



# CATALISI

Catalysation of institutional transformations  
of Higher Education Institutions through  
the adoption of acceleration services

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# COMMUNITY OF PRACTICE

## CONCEPT NOTE

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Task 6.3 foresees the Coordination and animation of the Community of Practice (M1 – M36). Leader of this task is APRE, all the partners are contributors.

The aim of this task is to firstly build and then involve a Community of Practice (CoP) in the CATALISI activities in order to maximise the impact of the results.

This will be reached through the animation of the CATALISI CoP as a backbone for all the activities with CATALISI target beneficiaries by 1) Creation of a mailing list (existing contacts from all partners and public call for experts guaranteeing the gender balance and adequate geographical coverage), clustered by the targets (max 100 experts); 2) preparation of a short engagement guide to define role and procedures (M6); 3) maintaining regular contacts with all the members of the CoP providing regular communication with the support of WP5 leader; 4) Activate the CoP to participate and promote participation of their networks in WP1,2,3,4 activities; 5) Organise periodic online CoP Mobilisation and Mutual Learning activities (at least 2 +KOM), to monitor, fine-tune the activities, extract the actionable knowledge and deliver recommendations for CATALISI future activities; 6) Monitoring and reporting of the CoP activities. These activities will be reported in the periodic and final reports.

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## 1. Define the Community of Practice

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A Community of Practice (CoP) is a group of people who share a common interest, profession, or goal and regularly engage in collaborative learning and knowledge sharing.

Members of a CoP engage in joint activities, discussions, and share experiences to build and develop their collective knowledge in their shared domain of interest. CoPs can exist within or across organizations and may be formal or informal. They can be a powerful way to facilitate knowledge sharing and social learning and to support individuals and organizations in achieving their goals.

CoPs are defined by Trayner & Wenger as "groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly" (Wenger-Trayner & Wenger-Trayner, 2015).

Three dimensions are key to characterise a CoP:

O **domain:** a CoP distinguishes from other networks since its members identify themselves by a shared domain of interest. Membership involves a commitment to the domain and a shared competence. (Wenger-Trayner & Wenger-Trayner, 2015)

O **community:** While showing their interest in their domain, community members share information, help each other and join activities and discussions. In this form of interaction, members build relationships in order to learn from each other and to support each other (Wenger-Trayner & Wenger-Trayner, 2015).

O **practice:** Members of a CoP do not only share a common interest are also engaged in common practice, as an iterative social process, where they develop a shared repertoire of resources. These can be experiences, tools, or ways of addressing recurring problems. Developing this kind of shared practice takes time and continuous interaction. (Wenger-Trayner & Wenger-Trayner, 2015).

Communities of practice connect people with common goals and interests for the purpose of sharing resources, strategies, innovations, and support.

### *1.1 What is the CoP and how is it relevant for the project?*

The Community of Practice (CoP) can play a crucial role in achieving the aim to support institutional transformation in higher education institutions (HEIs) by bringing together a group of experts and experienced professionals who provide advice and guidance on methodologies, knowledge, resources, infrastructures, and tools.

The CoP can provide a platform for knowledge sharing, collaboration, and innovation, and can support the project activities by providing their expertise, methods, stories, cases, and studies/publications. In this way, the CoP can contribute to the development of a body of knowledge and best practices that can inform and guide the project activities, and can also create examples that allow people to learn by doing.

In addition, the CoP can help to engage a range of stakeholders from the quadruple helix, including industry partners, policy-makers, and civil society organizations, who can provide

support for co-creative events in terms of promotion of collaboration, innovation, and knowledge transfer.

The CoP can thus play a critical role in facilitating the development and dissemination of knowledge and tools related to institutional transformation in HEIs, as well as in creating a sustainable network of individuals and organizations committed to this goal.

To summarise, CoP can provide:

1. Expertise and knowledge sharing: Members of the CoP can engage in joint activities, discussions, and share experiences.
1. Collaboration and innovation: The CoP can provide a platform for collaboration and innovation, where members can work together to develop new ideas, approaches, and solutions related to institutional transformation in HEIs. This can help to generate new insights, practices, and tools that can inform and guide the project activities and can also create opportunities for cross-fertilization of ideas and experiences.
2. Support for co-creative events: The CoP can provide support for co-creative events in terms of promotion of collaboration, innovation, and knowledge transfer.

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## 2. Identification of members of the CoP

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In the framework of the CATALISI project, the actors who join the Community of Practice (CoP) should have a shared interest and experience in institutional transformation in higher education institutions (HEIs). This may include experts with a background in educational leadership, higher education policy and governance, educational technology, curriculum development, and other related fields.

In addition, the actors involved in the CoP should have interest and experience the areas of intervention of HEI governance transformation, as identified in the CATALISI project. These intervention areas are:

- human capital (qualifications & research careers, research assessment, digitalization, talent circulation & mobility, life-long learning, gender equality & inclusiveness)
- research modus operandi (open science, public engagement & outreach, sharing of infrastructure and capacities)
- sustainable research and education (sustainability in education & funding, sustainability in research and campus operations).

It is important that the CoP includes individuals with diverse backgrounds and experiences, as this can help to ensure that the project benefits from a broad range of perspectives and expertise.

The CoP should therefore aim to include representatives from a range of stakeholders in the quadruple helix, including academia, industry partners, policy-makers, and civil society organizations. As part of CATALISI target groups, funding organisations are also included.

In addition, CoP members can be identified by members of other European projects related to R&I. For instance, members and coordinators of *Swafs*, H2020 Responsible Research and

Innovation (RRI) projects funded under the Science with and for Society. Infact, "SwafS stakeholders are in an excellent position to take a leading role in supporting other entities envisaging institutional transformation" (European Commission, 2021: 6). Also, members from other HE projects related to institutional transformation of HEIs financed under the same CATALISI call will be included.

	Category	Type	Example of CoP member/roles
1	Academia	Research organisation Tink Tank University Institute Research institute Research Organisation at international level University department	Director Rector/Vice rector Professor Technical/administrative staff Student representative Area Personnel Area Didactics and Research Area Student Services Area Finance and Accounting Area ICT and Facility Management Area for Innovation Quality assurance system and Evaluation Language Centre Faculty Secretariats
2	Industry Partners	Education ICT Financial services Commercial services Professional services Media Culture	
3	Policymakers	Local authority Regional Authority	

		Government National Agency EC Directorate EU Agency International authority	
4	Civil Society Organisations	Public entity Foundation International Organisation NGO Trade Organisation Coalition Association	
5	Funding Organisations	National Ministry of Research and Innovation EC Banks Public foundations Private foundation	
6	Other EU projects related to institutional transformation, or in R&I for Society.	Swafs: H2020 Responsible Research and Innovation (RRI) projects funded under the Science with and for Society.  HE projects funded under HORIZON-WIDERA-2022-ERA-01-51	

The experts who join the CoP should also be committed to the goals of the project and should be willing to actively participate in joint activities, discussions, and knowledge sharing. They should be willing to contribute their expertise and experiences to help inform, identify best

practices, case studies, and innovative approaches related to institutional transformation in HEIs.

The table below shows the selection criteria that will be applied when selecting the potential members of the CoP:

1	<b>Interest</b>	Individuals with high interest in the institutional transformation in HEIs will ensure that they are driven to participate and help the project produce meaningful results with significant value-added for their users.
2	<b>Expertise and experience</b>	Members should have expertise and experience in the area of institutional transformation in higher education institutions (HEIs)
3	<b>Level of seniority</b>	Both senior and junior members will be involved to ensure comprehensive guidance to implementers.
4	<b>Availability</b>	Individuals that have the available time required to participate will enable partners to smoothly organise and execute project activities with higher participation rates that will result in higher probability that their targets are achieved.
5	<b>Relevance</b>	The relevance of stakeholders to the project's scope and objectives is necessary to keep activities of the CoP focused and will ensure that their members can effectively contribute to the production of accordingly relevant project outputs.
6	<b>Appropriateness</b>	The consortium will make sure that members selected to participate in the CoP are appropriate to their scope thus avoiding conflicts of interest or subjecting them in activities that may cause them unnecessary inconvenience.
7	<b>Representativeness</b>	A balanced representation of perspectives within and across stakeholder groups is key for the CoP to collect the representative insights required to inform design, development, and fine-tuning, thus addressing diverse needs.
8	<b>Willingness</b>	Motivated individuals willing to contribute their knowledge and experience will promote success of CoP activities and will be more prone to disseminate the project's tools and knowledge, facilitating exploitation and sustainability.
9	<b>Gender</b>	Potential stakeholders involved in each CoP should keep a gender balance to reflect the interests and needs of all.

Table 1: selecting criteria

### *2.1 Kind of contribution expected*



The CoP members will have the opportunity to be part of the CATALISI co-creation processes and networking by not only feeding the project activities with their knowledge and examples, but also learning from our innovative approach and benefiting from the CATALISI know-how.

Overall, the CoP will feed the project by:

- Bringing a culture of knowledge-sharing by fostering an environment of collaboration, openness, and mutual learning among implementers and stakeholders.
- Advising the implementers on best practices, innovative approaches, and potential challenges related to institutional transformation in higher education institutions (HEIs).
- Fostering a sense of co-creation among stakeholders and implementers, by engaging them in joint activities, discussions, and knowledge-sharing.
- Identifying and promote best practices and examples of successful institutional transformation initiatives in HEIs.
- Adding valuable content to co-creation activities, such as workshops, seminars, and webinars, by sharing their knowledge, experiences, and case studies.
- Mapping existing initiatives, resources, and needs related to institutional transformation in HEIs, in order to build on existing knowledge and avoid duplication.
- Piloting new approaches, tools, and methodologies related to institutional transformation in HEIs, and provide feedback on their effectiveness and feasibility.
- Making the project more active and dynamic, by encouraging engagement and participation among stakeholders.
- Validating project results and ensure that they are aligned with the needs and expectations of stakeholders in the quadruple helix (academia, industry, policy-makers, and civil society).
- Helping to promote the project and ensure its visibility, by sharing project updates, results, and activities through relevant networks and channels.

CoP members will contribute to the transformation of HEIs by participating in activities which accelerate the institutional transformation of HEI's governance. Acceleration services are designed to facilitate and catalyse the process of institutional transformation and are characterized by an innovative feature that crosses the domains.

Activities foreseen within CATALISI include:

- Counselling and mentoring services throughout the process of HEI institutional transformation;
- Living labs and Mutual Learning workshop;
- Creation of market-based opportunities (i.e., identification of funding schemes, collaborations and alliances, opportunities for researchers to commercialise their research results);

- Predictive study on skills anticipation to offer new analytical tools to support universities in rethinking investments in education and training;
- Peer to peer activities for human capital and capacity building development (mapping needs and providing innovative education design methods and approaches). Among these activities offered there are: learning hubs, twinning schemes and the creation of knowledge sharing events.
- Enhancement of HEI digitalization and Open Science access.

The table below illustrates the potential activities in which CoP members could be involved during the project, and the type of contribution they could bring:

Table 2: CoP type of contribution

### 3. Further steps to establish the Community of Practice

- Select potential members:

After the identification of potential CoP members, APRE will launch a call for experts to join the CoP, which can be promoted through relevant networks and channels (i.e. APRE newsletter and partners' networks).

The call will outline the objectives of the project and the expected roles and responsibilities of the CoP members and should provide information on how to apply to join the CoP. The

Task	Activity	Contribution
T1.4	Living Labs: Implementation stage	Promote participation of their networks
T2.1	Webinar for each intervention area	Participation providing content contribution
T2.3	MML workshop	Participation providing best practice examples
T3.1	Coaching and mentoring services	Participation providing guidance/advice
T6.3	Periodic online CoP Mobilisation and Mutual Learning activities	Participation

selection of experts to join the CoP should be based on their relevant expertise and experience, as well as their commitment to the project goals and their willingness to actively participate in the CoP activities.

A mailing list of potential CoP members will also be created by reaching out to existing contacts from all partners and publicly calling for experts to ensure gender balance and adequate geographical coverage.

Example of potential participating actors in the CoP: private foundations, consulting firms, ICT industries, think tanks, experts in digitalization and ICT, exponents of government and local policy actors, academic staff, university administration/management, relevant university departments (i.e. internationalization department etc.), university students associations, civil society (i.e. career coaches), research journal editors.

- Prepare an engagement guide:

A short engagement guide that defines the role and procedures for CoP members will be elaborated. This guide should provide clear expectations for members and outline the benefits of participation.

Benefits for members' participation in the CoP include:

- Knowledge sharing: we can share knowledge, expertise, experience and best practices with each other to bring added value and improvements to our daily work.
- Knowledge Access: by joining the CoP, you will have direct and immediate access to all recent results and outputs of the project (e.g. thematic training, CATALISI marketplace).
- Learning opportunities: you can learn from each other and from the project activities, which can help in personal and professional development.
- Networking: you can network with each other and with other stakeholders in their respective fields, which can help in creating new opportunities for collaboration and partnerships.
- Visibility and recognition: CoP members can contribute to the project activities and outputs, which can enhance their visibility and recognition within their respective fields.
- Influence and impact: CoP members can provide feedback, insights, and recommendations on the project activities and outputs, which can help in enhancing their relevance, quality, and impact.
- Maintain regular communication:

Regularly communicate with all members of the CoP to provide updates on project activities and engage them in discussions about relevant topics. This can be done through email updates, online forums, or other communication channels.

- Activate CoP participation:

Encourage CoP members to participate in and promote participation in project activities, particularly those in WPs 1-4.

- Organize CoP mobilization and mutual learning activities:

Schedule periodic online activities for CoP members to share knowledge and learn from one another. These activities could include webinars, workshops, or other forms of virtual collaboration.

- Monitor and report on CoP activities:

Track CoP participation and report on its activities and outcomes in periodic and final project reports. This will help to measure the effectiveness of the CoP and identify opportunities for improvement.

By following these steps, the CATALISI project team can establish a strong and engaged CoP that will provide valuable input and expertise to project activities, as well as help to disseminate project results and promote their uptake by the wider community.