

Final Conference

SHAPING THE FUTURE OF INSTITUTIONAL CHANGE IN HEIS

CATALISI Pathways and Policy Insights

11 November 2025

Four Elements Hotel Amsterdam

Bert Haanstrakade 1074 1087 HJ Amsterdam The Netherlands



Funded by
the European Union



CATALISI

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



Welcome and Opening remarks

Laura Mentini, CATALISI Project Coordinator, Agenzia per la Promozione della Ricerca Europea (APRE)

Agenda of the day (morning)

SESSION I: Welcome and Opening remarks		
9:00	Welcome session	Laura Mentini , <i>CATALISI Project Coordinator</i> , Agenzia per la Promozione della Ricerca Europea (APRE)
09:10	Presentation of main results and acceleration framework for institutional transformation of HEIs	Stefania Laneve , <i>CATALISI Project Coordinator</i> , Agenzia per la Promozione della Ricerca Europea (APRE)
09:25	Overview of Evaluation Approach and Results	Martin Galvin, David Hogan, David O'Connell, Matteo Pallocca , University College Cork (UCC)
09:40	Acceleration Services for Institutional Transformation: Insights and Synergies from CATALISI Sister Projects	Rimante Rusaite , <i>Senior Project Officer and Project Coordinator Accelerate Future HEI</i> project, University Industry Innovation Network (UIIN) Jesus Alcober , <i>Associate Professor and Project Coordinator aUPaEU</i> project, Universitat Politècnica de Catalunya (UPC)
SESSION II: Interactive workshop		
10:00	Changing researcher assessment and research culture: policy insights PART 1	Sanli Faez , <i>Program Manager for the Netherlands Recognition and Rewards program</i> , Utrecht University Marjon van Wijnbergen , <i>HR manager Research BV</i> , Amsterdam UMC
11:00	COFFEE BREAK	
11:15	Changing researcher assessment and research culture: policy insights PART 2	Miriam van Loon , <i>Assistant Professor</i> , Amsterdam UMC Rita F. Alves dos Santos , <i>NRIN Coordinator and RIOS project lead</i> , Amsterdam UMC Mariette van den Hoven , <i>Full Professor</i> , Amsterdam UMC Laura Bernal Sánchez , <i>Technical secretary for Ethics Committee</i> , Universitat Jaume I (UJI)

Agenda of the day (afternoon)

13:00	NETWORKING LUNCH	
Ongoing	POSTER SESSION, DISSEMINATION & NETWORKING CORNER	
SESSION III: Policy Validation workshop		
14:05	Policy feedback: Acceleration services joint forces in Europe	Rinske van den Berg, <i>Project Officer</i> , European Research Executive Agency (REA)
14:20	Policy recommendations for HEIs' institutional transformation in support of the European Research Area (ERA) <i>Presentation, reflection and validation of policy results with sister projects and key stakeholders in a panel discussion</i> Interactive Q&A with the audience	Laura Mentini & Stefania Laneve, Agenzia per la Promozione della Ricerca Europea (APRE) Facilitated by Suhida Dermani & Jacopo Cardilli, Ernst & Young (EY)
16:00	End of conference	



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Catalysation of institutional transformations
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Main results & the *Replicable Framework of acceleration services*

CATALISI Final Conference, *Shaping the future of institutional change in HEIs*, 11 November 2025

Stefania Laneve, Project Manager, APRE – Agency for the Promotion of European Research



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CATALISI Aim

To help and support Higher Education Institutions (HEIs) to successfully implement a strategy and individual pathway for institutional transformation through the adoption of 7 innovative **acceleration services**.

These acceleration services are designed to facilitate and accelerate institutional transformations in the field of R&I with the ultimate aim of **strengthening European universities collaborations across regions** to maximize the value of research and its impact, to govern the transformations affecting science and innovation, to produce and disseminate high-quality knowledge.

OUR GOALS



Strengthen European Universities collaborations and alliances



Encourage partnerships between academia, policymakers, and industry



Equip universities to become centers of lifelong learning



Turn universities into beacons of cutting-edge research

CATALISI Consortium



11 partners



8 EU countries



3 Widening Countries



Facilitators



- Acceleration services;
- Knowledge transfer;
- Implementation of activities co-designed.

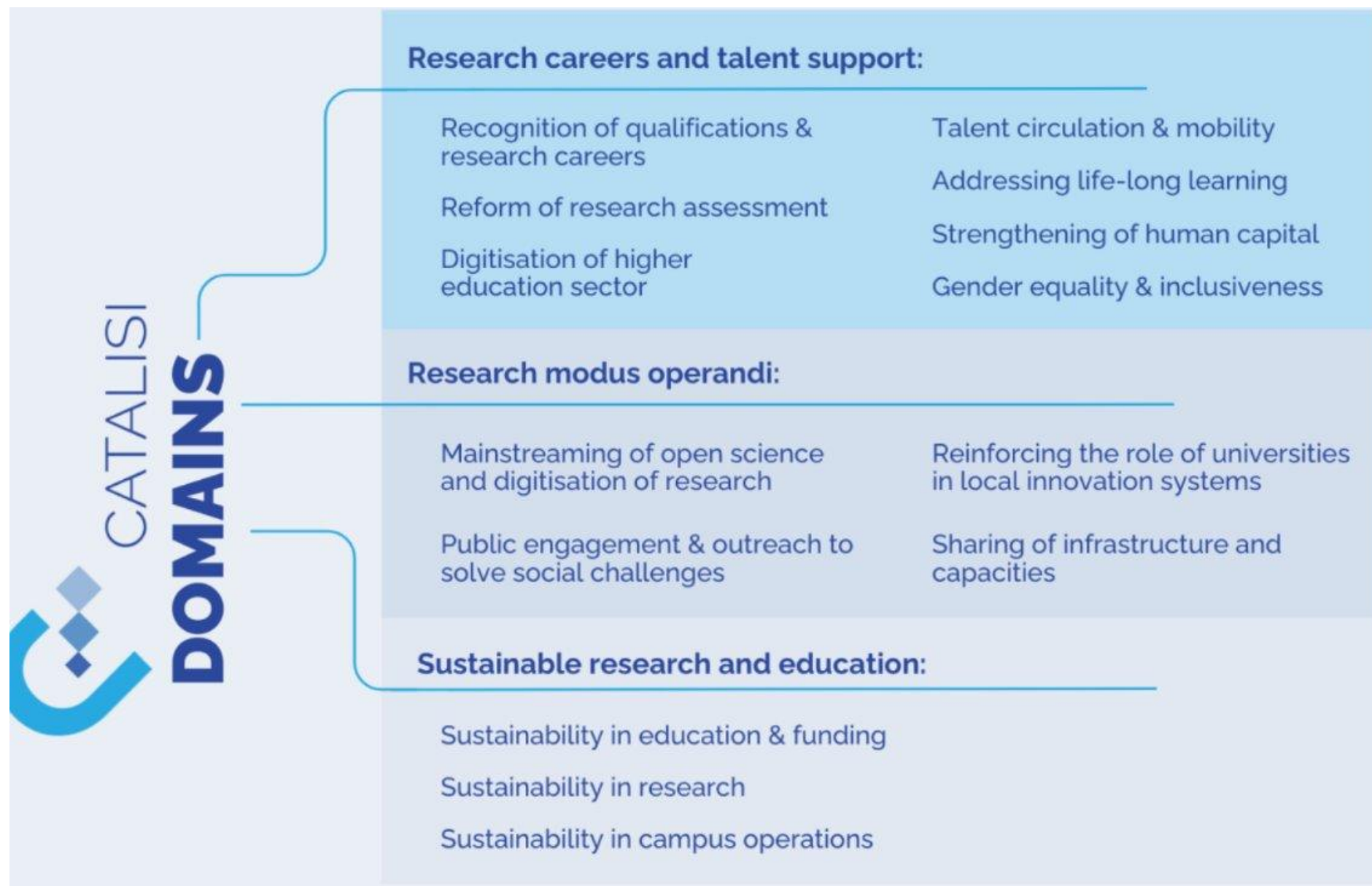


Implementers

Higher Education Institutions

Introduce and implement new reforms in their structures

CATALISI R&I Intervention Areas





Living Lab

Leverage a co-creation methodology for university innovation development



Counselling

Empower HEIs through mentoring and coaching



Transformational Pathway

Enhance HEIs' ability to respond to societal challenges effectively



Predictive Study on Skills Anticipation

Support in re-thinking investments in education and training



Community of Practice

Share experiences and good practices on institutional changes



Capacity Building and Outreach

Invest in human resources to foster economic growth, social development, and innovation



Catalyst Hub

Digital platform designed to facilitate cooperation

ACCELERATION SERVICES

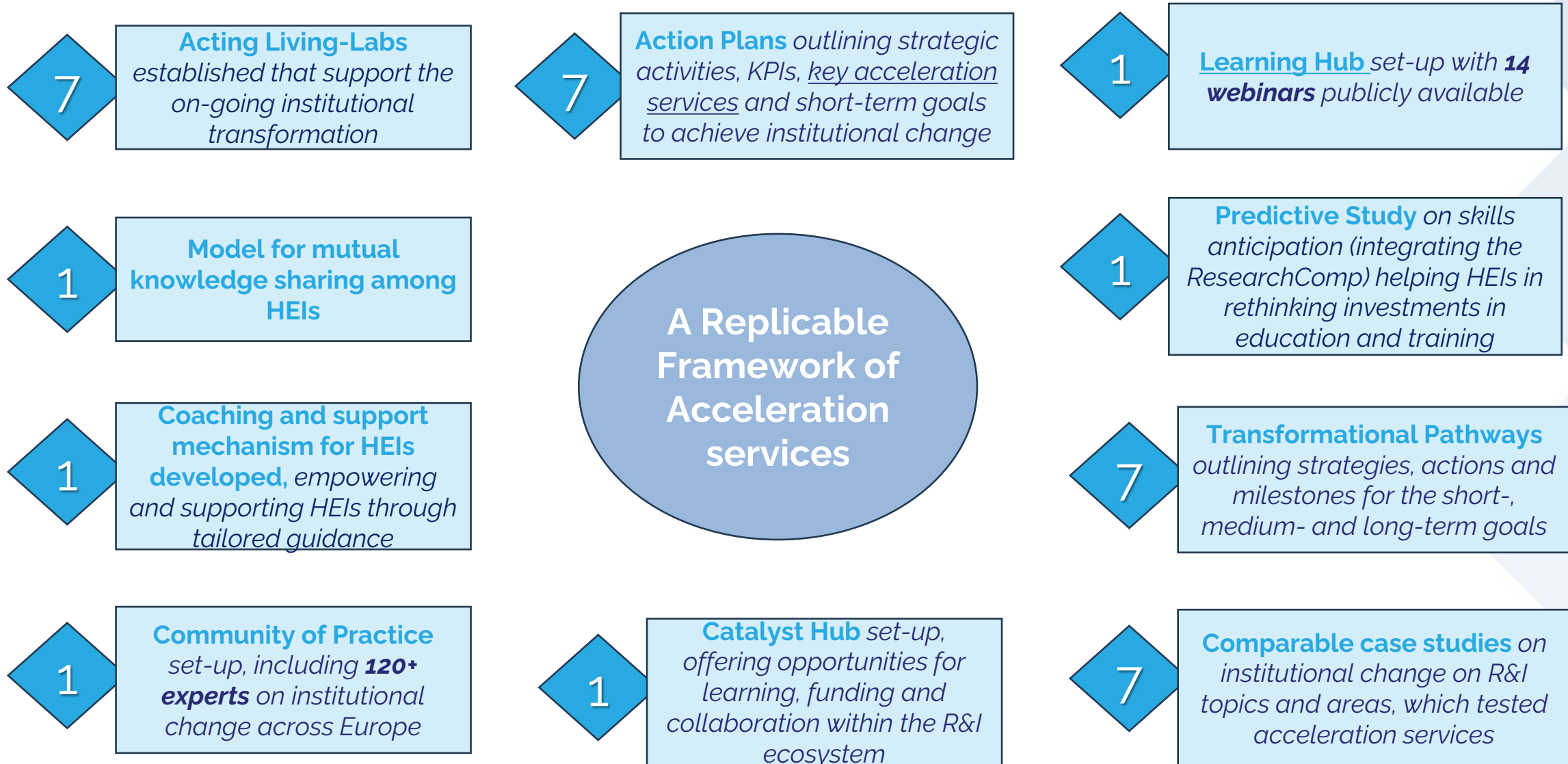
HEIs Institutional Change

CATALISI Acceleration services

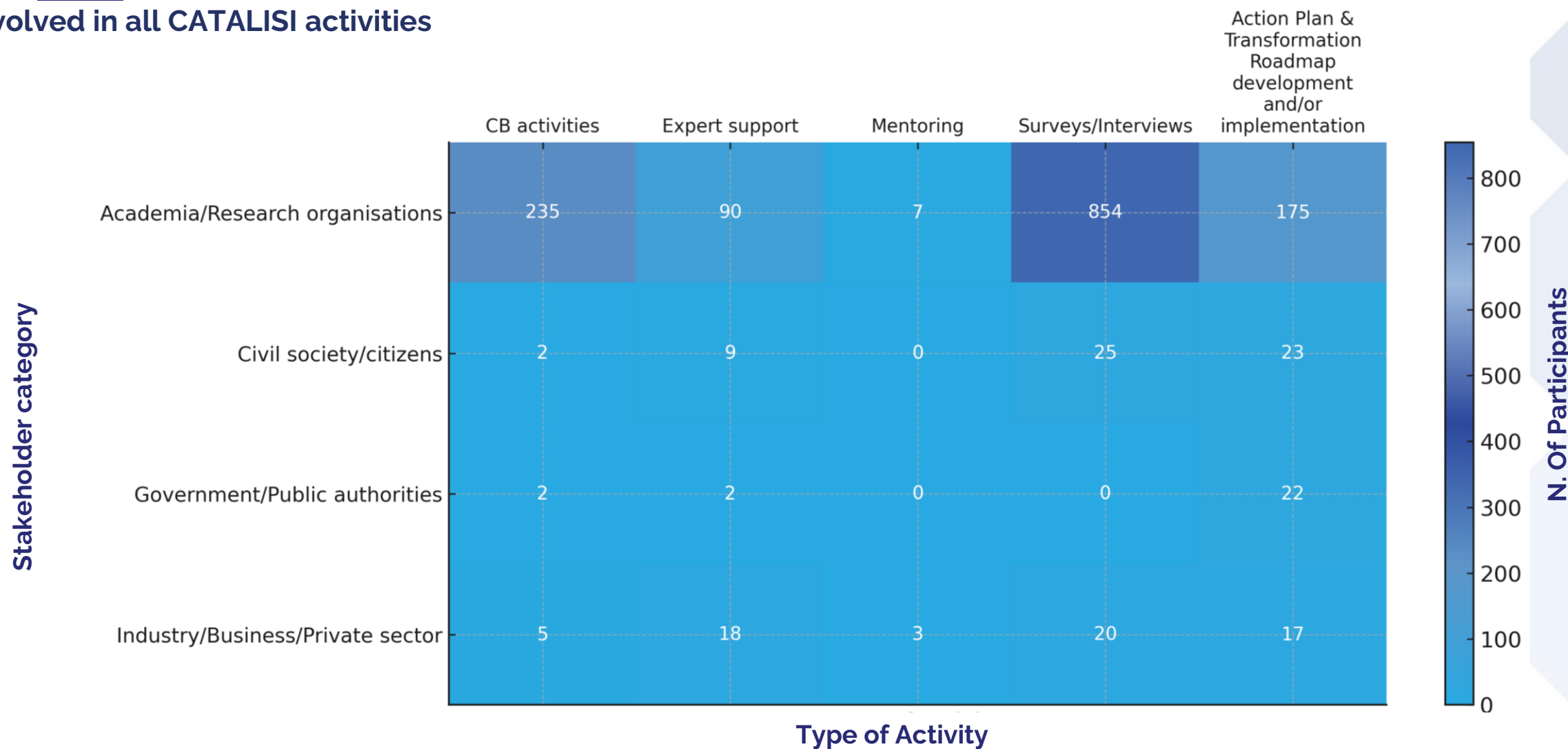


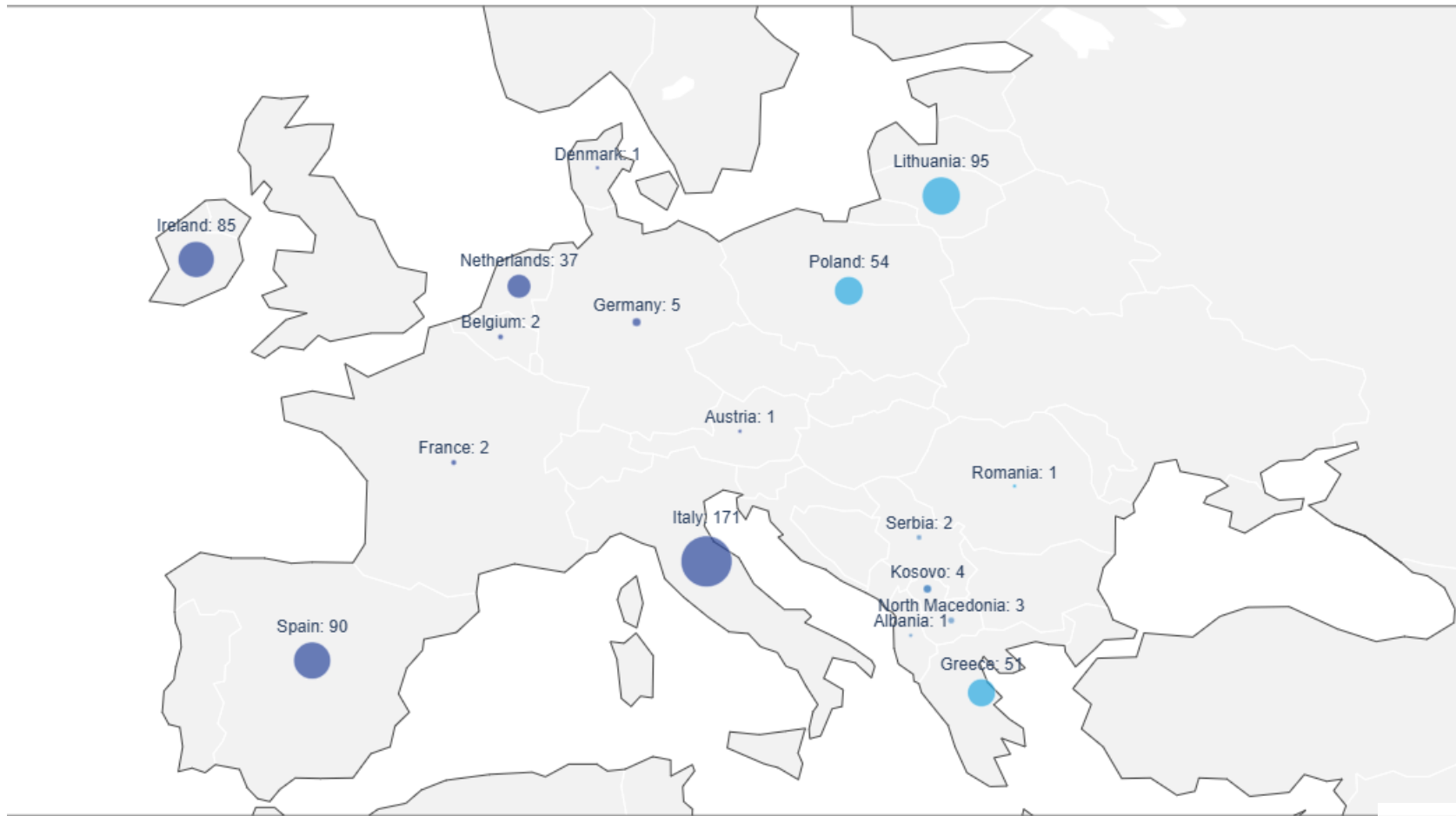
7 Acceleration services are designed to facilitate and catalyze the process of institutional transformation of HEIs in the field of Research and Innovation (R&I) and are characterized by an innovative feature that crosses the domains.

CATALISI Main Results

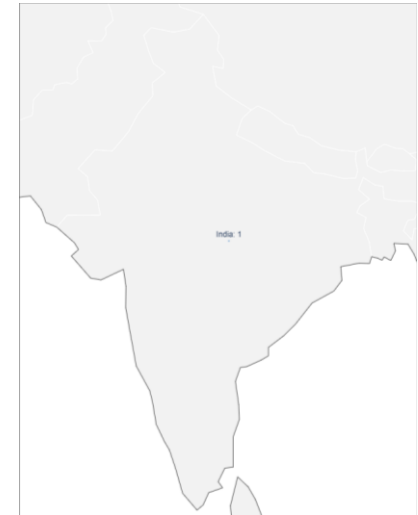


TOT: 1.500+ stakeholders
involved in all CATALISI activities



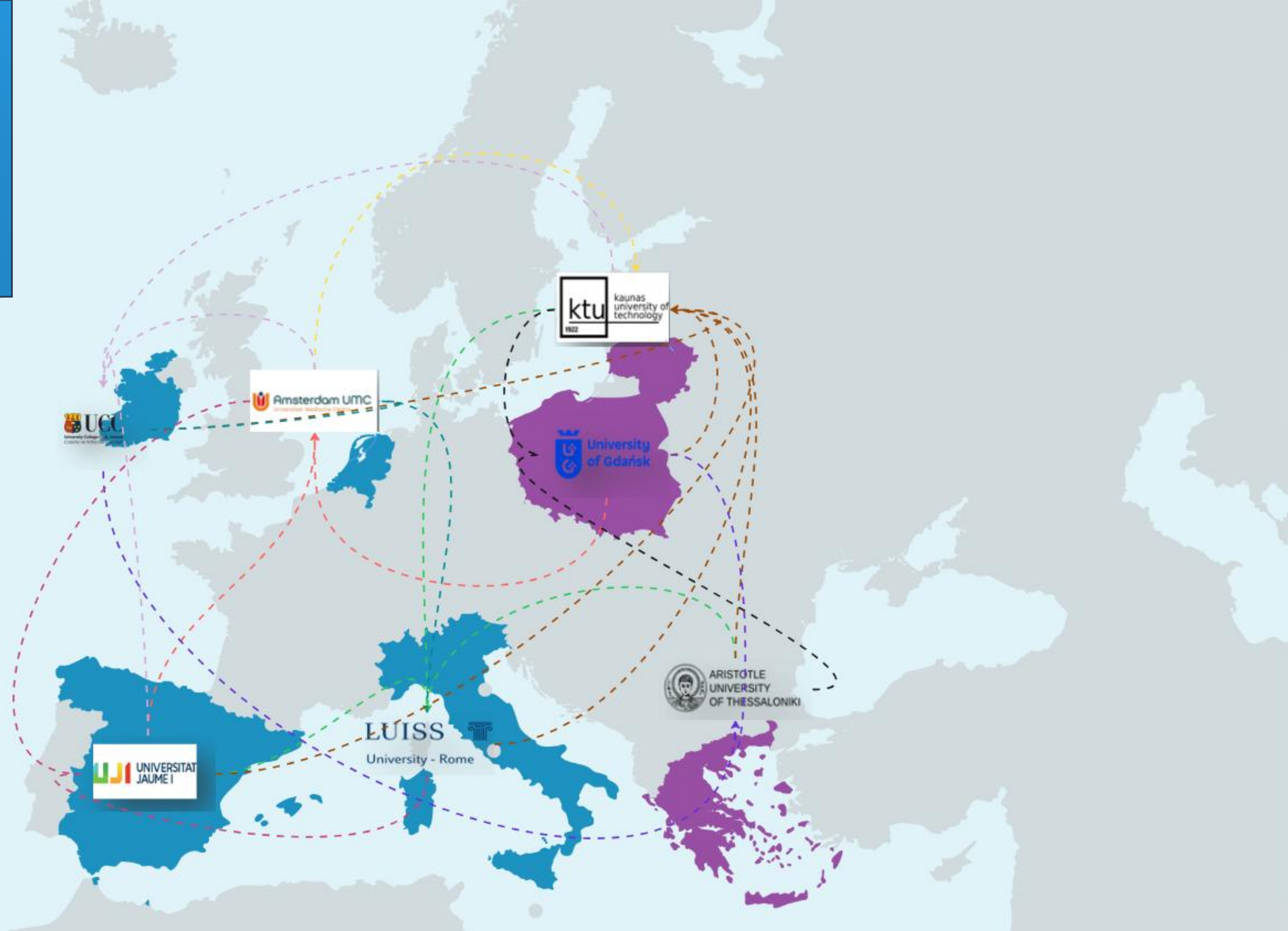


- EU non-widening countries
- EU widening countries
- Third countries (outside EU)



Stakeholders by country

CATALISI connections & exchanges



The Replicable Framework of Acceleration services

OBJECTIVE: offering a systematic way to deploy CATALISI acceleration services within a broader institutional roadmap. It provides a **tested, modular and adaptable approach** to guide HEIs in achieving institutional transformation in R&I and to support them to:

- ✓ **Strategically embed** institutional transformation in HEIs.
- ✓ Align institutional efforts with **EU policy priorities**.
- ✓ Enable **participatory, evidence-based decision making** in HEIs.
- ✓ Facilitate **peer learning and cross-institutional support**.



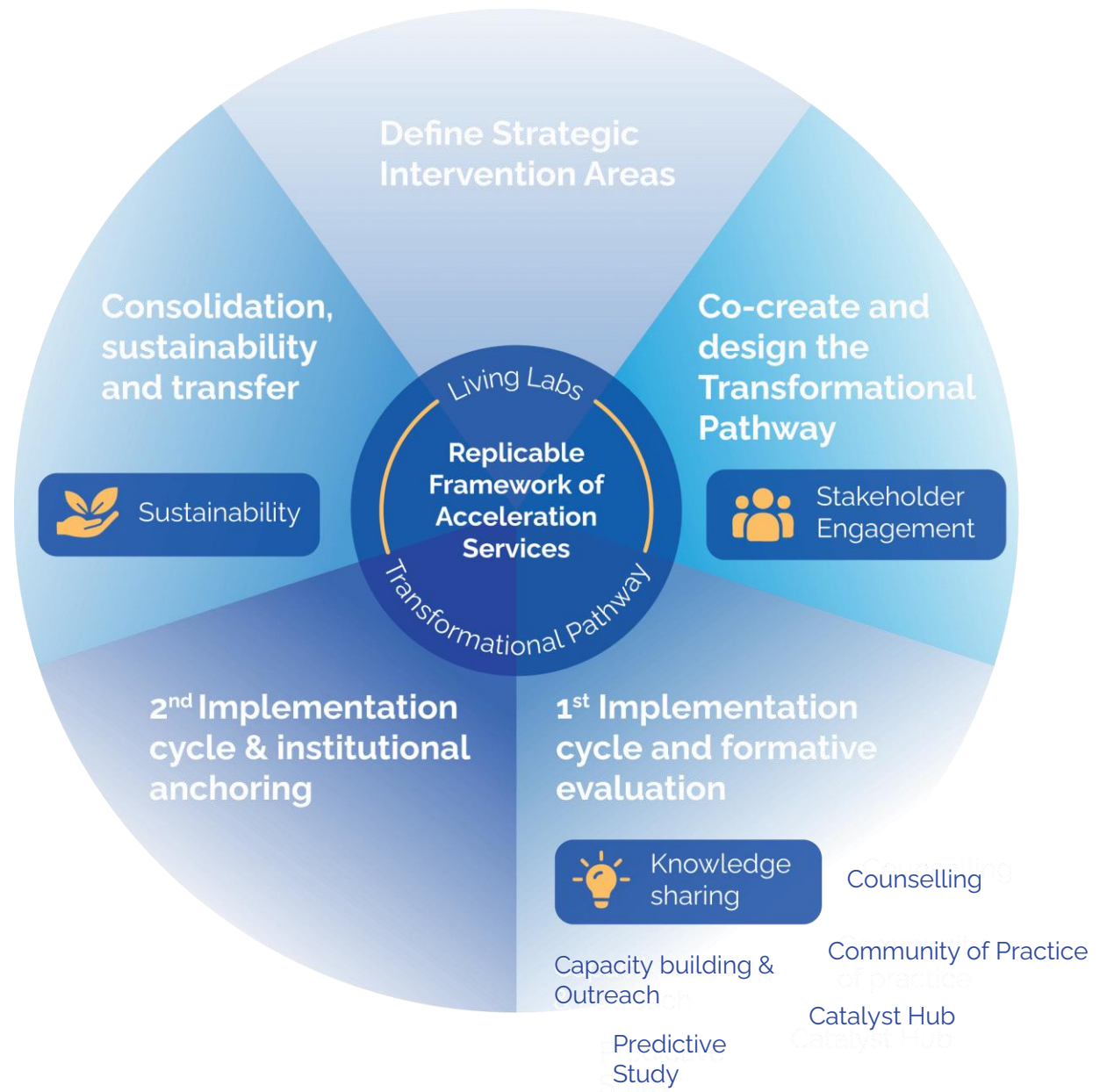
CATALISI Replicable Framework of Acceleration Services

A methodological pathway for institutional transformation in Higher Education Institutions.



CATALISI | Catalysation of institutional transformations of Higher Education Institutions through the adoption of acceleration services. Funded by the European Union under Grant Agreement n. 101094917. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or European Research Executive Agency (REA). Neither the European Union nor the granting authority can be held responsible for them.

A *step-by-step* pathway for institutional transformation



Access the full *Replicable Framework of Acceleration services*



Scan me!





CATALISI

Thank you!





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Catalysation of institutional transformations
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Overview of evaluation approach and results

Martin Galvin, *UCC Civic & Community Engagement Manager*, University College Cork (UCC)

David Hogan, *Data & Institutional Research Officer*, University College Cork (UCC)

David O'Connell, *Director of Research Support & Policy*, University College Cork (UCC)

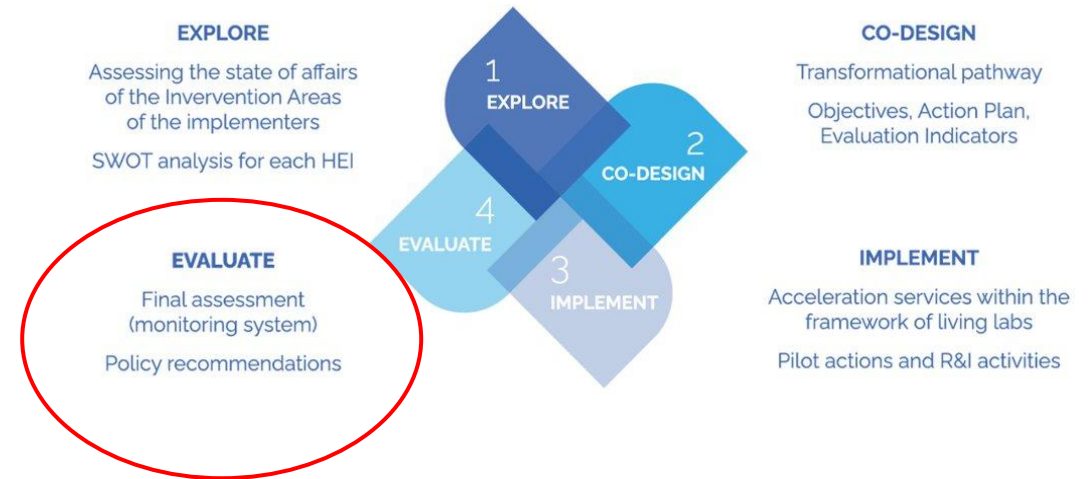
Matteo Pallocca, *Research Support Officer*, University College Cork (UCC)

Agenda

- Aim of the Evaluation & Impact Assessment
- UCC's Approach to Evaluation & Impact Assessment
- The Evaluation Process
- Evaluation Round 1 – Formative
- Evaluation Round 2 – Formative and Summative
- The Self- Evaluation (Reflective) Survey
- Draft Success Factors for Accelerating Change in HEIs
- Some Conclusions

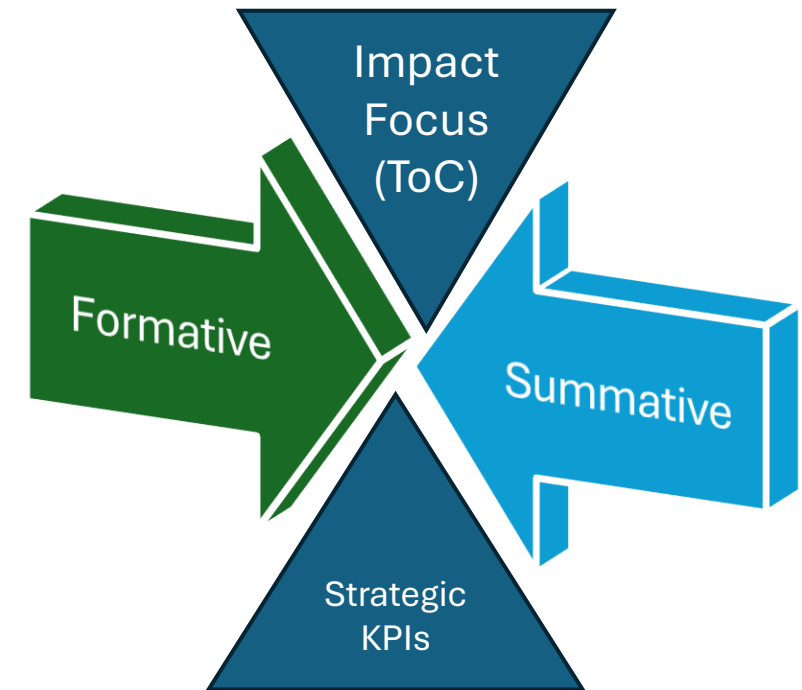
Aim of CATALISI Evaluation

- Assess the **progress** in the participating HEI's in relation change
- Understand the **implementation process** of institutional changes in implementing HEI's. (intended and unintended consequences of actions)
- Understand the **effectiveness** of the seven CATALISI acceleration services, and the project more broadly, in driving the HEIs' sustainable transformation
- Provide HEI's with **a monitoring support** to self-assess and qualitatively and quantitatively assure their progress towards organizational change.
- Assess the effectiveness of the **overall project** such that the outputs help inform Policy Recommendations.



UCC's Approach

- UCC leveraged its experience in evaluation and impact assessment to co-create **an innovative, supportive method** to assist the HEIs in implementing their action plans and transformational pathways.
- It involves merging **Formative Evaluation** in real time with **Summative Evaluation** towards the end.
- It places the focus on Impact and the **Theory of Change (ToC)** to identify longer-term impacts, and mapping those backwards with the steps, activities and inputs required to bring about the desired changes.
- It involves working with the HEIs to co-create **Strategic Key Performance Indicators** that are SMART and bring the HEIs closer to change that wish to bring about.
- It involved integrating **feedback** from the External Advisory Board as well as the feedback of the partners, while sharing learnings across the HEIs as appropriate.
- This process was then supplemented by a Summative Evaluation which included a **self-evaluation survey focusing on outcomes and impact**.



Evaluation Process

Round 1 Evaluation (Formative)	Introduction to Evaluation approach
	1 st Phase Bilateral with each Implementer
	1 st Round EAB Feedback
	Workshop and Report from GA in Thessaloniki (AUTH)
Round 2 Evaluation (Formative + Summative)	2 nd Phase Bilateral with each Implementer
	Strategic KPI development
	2 nd Round EAB Feedback
	Summative Self-Evaluation Survey
	Analysis of data
Draft Evaluation Report (Summative)	Internal Qualitative and Quantitative Report
	Final Evaluation report
	Validation Workshop at GA in Amsterdam

Formative

Ex-Ante - undertaken during the development and implementation of an intervention. It provides real-time evidence to inform decisions regarding reorienting or making changes and improvements. Qualitative methods using a Theory of Change and outcomes monitoring using co-developed indicators and an indicator dashboard

Summative

Undertaken near the end of a program or intervention to make judgements about its efficacy. It informs decisions about the potential of replications, scaling up and provides data-based evidence for policy recommendations. Qualitative methods including document analysis, interviews, and participant observation.

Evaluation Round 1 - Formative

Introduction to Evaluation Approach

- Introducing partners to the Evaluation and Impact Assessment with a focus on the ToC process, institutional change, evaluation methodology and WP4.

1st Phase Bilateral with each Implementer (In person / online)

- Initial formative analysis, evaluation and co-creation of Implementers' Action Plans and first review of KPIs.

1st Round EAB Feedback

- Ambition v Realism
 - Clearer KPIs
- Narrowing the focus

Workshop and Report from GA in Thessaloniki

- A participatory evaluation workshop, conducted with all the CATALISI partners, aimed at assessing the Acceleration Services utilization through a SWOT analysis.



Evaluation Round 2 – Formative and Summative

2nd Phase Bilateral with each Implementer

- Discuss Round 1 of the Evaluation and Impact Assessment review, Consolidation of the ToC narrative, Strategic KPIs and potential support needed.
- Structured (online) dialogues focusing on outcomes, impact and progress.

2nd Round EAB Feedback

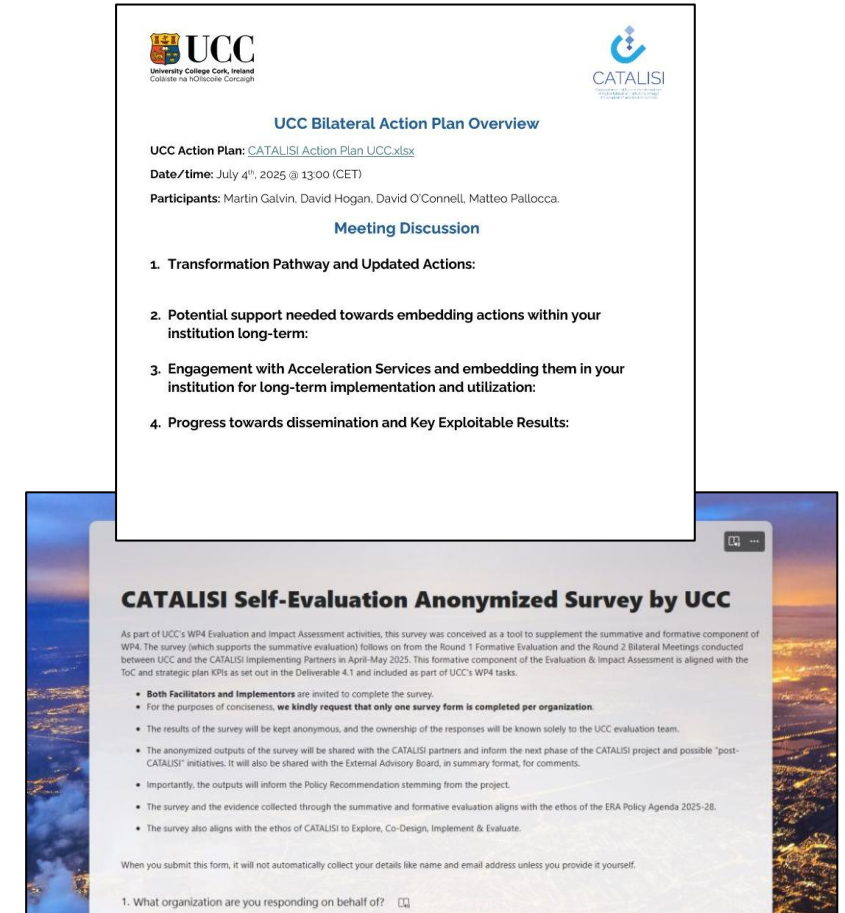
- Embedding the actions in the HEIs

Summative Self-Evaluation Survey

- Aimed at assessing the Implementers' and Facilitators' actions, achievements, outputs, impacts, outcomes, self-reflections, learnings.
- Action plans
- utilization, usefulness, reproducibility of Acceleration Services.
- Looking ahead towards (policy) recommendations & Key Exploitable Results.

Analysis of Data

- At the end of Round 2, formative and summative data (qualitative and quantitative), was gathered and analyzed and internal reports prepared.



The image shows two overlapping documents. The top document is titled "UCC Bilateral Action Plan Overview" and includes the UCC and CATALISI logos. It lists the action plan, date/time (July 4th, 2025 @ 13:00 (CET)), and participants (Martin Galvin, David Hogan, David O'Connell, Matteo Pallocca). It also includes a "Meeting Discussion" section with four numbered points: 1. Transformation Pathway and Updated Actions; 2. Potential support needed towards embedding actions within your institution long-term; 3. Engagement with Acceleration Services and embedding them in your institution for long-term implementation and utilization; 4. Progress towards dissemination and Key Exploitable Results.

The bottom document is titled "CATALISI Self-Evaluation Anonymized Survey by UCC". It includes a background image of a city at night. The text describes the survey as part of UCC's WP4 Evaluation and Impact Assessment activities, aimed at supplementing the summative and formative component of WP4. It lists several bullet points: Both Facilitators and Implementers are invited to complete the survey; For the purposes of conciseness, we kindly request that only one survey form is completed per organization; The results of the survey will be kept anonymous, and the ownership of the responses will be known solely to the UCC evaluation team; The anonymized outputs of the survey will be shared with the CATALISI partners and inform the next phase of the CATALISI project and possible "post-CATALISI" initiatives. It will also be shared with the External Advisory Board, in summary format, for comments; Importantly, the outputs will inform the Policy Recommendation stemming from the project; The survey and the evidence collected through the summative and formative evaluation aligns with the ethos of the ERA Policy Agenda 2025-28; The survey also aligns with the ethos of CATALISI to Explore, Co-Design, Implement & Evaluate. It also includes a disclaimer: "When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself." and a question: "1. What organization are you responding on behalf of?" with a text input field.

Catalisi - The Experiment

Some perspectives from the formative
and summative evaluation process

“While the facilitators have made sincere efforts to guide the process, some of the proposed dynamics have felt somewhat disconnected from the practical realities of our institutions”.

“A key learning from CATALISI is the importance of strategic alignment and institutional coordination across governance, faculty, and administration to achieve long-term transformation”.

Self-Evaluation & Reflective Survey

Some Key Takeaways

- **86%** of the activities in the Implementers action plans were integrated at a university-wide, (strategic level).
- **6 out of the 7** Implementers have received support from department heads in conducting their actions and **5 out of 7** received support at a vice-rector/vice-president level.
- As of M30, **77%** of the planned activities (for both Implementers and Facilitators) had been completed.
- Facilitating Partners played **a key supporting role**, offering methodological guidance, administrative assistance, and strategic mentoring.
- Institutions reported a range of **tangible achievements**/transformations, including training programs, policy revisions, and digital tools.
- Outputs were complemented by **outcomes** such as increased grant acquisition, integration of new frameworks, and adoption of co-creation methodologies.
- The analysis highlighted the **importance of cross-institutional learning**.
- **Unanticipated outcomes** emerged during the initiative, including new collaborations, new funding streams (Interreg), and stakeholder engagements (AUMC, UCC, UJI Survey), etc.

Project Context

- **Internal Qualitative and Quantitative Reports**

Built upon the data collected throughout the bilateral meetings, workshops and survey.

- **Validation Workshop at GA in Amsterdam**

Sense-check the outcomes, and some of the draft conclusions from the evaluation.

- **Policy Recommendations**
- **Final Evaluation Report**

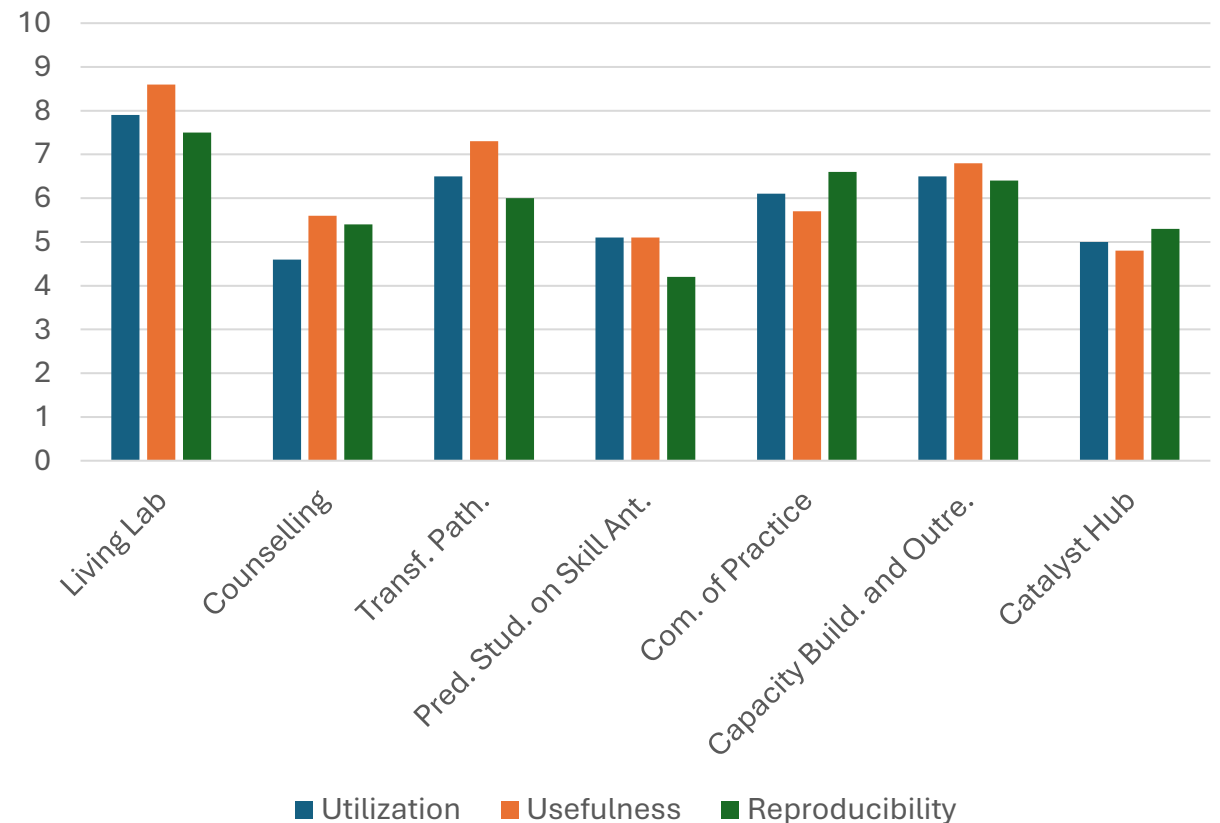
Deliverable D4.2 in December 2025 (M36)

Monitoring & Evaluation Toolkit

Self-Evaluation & Reflective Survey

- **Living Lab** was deemed utilized, useful and reproduceable., with partners calling for greater adaptability and stakeholder involvement.
- **Counselling** services received both praise and a call for a clearer outline surrounding its exploitability for the partners.
- **Transformational Pathway** was seen as useful when endorsed by senior leadership, that said, an overlap was noted with the Action Plans.
- **Predictive Study** and the **Community of Practice** received suggestions for improved integration and clearer objectives.
- **Capacity Building and Outreach** received very positive feedback.
- **The Catalyst Hub** was met with calls for clearer outline and objectives.
- In general, the survey results suggest that the Facilitators were more optimistic than the Implementers in relation to the utilization, usefulness and reproducibility of the Acc. Servs.
- The overall **utilization** of the Acc. Servs. for the partners ranged from 5 (Catalyst Hub) to 7.9 (Living Lab) with an average of 6.1.
- The same trend was noted for **usefulness**, with the range from 4.8 (Catalyst Hub) to 8.6 (Living Lab) with an average of 6.7.
- The overall average score for **reproducibility** was 6.9, with a range from 4.2 (Pred. Stud.) to 7.5 (Living Lab).

Utilization, usefulness and reproducibility of the CATALISI Acceleration Services (All Partners) - mean average scores 0 to 10.



Emerging (0 to 3), Intermediate (4 to 7), Advanced (8 to 10)

Draft Success Factors for Accelerating Change in HEIs



- **Who?** Involve the right people. A mix of bottom-up and top-down approach. The early involvement of senior leadership/ decision makers. Involve stakeholders as much as possible. Use existing and new governance structures in the change agenda helps to strategically embed the change.



- **What?** The right balance between ambition and realism on what can be achieved during a period. Don't be afraid to narrow the focus. Spend time on the right activity – what brings you closer to the change you want to affect.



- **Where?** Successful utilization of the acceleration services, and the ones that are working for you. More mutual learning and structured twinning? Advanced impacts and collaboration on change emanated from in-person exchanges. Embedding the actions in strategic documents of the university can also be helpful with regard to delivery.



- **When?** some advanced outcomes were delivered through leveraging work that was already commenced in universities and adding value, or through synergies and building on previous projects. The timing was right for that particular area of focus and CATALISI allowed for that to be accelerated and progressed.



- **How?** Using the acceleration services as appropriate and embedding these within action plans. Pursuing the change through co-creating, implementing, ongoing evaluation engagement. Strategic SMART KPIs with clear owners of the KPIs and actions.

Some WP Conclusions

(Final Evaluation Report in M36)

- The CATALISI initiative has contributed to positive institutional transformation across participating HEIs.
- CATALISI has proven an excellent testbed for the experiment and trial-in-use of Acceleration Services.
- Importance of using the acceleration services as appropriate and embedding these within action plans.
- The evaluation would suggest that it is important to get the buy-in and support of senior management early in the change process.
- Potential for reduced number of Acceleration Services (possibly primary and secondary) with an emphasis on their practical aspects, including clearer definitions and descriptions.
- Consideration should be given to reduce the number of Domains and Intervention Areas tackled by the project to ensure more overlap and reproducibility between the Implementers.

The UCC Team



Dr. Martin Galvin

Formative Evaluation & Impact Assessment Specialist
Co-Chair of the European Living Lab Hub,
Expert Advisor to the Council of Europe.
Office of the Vice President Research and Innovation



Dr. David O'Connell

UCC Director of Research Support and Policy Office of the
Vice President Research and Innovation
Open Research Specialist
Co-Chair of CoARA National Chapter for Ireland
Lead PI National Open Research Forum Project



David Hogan

Data and Institutional Research Expert.
Evaluation and Impact Assessment
Specialist,
Strategy & Analysis Expert
Office of the UCC Rector/ President



Matteo Pallocca

UCC CATALISI Coordinator
Project Management Specialist
Evaluation Management Specialist
Living Lab Policy Specialist



Ciara O'Halloran

CATALISI Coordinator (PT)
Living Lab and Co-Creation Specialist,
European University Alliance specialist,



UCC

University College Cork, Ireland
Coláiste na hOllscoile Corcaigh



CATALISI

Thank you!