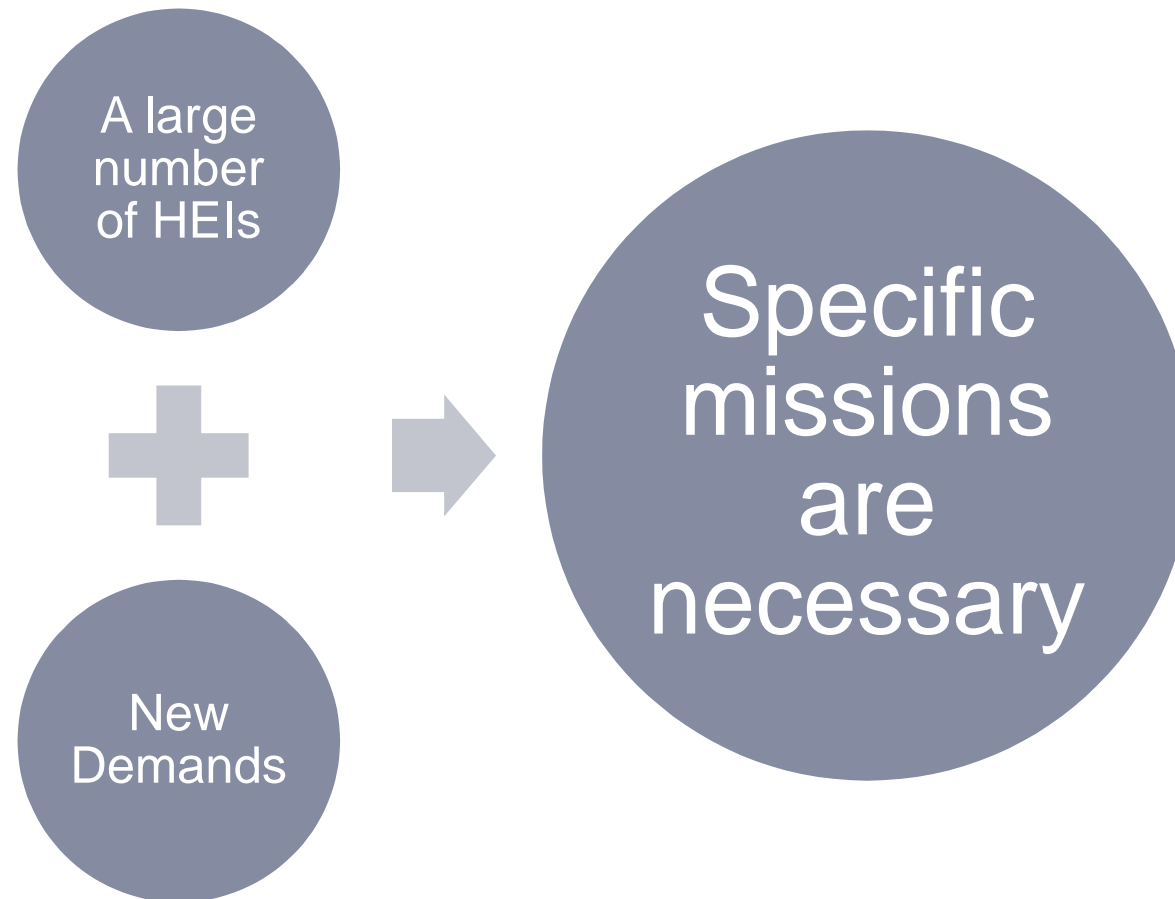


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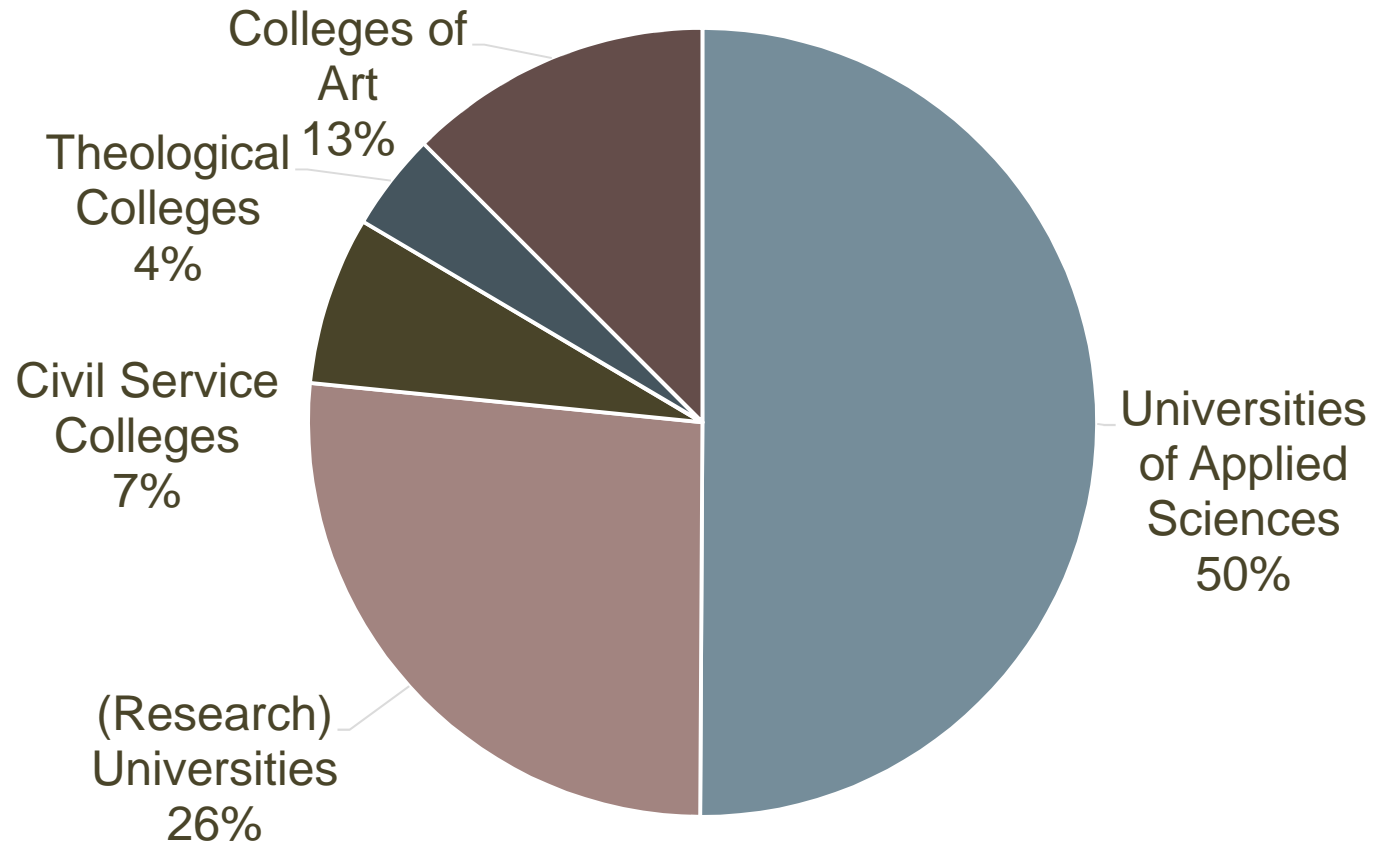
- Background
- Research Methods
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  - Possible Profiles of UAS
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  - Obstacles for Research and Third Mission at UAS
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# Background

Each HEI has to focus on a set of missions



# 50 % of all HEIs are UAS (Germany)



What are possible performance areas of UAS?

How can an individual HEI use different performance areas for positioning?

# Results

## Current activities in R and TM (big UAS)

About nine in ten UAS leaders from big UAS answered that their UAS was active in the following realms:

- scientific networking
- non-university networking
- research cooperation with business / economy
- student participation in research and Third Mission
- science and technology transfer
- regional engagement



## Current activities in R and TM (smaller UAS)

Leaders from smaller UAS instead gave a much more diverse impression of their current research and Third Mission activities:

- non-university networking (85.7 %)
- scientific networking (76.9 %)
- science and technology transfer (66.7 %)
- science communication (64.3 %)
- civil research cooperation (61.5 %)
- exercising social responsibility (57.1 %)
- non-university acknowledgment (53.8 %)
- academic publications (50,0 %)

# Obstacles for Research and TM

## ... from the perspective of UAS leaders:

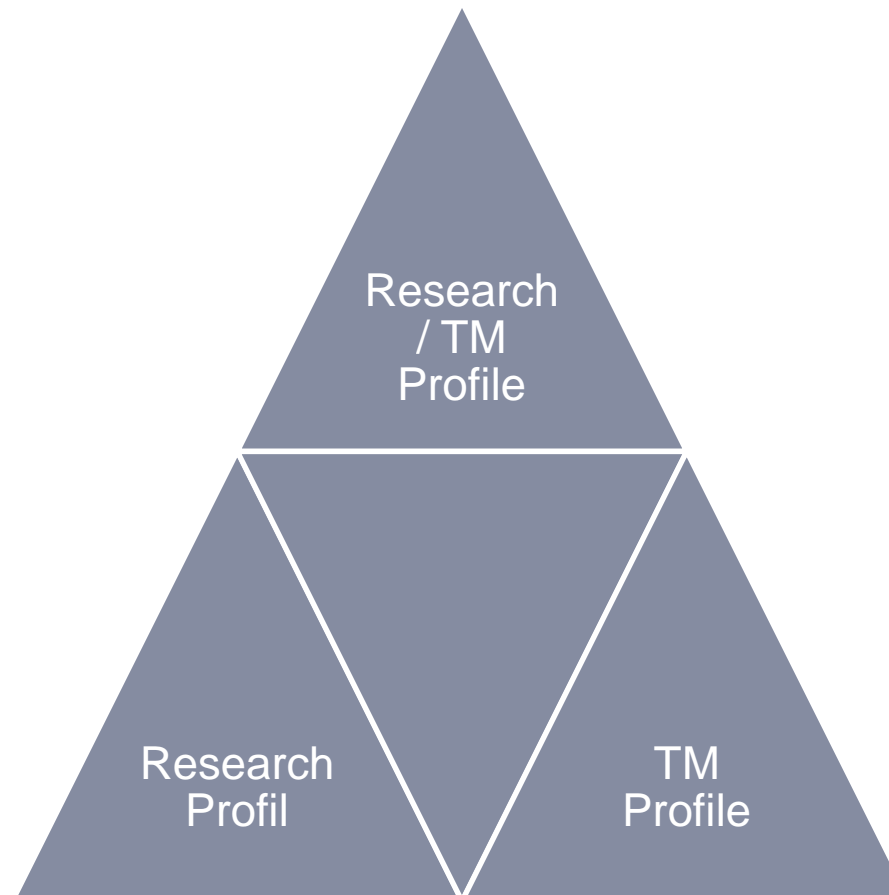
- the professors' lack of time resources (96.2 %)
- no staff/faculty supporting professors (88.5 %)
- a lack of possibilities for grants (80.5 %)
- problems with third-party funding (76.6 %)
- insufficient facilities (64.9 %)
- personal factors of professors (such as no interest in research and Third Mission, or a lack of qualifications) (59.7 %)
- problems hiring qualified (junior) faculty (48.1 %)
- problems with administration (46.1 %)

# Obstacles for Research and TM

... from the perspective of UAS professors:

Obstacles for Research	Obstacles for Third Mission
No staff/faculty (94.5 %)	A lack of time resources (88.8 %)
A lack of time resources (93.1 %)	No staff/faculty (83.5 %)
Problems with third-party funding (75.6 %)	A lack of possibilities for grants (72.0 %)
A lack of possibilities for grants (74.1 %)	Problems with third-party funding (62.9 %)
Problems hiring qualified (junior) faculty (59.3 %)	Problems hiring qualified (junior) faculty (48.7 %)
Insufficient facilities (51.8 %)	Insufficient facilities (42.6 %)
Problems with the administration/leadership of the UAS (46.9 %)	Problems with the administration/leadership of the UAS (39.4 %)
Personal factors (8.1 %)	Personal factors (13.9 %)

# Different profiles are possible



... such as a Research Profile

## RESEARCH PROFILE:

- Academic networks
- Academic research projects
- Up-and-coming academics
- Academic publications
- Academic acknowledgments

... such as a Third Mission Profile

## THIRD MISSION PROFILE:

- Non-university networks
- Continuing education
- Social responsibility
- Regional engagement
- Science communication
- Publication in cooperation with non-university partners
- Non-university acknowledgments
- Social innovation
- Income from continuing education

... such as a Research and TM Profile

## RESEARCH / THIRD MISSION PROFILE:

- Research projects with business enterprises
- Research projects with civil society
- Student engagement
- Knowledge and technology transfer
- Involvement of external expertise
- Valorisation
- Unpublished research reports
- Creative activity output
- Innovations for business enterprises

# Reflections on the Findings



=> There are 8 possible types of UAS

- High-level Full Performer
- High-level Broad Scope Performer
- Broad Scope Performer
- Mixed Performer
- Third Mission Performer
- Research Performer
- Non-research Performer
- Other/Non-focused Performer

## Out of 79 UAS...

- 17.7 % were High-level Full Performer
- 8.9 % were High-level Broad Scope Performer
- 10.1 % were Broad Scope Performer
- 10.1 % were Mixed Performer
- 8.9 % were Third Mission Performer
- 19.0 % were Research Performer
- 6.3 % were Non-research Performer
- 19 % were Other/Non-focused Performer

## What do we learn out of this?

- 1) A profile based on all three missions is difficult.
- 2) UAS already perform in broad range of facets.
- 3) There are internal and external obstacles on the way to new profiles.

**=> As an individual HEI, you have to concentrate on (at least) one out of three missions and create an own vision where you want to go.**

*We developed a first preliminary how-to manual for finding a position in the higher education realm. Further research is necessary and feedback is welcomed.*

Step 1: Where do you want to go? Do you already have a basic idea of your intended profile?

Step 2: Indicate in the following matrix the areas where your university is already active. Insert “1” when you are already (very) active in the facet. Sum up all points.

Vision / Mission	Facet	Is your UAS already (very) active in this facet?
<b>Research Profile:</b>	Academic networking	
	Academic research projects	
	Up-and-coming academics	
	Academic publications	
	Academic acknowledgments	
<b>---&gt; Points in the area “Research Profile” (max. 5):</b>		

Vision / Mission	Facet	Is your UAS already (very) active in this facet?
<b>Research and Third Mission Profile:</b>	Research projects with business enterprises	
	Research projects with civil society	
	Student engagement	
	Knowledge and technology transfer	
	Involvement of external expertise	
	Valorisation	
	Unpublished research reports	
	Creative activities' output	
	Innovations for business enterprises	
<b>---&gt; Points in the area "Research and Third Mission Profile" (max. 9):</b>		

Vision / Mission	Facet	Is your UAS already (very) active in this facet?
<b>Third Mission Profile:</b>	Non-university networking	
	Continuing education	
	Social responsibility	
	Regional engagement	
	Science communication	
	Publication in cooperation with non-academical partner	
	Non-university acknowledgments	
	Social innovation	
	Income from continuing education	
<b>---&gt; Points in the area “Third Mission Profile” (max. 9):</b>		

## Step 3: Check if you already have a clear profile:

- High-Level Full Performer: 100 % in 2 profiles, 80 % in 3. profile
- High-Level Broad Scope Performer: 100 % in 1 profile, 80 % in others
- Broad Scope Performer: min 80 % in Research/TM & max. 70% in Research and max. 70% in TM OR min. 80% in Research and min. 80% in TM, less in Research/TM
- Mixed Performer: Same percentage in all 3 profiles
- Third Mission Performer: clear outstanding profile
- Research Performer: clear outstanding profile
- Non-Research Performer: no research
- Non-Focused Performer: no clear picture



Step 4: Compare your intended profile with your performance profile. Does it fit together? If necessary, ask yourself if your intended profile is realistic or if it could be better to strengthen another area where you are already good at.

Step 5: Face the obstacles!

Step 6: Have a look on the possibilities how to support research or Third Mission. These ideas could also help with regard to other profiles. Could you realise at least some of these ideas?

# Conclusions

- What can be my vision?
- Which mission do I need for that vision?
- Which obstacles do occur?
- How can I respond to these obstacles?

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