
ABCD Project DeepTech

WP4 – Ecosystem Development Tool Assessments Results

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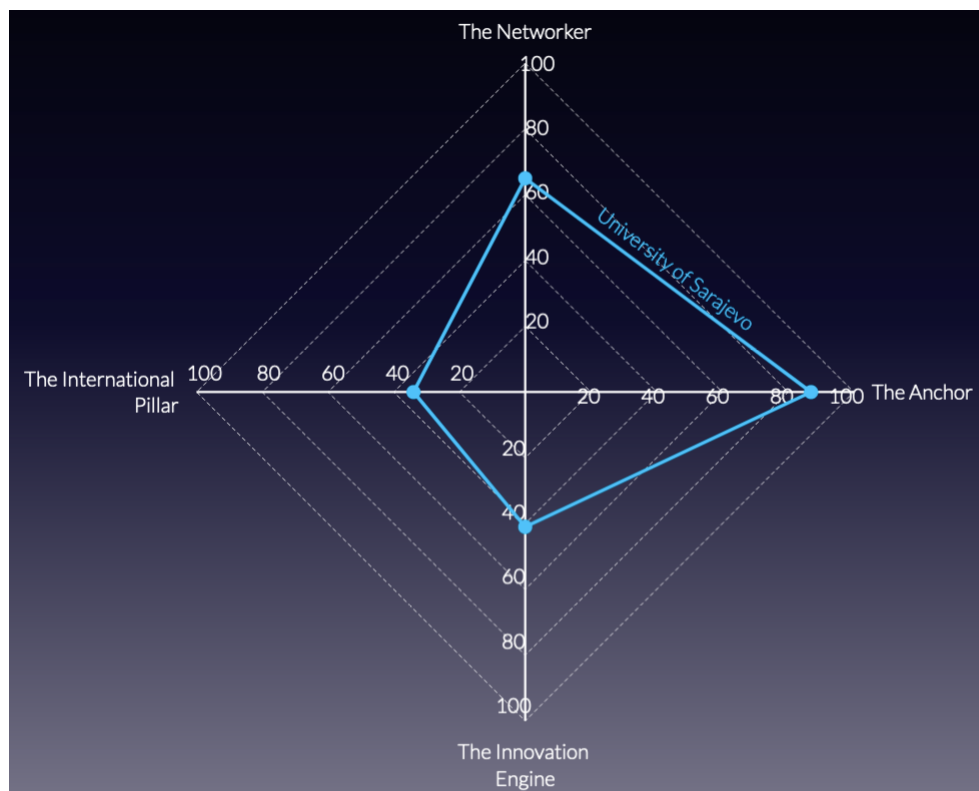
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This report compiles the analysis of responses from ABCD project partner universities collected between March and June 2024. It presents comprehensive findings in two key areas: firstly, the dominant role and impact of the universities within their local innovation ecosystems; and secondly, the level of advancement and commitment of these universities towards contributing to the United Nations Sustainable Development Goals (SDGs). The report highlights both the strengths and challenges faced by the partner universities, providing insights into their current status and future potential for driving innovation and sustainable development.

University of Sarajevo

Dominant profile type: The Anchor



The radar chart shown above represents the performance of the University of Sarajevo (UNSA) across four key pre-defined university profiles: The Networker, The Anchor, The Innovation Engine, and The International Pillar.¹ Each axis corresponds to one of these dimensions, with scores ranging from 0 to 100, indicating the level of advancement in each area. The graph allows for an easy comparison of performance across these different dimensions, highlighting where the university excels and where further development may be needed.

The University of Sarajevo (UNSA) predominantly exhibits the Anchor profile, underlining an important contribution to building a self-sustaining innovation ecosystem.

The university demonstrates significant strength in supporting its innovation ecosystem. It effectively provides resources to its partners, including research infrastructure, equipment, and collaborative spaces for co-working and events. The university's commitment to innovation is evident in its comprehensive strategy and mission statement, which are backed by a detailed implementation plan. Furthermore, each faculty contributes to this vision by maintaining its own tailored strategy for innovation, reinforcing the overall institutional agenda.

¹ Note that for the "International Pillar", the graph shows a relative performance compared to other project partner universities.

Additionally, UNSA has strong Networker traits and is characterized by a robust and diverse network.

The university has formalized partnerships with every identified partner type in the study, demonstrating a wide array of collaborations. These partnerships encompass various sectors, including industry leaders, academic institutions, government bodies, and civil society organizations at the local level, ensuring comprehensive and strategic engagement.

The results indicate that UNSA excels in maintaining numerous partnerships and contracts, leveraging these relationships for mutual benefit. The extensive network facilitates knowledge exchange, resource sharing, and joint ventures, significantly contributing to growth and innovation within the institution.

The level of cooperation with key national partners, such as national regulators and start-ups, is assessed as moderate to strong. This indicates that UNSA has effectively balanced its approach to national collaboration, ensuring both compliance and innovation are harmoniously integrated. The engagement with national regulators reflects a proactive stance in adhering to industry standards and regulations, while the involvement with start-uppers underscores a commitment to fostering innovation and supporting emerging businesses.

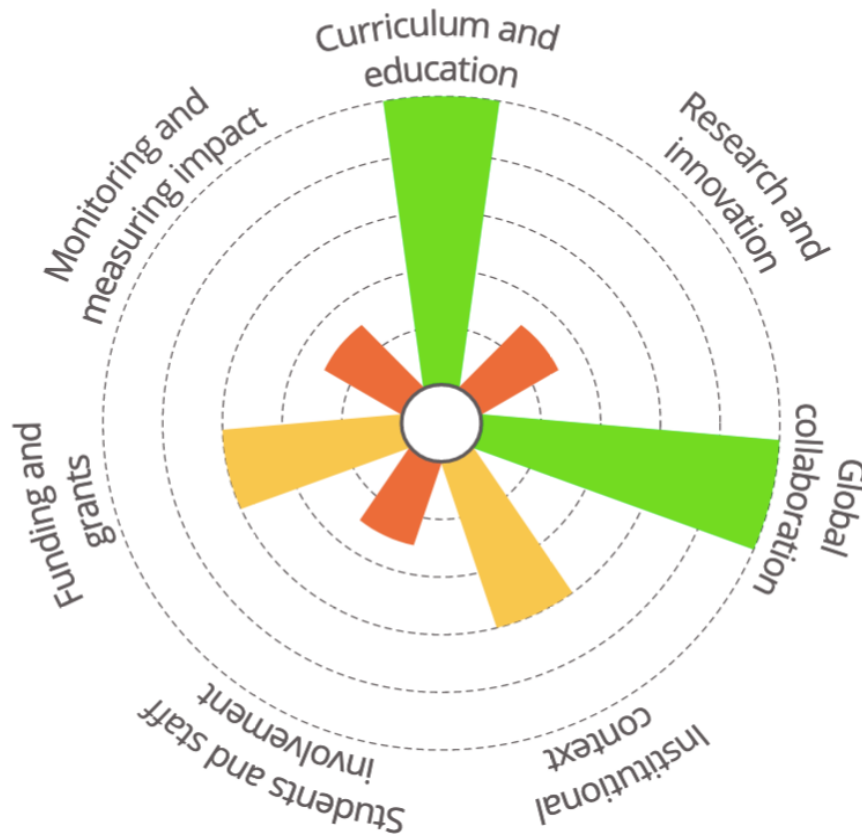
Furthermore, UNSA's strategic alliances enhance its operational capabilities and position it as a pivotal player in the national landscape. These partnerships not only bolster the university's influence and reach but also contribute to the overall ecosystem's vitality.

Remarks and recommendations:

- Bolstering the university's "innovation engine" by providing comprehensive support to staff who could wish to establish their spin offs, and expanding activities designed to foster start-up creation and growth. This can be achieved through the development of a robust incubation programme that offers resources, mentorship, and funding opportunities.
- Additionally, following the development process of the Smart Specialisation Strategy (S3) for Bosnia and Herzegovina is advisable. It is strongly recommended that the university integrate relevant S3 objectives into its operations and strategic planning. Doing so will align the university's research and innovation with regional development goals, unlocking enhanced funding opportunities and fostering stronger partnerships with local industries and governments. This alignment will boost innovation, competitiveness, and the university's reputation, while also influencing the curriculum to better meet industry needs. Furthermore, it will ensure long-term sustainability and societal benefits, positioning the university as a key driver of regional growth and positive change.

Assessment of the university's contribution to SDGs

The graph below illustrates the university's level of advancement in various areas related to the Sustainable Development Goals (SDGs). Red indicates a low level of advancement, yellow indicates a moderate level, and green indicates an advanced level. It is important to note that the results should be interpreted solely based on colour; no numerical scores are represented on the graph.



The university exhibits good performance in several categories:

- **Curriculum and Education:** The integration of SDGs into the curriculum is assessed as "satisfactory", with numerous courses explicitly covering SDG topics. This commitment ensures that students are well-informed about global challenges and equipped with the knowledge to contribute to solving them.
- **Global Collaboration:** The university actively participates in international project consortia and engages in global conferences and initiatives, addressing SDG-related challenges. This involvement not only enhances the university's research capabilities but also fosters a multicultural and interdisciplinary approach to problem-solving. By collaborating with institutions and organizations worldwide, the university contributes to global efforts in achieving the SDGs, sharing best practices, and implementing innovative solutions to pressing global issues.

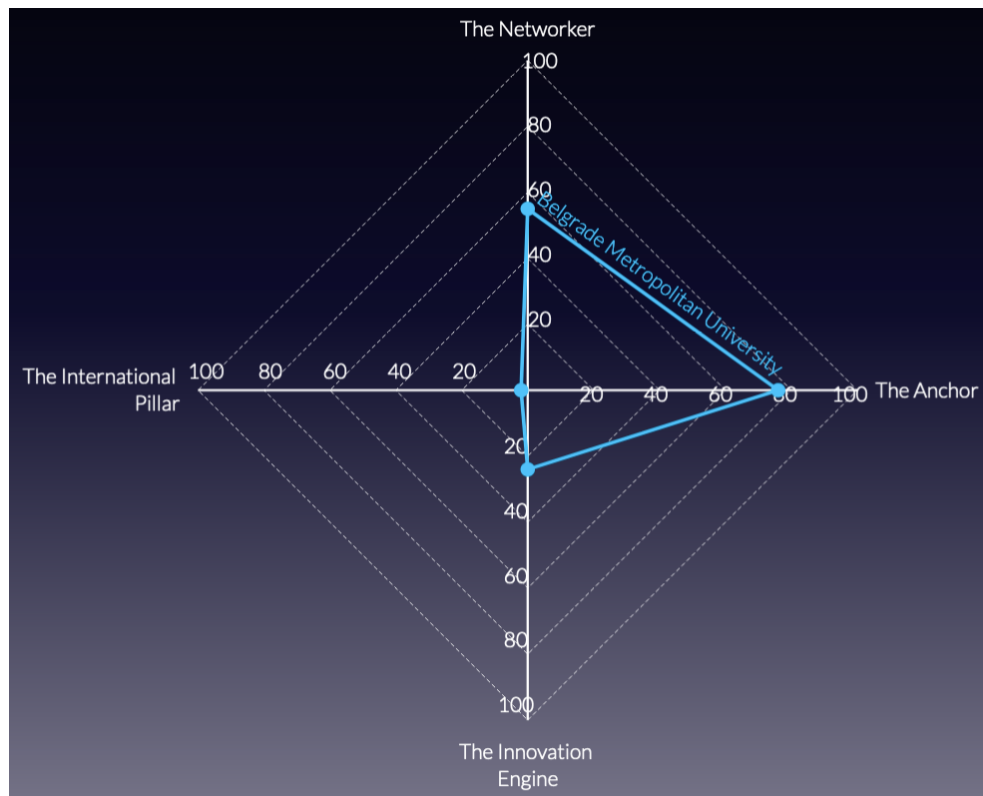
Several areas for improvement have been identified:

- Research and innovation towards SDG challenges: to improve research and innovation towards SDG challenges, the university can establish dedicated interdisciplinary research centres, incentivize SDG-related research with grants and funding, and collaborate with external partners for joint projects. Integrating SDGs into the curriculum and increasing the visibility of research outcomes through publications and public engagements will also enhance their impact.
- Staff involvement: Enhancing staff involvement in SDG initiatives can be achieved through awareness and training programmes, developing recognition and incentive schemes, and incorporating SDG contributions into job descriptions. Encouraging interdepartmental collaboration and providing necessary resources and support will further motivate staff to engage in SDG-related activities.
- Monitoring and measuring the university's impact on the SDGs: to better monitor and measure its own impact on the SDGs, the university can develop and implement a monitoring system and publish annual impact reports. Utilizing interactive SDG dashboards and engaging stakeholders in the evaluation process will ensure continuous improvement and accountability.

Focusing on these areas can further enhance the university's overall SDG performance.

Belgrade Metropolitan University

Dominant profile type: The Anchor



The radar chart shown above represents the performance of Belgrade Metropolitan University across four key pre-defined university profiles: The Networker, The Anchor, The Innovation Engine, and The International Pillar.² Each axis corresponds to one of these profiles, with scores ranging from 0 to 100, indicating the level of advancement in each area. The graph allows for an easy comparison of performance across these different dimensions, highlighting where the university excels and where further development may be needed.

Belgrade Metropolitan University predominantly exhibits the Anchor profile, characterized by a high level of intra-university cooperation, largely due to the institution's intrinsic structure. This cohesive internal collaboration fosters a strong, unified approach to research, education, and innovation.

While Belgrade Metropolitan University provides a limited number of resources to its external partners in the ecosystem, its strategic focus remains clear and impactful. The university's strategy/mission statement explicitly reflects its innovation agenda, which is supported by a detailed implementation plan. This plan outlines specific goals to ensure the successful realization of its objectives in the field of innovation development.

² Note that for the "International Pillar", the graph shows a relative performance compared to other project partner universities.

Belgrade Metropolitan University's approach includes fostering internal collaboration across departments and disciplines, which enhances the development of interdisciplinary projects and initiatives. This intra-university synergy is a key strength, enabling the institution to tackle complex challenges and drive significant advancements.

Moreover, the Anchor profile is marked by stability and reliability, making Belgrade Metropolitan University a dependable partner within the ecosystem. Its strategic initiatives are carefully planned and executed, ensuring that the university's impact remains substantial and positive.

Despite the lack of a Knowledge Transfer Office (KTO) or Technology Transfer Office (TTO) at the university level, Belgrade Metropolitan University has demonstrated a notable strength in fostering innovation through the creation of spin-offs, with a total of 10 spin-offs established in the last five years. This achievement is particularly impressive for a small university, highlighting its effective support for entrepreneurship.

In summary, Belgrade Metropolitan University's Anchor profile is distinguished by high intra-university cooperation, a clear and actionable innovation strategy, and a focused yet impactful contribution to the broader ecosystem. This makes Belgrade Metropolitan University a cornerstone institution, integral to the ongoing development and success of its academic and innovation community.

Remarks and recommendations:

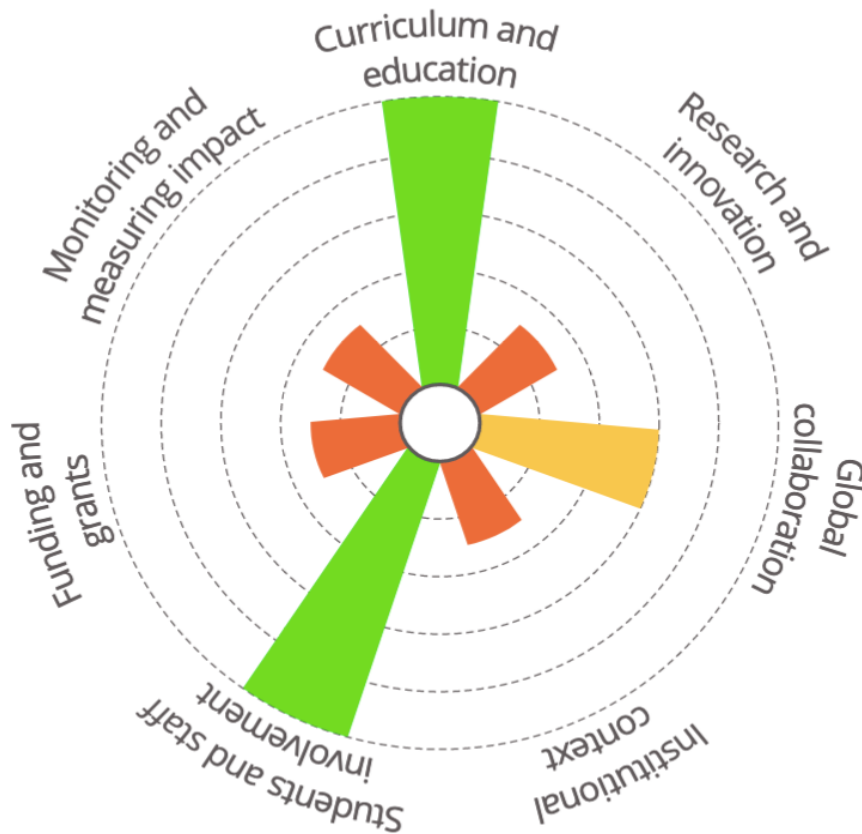
- The lower score in the "Innovation Engine" profile was primarily attributed to the absence of a Knowledge Transfer Office (KTO) or Technology Transfer Office (TTO) at the university level. To address this gap, it is advisable to either establish a dedicated KTO/TTO or at least to start offering some services related to technology and knowledge transfer (including intellectual property management, patent application support, licensing, and facilitating partnerships with industry). Establishing a KTO/TTO can not only enhance the university's capacity for innovation but also improve its ability to convert research outputs into marketable products and services.
- The university's low score in the "International Pillar" area can be attributed in part to the exceptionally high scores achieved by some of the other project partner universities surveyed. This relative comparison underscores the need for Belgrade Metropolitan University to bolster its international presence and collaborations. By proactively developing and strengthening relationships with other universities and industry partners worldwide, the university can significantly enhance its capacity for innovation.

- To further bolster the university's innovation ecosystem, it is essential to expand the range of activities supporting commercialization. This can be achieved by developing targeted programmes and initiatives such as entrepreneurship training, start-up incubators, and accelerator programmes. Additionally, providing mentorship and funding opportunities for researchers and entrepreneurs will foster a more vibrant and dynamic innovation culture. By enhancing these support mechanisms, the university can significantly improve its ability to translate research and innovation into commercial success, thereby increasing its impact on the wider economy.
- To enhance the university's contribution to national development and innovation, it is highly recommended to integrate the objectives and priority areas of Serbia's Smart Specialisation Strategy (4S) into the university curriculum. By aligning educational programmes with the strategic focus on relevant 4S topics (among which "Information and Communication Technologies (ICT)", "Food for the Future", "Creative Industries", and "Future Machines and Manufacturing Systems"), the university can better prepare students to meet the demands of these high-potential sectors. Additionally, active participation in achieving the strategy's goals through research collaborations, industry partnerships, and tailored educational initiatives will not only elevate the university's profile but also significantly contribute to Serbia's economic growth and innovation ecosystem.

In summary, implementing these recommendations will strengthen the university's innovation infrastructure, address current shortcomings, and enhance its overall profile as an innovation leader. Establishing a KTO/TTO and expanding commercialization support activities are critical steps towards achieving these goals.

Assessment of the university's contribution to SDGs

The graph below illustrates the university's level of advancement in various areas related to the Sustainable Development Goals (SDGs). Red indicates a low level of advancement, yellow indicates a moderate level, and green indicates an advanced level. It is important to note that the results should be interpreted solely based on colour; no numerical scores are represented on the graph.



In terms of SDG performance, the university demonstrates strong results in the following categories:

- **Curriculum and Education:** The integration of SDGs into the curriculum is well underway, with the university offering multiple courses explicitly covering SDG topics. Notably, bachelor's degree students are required to take a mandatory class on sustainable development and social responsibility, ensuring that all graduates have a foundational understanding of these critical issues. This comprehensive approach not only educates students but also prepares them to contribute effectively to sustainable practices in their future careers.
- **Students and staff involvement:** as described above, all bachelor's degree students are required to take a mandatory class on sustainable development and social responsibility, ensuring that graduates have a foundational understanding of these critical issues. Additionally, staff training and/or development programmes are available at the university level to support higher education personnel in the field of sustainable development and inclusive practices.

These efforts reflect the university's commitment to embedding sustainability into its core mission, ensuring that students are not only aware of global challenges but also equipped to make meaningful contributions towards achieving the Sustainable Development Goals.

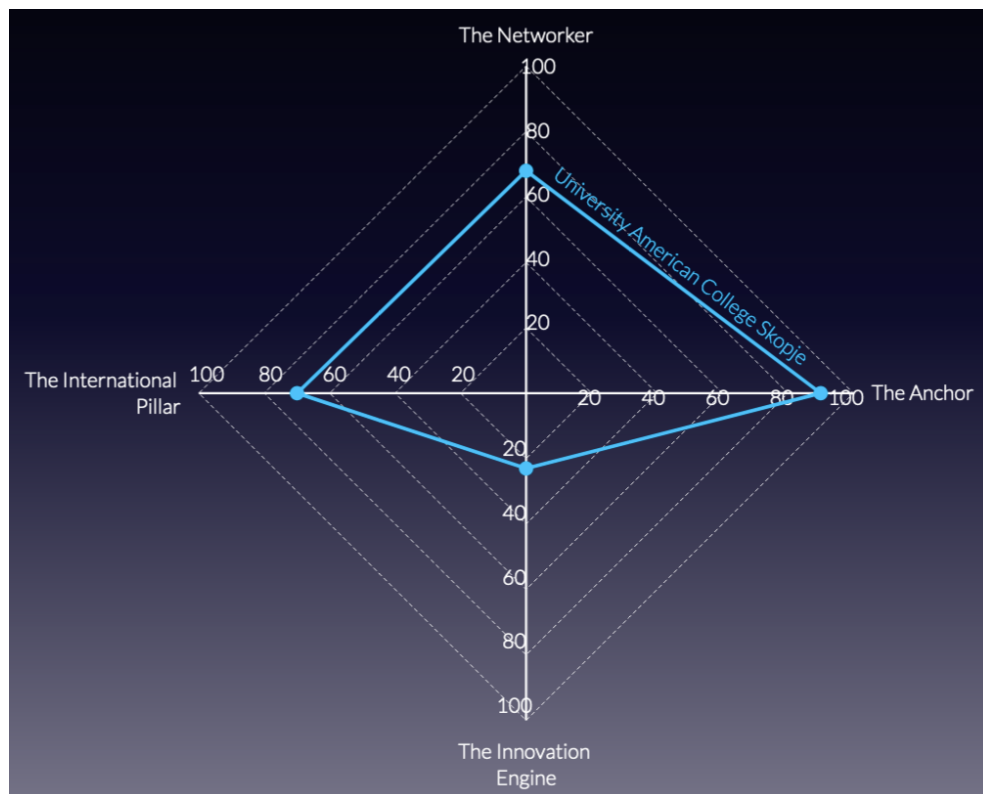
The following areas can be subject to improvement:

- **Research and Innovation Towards SDG Challenges:** to improve research and innovation towards SDG challenges, the university can establish dedicated interdisciplinary research centres, incentivize SDG-related research with grants and funding, and collaborate with external partners for joint projects. Integrating SDGs into the curriculum and increasing the visibility of research outcomes through publications and public engagements will also enhance their impact.
- **Institutional Context:** To strengthen its commitment to sustainability, the university should integrate the concept of sustainability into its mission and vision statements, reflecting a clear and dedicated leadership commitment. This can be demonstrated by developing and implementing comprehensive policies that promote sustainability and responsible practices across all operations. Establishing a sustainability office or appointing a sustainability officer to oversee and coordinate these efforts can ensure consistent progress. Additionally, incorporating sustainability goals into strategic planning and decision-making processes will embed these values into the institutional culture. Regularly engaging with stakeholders, including students, staff, and the community, through consultations and feedback mechanisms can further align the university's actions with its sustainability objectives and enhance overall impact.
- **Monitoring and Measuring the University's Impact on the SDGs:** to better monitor and measure its own impact on the SDGs, the university can develop and implement a monitoring system and publish annual impact reports. Utilizing interactive SDG dashboards and engaging stakeholders in the evaluation process will ensure continuous improvement and accountability.

By taking these actions, Belgrade Metropolitan University can strengthen its contributions to the SDGs, engage its staff more effectively, and ensure it has a robust system for monitoring and measuring its impact.

University American College Skopje

Dominant profile type: The Anchor



The radar chart shown above represents the performance of UACS across four key pre-defined university profiles: The Networker, The Anchor, The Innovation Engine, and The International Pillar.³ Each axis corresponds to one of these profiles, with scores ranging from 0 to 100, indicating the level of advancement in each area. The graph allows for an easy comparison of performance across these different dimensions, highlighting where the university excels and where further development may be needed.

University American College Skopje (UACS) performed strongly in all measured aspects of the Anchor profile. This includes providing a wide array of resources to its ecosystem partners, such as research infrastructure, collaborative spaces for co-working or events, and office space. These resources facilitate robust collaboration and innovation within the local university's ecosystem.

UACS also has a clearly articulated strategy or mission statement that reflects its innovation agenda, supported by a detailed implementation plan. This strategic direction underscores the university's commitment to driving innovation and fostering an environment conducive to research and development.

³ Note that for the "International Pillar", the graph shows a relative performance compared to other project partner universities.

Another notable strength of UACS is its high level of intra-university collaboration. This strong internal cooperation is attributed to the university's intrinsic structure, which promotes interdisciplinary engagement and teamwork. Such collaboration enhances the university's ability to tackle complex challenges and contribute meaningfully to its innovation ecosystem.

UACS's Anchor dominant profile is complemented by solid traits of the "Networker" profile. The university's commendable variety of partnerships demonstrates its ability to build and maintain diverse and productive relationships across multiple sectors. The level of cooperation with national regulators and start-ups is assessed as "strong", further enhancing UACS's impact. These partnerships not only support compliance and regulatory alignment but also foster a vibrant innovation environment where start-ups can thrive. This dual strength in both anchoring and networking significantly contributes to the university's robust and dynamic role in the national and international academic and innovation landscape.

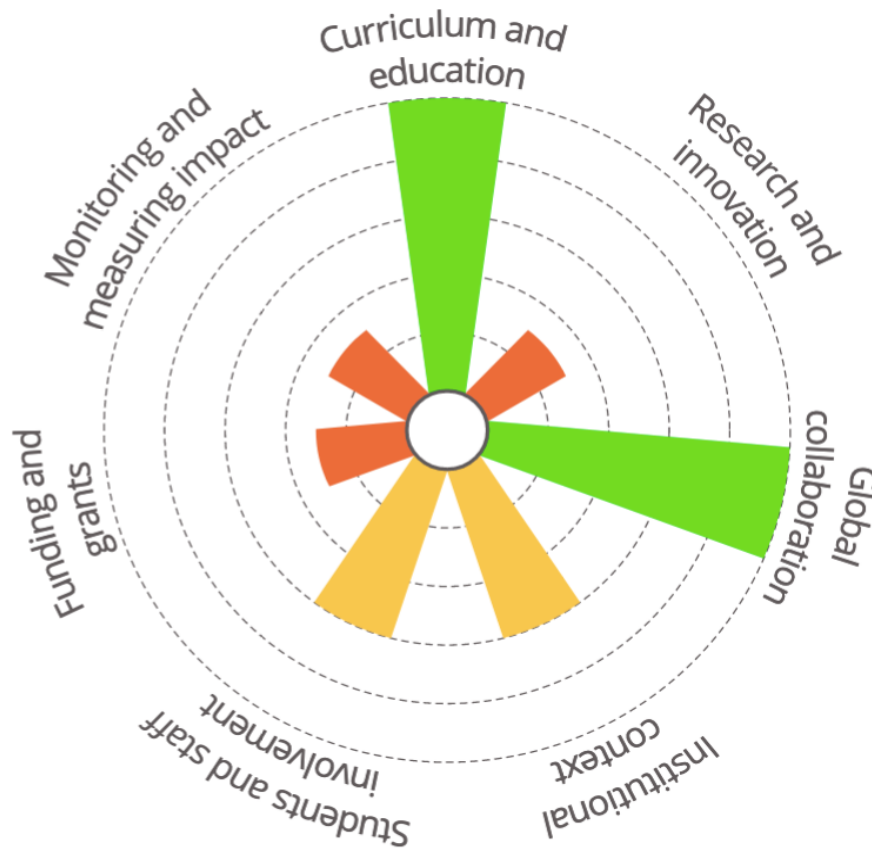
Furthermore, UACS's active engagement in both national and international collaborations bolsters its position as a pivotal institution within the broader academic and innovation landscape. By maintaining strong ties with industry, government, and other academic institutions, UACS ensures that its research and educational programmes are aligned with current and future societal needs.

Remarks and recommendations:

- The lower score in the "Innovation Engine" profile was primarily attributed to the absence of a Knowledge Transfer Office (KTO) or Technology Transfer Office (TTO) at the university level. To address this gap, it is advisable to either establish a dedicated KTO/TTO or at least to start offering some services related to technology and knowledge transfer (including intellectual property management, patent application support, licensing, and facilitating partnerships with industry). Establishing a KTO/TTO can not only enhance the university's capacity for innovation but also improve its ability to convert research outputs into marketable products and services.
- It is recommended that UACS integrate the relevant Smart Specialisation Strategy (S3) objectives of North Macedonia into its strategic planning and operations. This alignment will position the university as a key player in regional development, enhancing its research and innovation capabilities in targeted areas (smart agriculture, ICT, Industry 4.0, and sustainable materials). By doing so, the university can leverage increased funding opportunities, foster stronger partnerships with local industries, and improve its innovation ecosystem. This strategic alignment will not only boost the university's competitiveness and reputation but also contribute to sustainable growth and societal benefits in the region

Assessment of the university's contribution to SDGs

The graph below illustrates the university's level of advancement in various areas related to the Sustainable Development Goals (SDGs). Red indicates a low level of advancement, yellow indicates a moderate level, and green indicates an advanced level. It is important to note that the results should be interpreted solely based on colour; no numerical scores are represented on the graph.



The university exhibits commendable performance in several Sustainable Development Goals (SDGs) categories:

- **Curriculum and Education:** The integration of SDGs into the curriculum is assessed as “well integrated”, with numerous courses explicitly covering SDG topics. This commitment ensures that students are well-informed about global challenges and equipped with the knowledge to contribute to solving them.
- **Global Collaboration:** The university actively participates in international project consortia and engages in global conferences and initiatives, addressing SDG-related challenges. This involvement not only enhances the university’s research capabilities but also fosters a multicultural and interdisciplinary approach to problem-solving. By collaborating with institutions and organizations worldwide, the university contributes to global efforts in achieving the SDGs, sharing best practices, and implementing innovative solutions to pressing global issues.

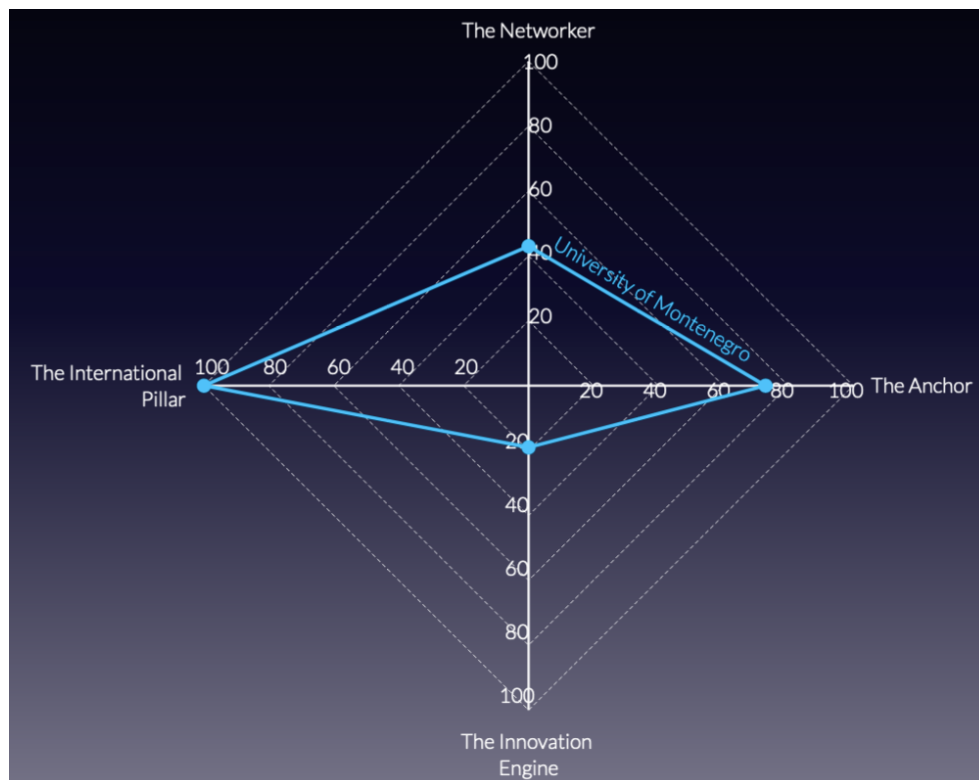
Several areas for improvement have been identified:

- **Research and Innovation Towards SDG Challenges:** to improve research and innovation towards SDG challenges, the university can establish dedicated interdisciplinary research centres, incentivize SDG-related research with grants and funding, and collaborate with external partners for joint projects. Integrating SDGs into the curriculum and increasing the visibility of research outcomes through publications and public engagements will also enhance their impact.
- **Monitoring and Measuring the University's Impact on the SDGs:** to better monitor and measure its own impact on the SDGs, the university can develop and implement a monitoring system and publish annual impact reports. Utilizing interactive SDG dashboards and engaging stakeholders in the evaluation process will ensure continuous improvement and accountability.

Focusing on these areas can further enhance the university's overall SDG performance.

University of Montenegro

Dominant profile type: The International Pillar



The radar chart shown above represents the performance of the University of Montenegro across four key pre-defined university profiles: The Networker, The Anchor, The Innovation Engine, and The International Pillar.⁴ Each axis corresponds to one of these profiles, with scores ranging from 0 to 100, indicating the level of advancement in each area. The graph allows for an easy comparison of performance across these different dimensions, highlighting where the university excels and where further development may be needed.

The University of Montenegro (UoM) performs strongly in almost all features of the "International Pillar" profile, showcasing remarkable openness and collaboration on a global scale. The university is highly active in bilateral relationships with other international universities, participating in over 100 European projects and serving as the lead partner for approximately 10 of these. This leadership role in a significant number of European projects highlights UoM's robust capabilities in coordinating and driving international research initiatives.

Beyond European engagements, UoM also takes part in international project consortia, although the engagement rate is lower compared to its involvement in European projects. This broader

⁴ Note that for the "International Pillar", the graph shows a relative performance compared to other project partner universities.

international participation demonstrates UoM's commitment to global collaboration and its ability to contribute to diverse research landscapes.

Despite the absence of data regarding partnerships with international companies for purposes other than research and the number of collaborative research contracts with international industry partners, UoM's performance in the International Pillar profile remains strong. The university's extensive network and active participation in international projects underscore its role as a key player in the global innovation community.

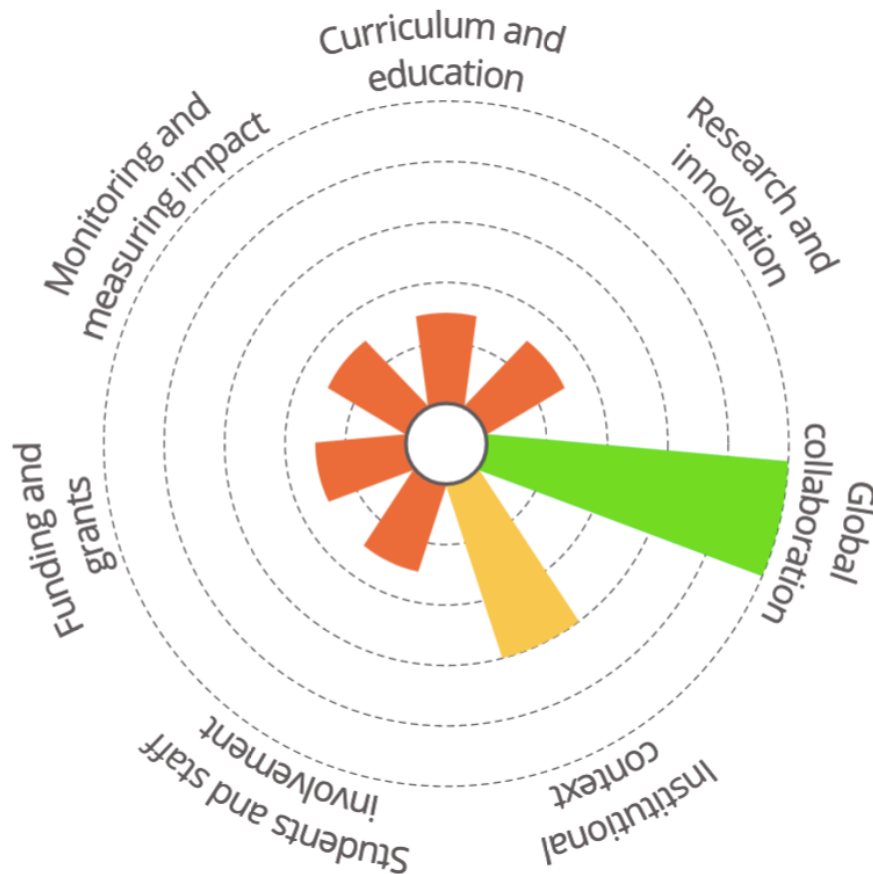
In summary, UoM exemplifies the characteristics of the International Pillar profile through its extensive and effective international collaborations, leadership in European projects, and strategic initiatives to foster global partnerships. This positions UoM as a pivotal institution in the global academic and innovation arena.

Remarks and recommendations:

- The lower score in the "Innovation Engine" profile was primarily attributed to the absence of a Knowledge Transfer Office (KTO) or Technology Transfer Office (TTO) at the university level. To address this gap, it is advisable to either establish a dedicated KTO/TTO or at least to start offering some services related to technology and knowledge transfer (including intellectual property management, patent application support, licensing, and facilitating partnerships with industry). Establishing a KTO/TTO can not only enhance the university's capacity for innovation but also improve its ability to convert research outputs into marketable products and services.
- To enhance the university's innovation ecosystem and accurately measure the impact of its research activities, it is recommended to implement a systematic tracking mechanism for patent-related metrics. Specifically, the university should monitor the number of patent applications submitted, patents granted, and patents commercialized as a result of university-driven activities. This data will provide valuable insights into the effectiveness of the university's research and development efforts, facilitate strategic decision-making, and highlight the university's contributions to technological advancement and economic growth. By establishing this tracking system, the university can better support its researchers, attract potential investors, and strengthen its reputation as a hub of innovation.

Assessment of the university's contribution to SDGs

The graph below illustrates the university's level of advancement in various areas related to the Sustainable Development Goals (SDGs). Red indicates a low level of advancement, yellow indicates a moderate level, and green indicates an advanced level. It is important to note that the results should be interpreted solely based on colour; no numerical scores are represented on the graph.



The UoM performed strongly in one of the areas, namely:

- Global collaboration: aligning closely with its 'International Pillar' profile, the university actively participates in international project consortia and engages in global conferences and initiatives, addressing SDG-related challenges. This involvement not only enhances the university's research capabilities but also fosters a multicultural and interdisciplinary approach to problem-solving. By collaborating with institutions and organizations worldwide, the university contributes to global efforts in achieving the SDGs, sharing best practices, and implementing innovative solutions to pressing global issues.

Additionally, UoM showed commendable performance in one area:

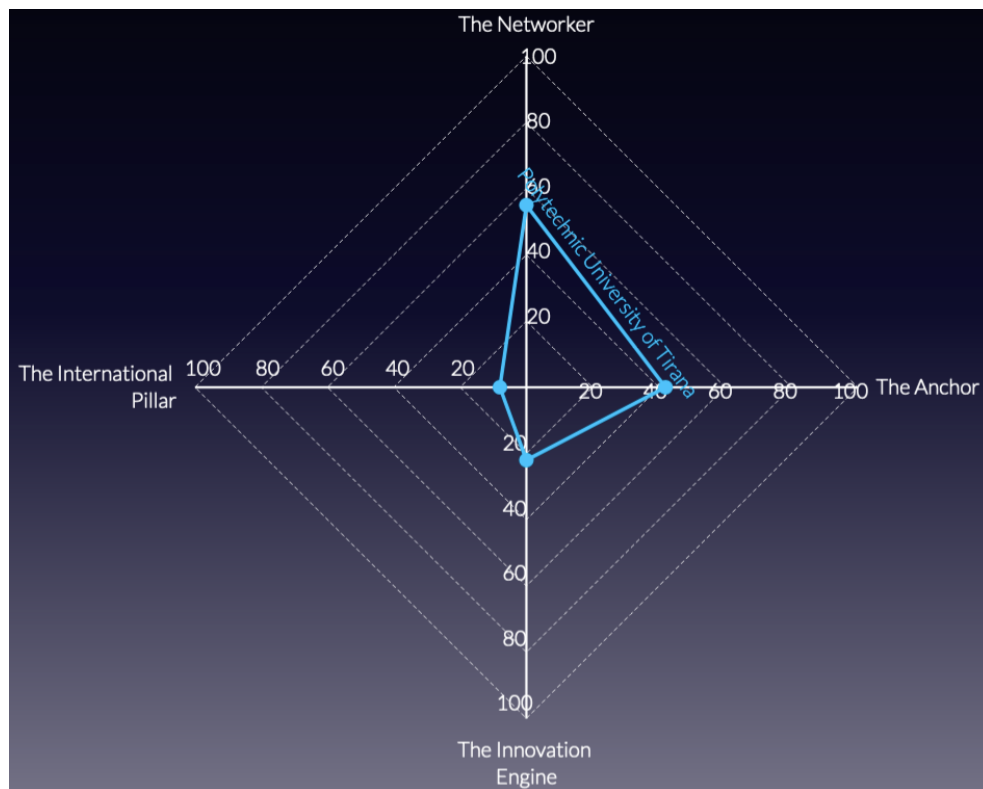
- Institutional context. It is to be underlined that UoM communicates the need for a transition towards more sustainability in its functioning (like most universities in the region) but has also taken a step forward by integrating, to a certain extent, the concept of sustainability into its mission and vision. This integration represents a proactive step towards fostering sustainable practices within the university community.

Several areas for improvement have been identified:

- **Research and Innovation Towards SDG Challenges:** to improve research and innovation towards SDG challenges, the university can establish dedicated interdisciplinary research centres, incentivize SDG-related research with grants and funding, and collaborate with external partners for joint projects. Integrating SDGs into the curriculum and increasing the visibility of research outcomes through publications and public engagements will also enhance their impact.
- **Students and staff involvement:** The university can significantly enhance its impact on sustainable development goals by focusing on increasing students' involvement in programmes related to sustainable development and social responsibility. This can be achieved by expanding the availability of courses, workshops, and extracurricular activities that emphasize sustainability across various disciplines. Additionally, creating incentives such as scholarships, awards, or recognition for student initiatives and projects that promote sustainability can foster a culture of engagement. Furthermore, offering comprehensive training and development programmes related to sustainability and socially responsible practices for staff members is crucial. These programmes should not only educate staff about sustainability issues but also provide practical tools and strategies to integrate sustainability into their respective roles and departments. Regular workshops, seminars, and peer-learning opportunities can facilitate ongoing engagement and knowledge sharing among staff. By empowering both students and staff to actively contribute to sustainable practices, the university can cultivate a community committed to addressing global challenges effectively.
- **Monitoring and Measuring the University's Impact on the SDGs:** to better monitor and measure its own impact on the SDGs, the university can develop and implement a monitoring system and publish annual impact reports. Utilizing interactive SDG dashboards and engaging stakeholders in the evaluation process will ensure continuous improvement and accountability.

Polytechnic University of Tirana

Dominant profile type: The Networker



The radar chart shown above represents the performance of the Polytechnic University of Tirana across four key pre-defined university profiles: The Networker, The Anchor, The Innovation Engine, and The International Pillar.⁵ Each axis corresponds to one of these profiles, with scores ranging from 0 to 100, indicating the level of advancement in each area. The graph allows for an easy comparison of performance across these different dimensions, highlighting where the university excels and where further development may be needed.

The Polytechnic University of Tirana (UPT) has been identified as a "Networker" based on the findings of the questionnaire. While the variety of partnerships at the local level remains somewhat limited to collaborations with other public universities, the institution distinguishes itself through its moderate yet impactful synergy and cooperation with a diverse range of relevant actors. These include national regulators, start-ups, and venture capitalists (VCs).

Notably, UPT is the only one among our test panel to have established collaborations with VCs, underscoring its unique position in fostering entrepreneurial ventures. This exclusive partnership

⁵ Note that for the "International Pillar", the graph shows a relative performance compared to other project partner universities.

provides crucial financial support and mentorship opportunities, significantly enhancing the innovation ecosystem within the university.

By maintaining strong relationships with national regulators, the university ensures compliance and alignment with industry standards and policies. Its engagement with start-ups not only nurtures emerging talent but also brings fresh, innovative ideas into the academic environment.

Overall, UPT's ability to effectively bridge academic and external local communities positions it as a pivotal networker, driving forward both academic excellence and practical, real-world applications.

Remarks and recommendations:

- The lower score in the "Innovation Engine" profile was primarily attributed to the absence of a Knowledge Transfer Office (KTO) or Technology Transfer Office (TTO) at the university level. To address this gap, it is advisable to either establish a dedicated KTO/TTO or at least to start offering some services related to technology and knowledge transfer (including intellectual property management, patent application support, licensing, and facilitating partnerships with industry). Establishing a KTO/TTO can not only enhance the university's capacity for innovation but also improve its ability to convert research outputs into marketable products and services.
- The university's low score in the "International Pillar" area can be attributed in part to the exceptionally high scores achieved by some of the other project partner universities surveyed. This relative comparison underscores the need for UPT to bolster its international presence and collaborations. By proactively developing and strengthening relationships with other universities and industry partners worldwide, the university can significantly enhance its capacity for innovation.

To further enhance the university's position as a networker and innovation hub, several strategic recommendations are proposed:

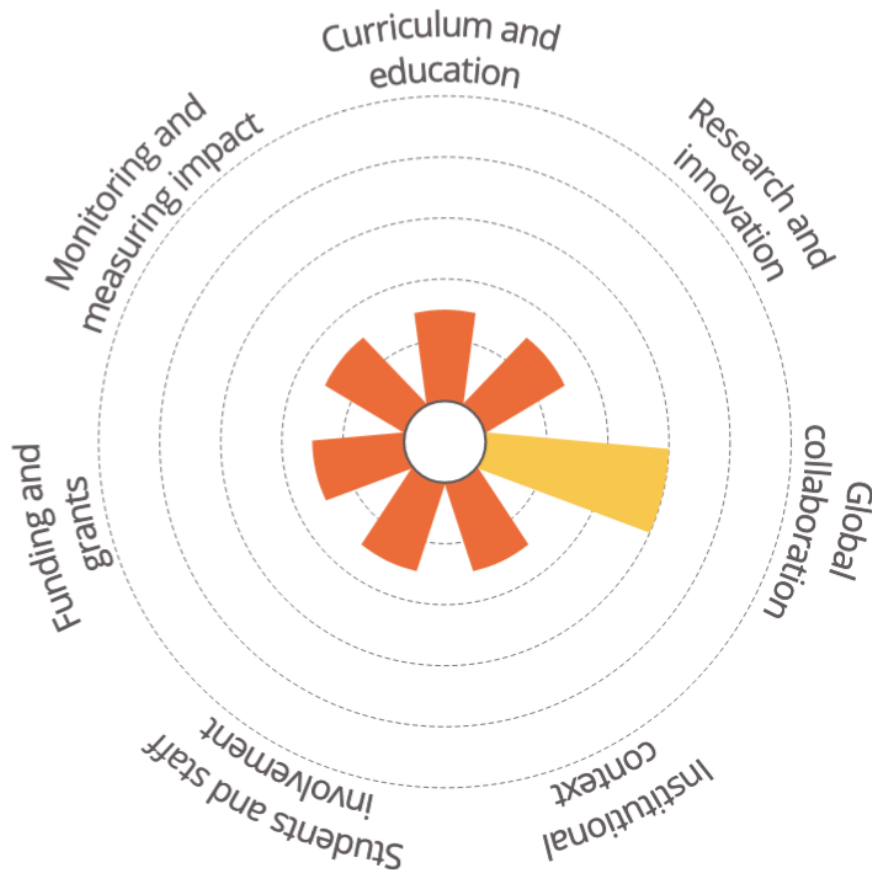
- **Increase Entrepreneurial Activities:** The university should broaden the scope and variety of activities designed to familiarize students with entrepreneurship. Currently, the offerings are limited to informational days. Introducing workshops, start-up competitions, industry visits or networking events will provide students with practical, hands-on experience in entrepreneurship. These activities can bridge the gap between theoretical knowledge and real-world application, fostering a more vibrant entrepreneurial culture on campus.
- **Develop Staff Competencies and Skills:** Investing in the development of staff competencies is crucial to enhance the university's innovation capacity. The staff can be trained in the management and commercialization of innovation activities or equipped with the necessary

skills to deliver entrepreneurial education to ensure that students receive comprehensive guidance and support in their entrepreneurial endeavours.

- Formulate a Strategic Innovation Agenda: The university should develop a clear strategy or mission statement that reflects its commitment to innovation. This strategic framework should be supported by a detailed action or implementation plan, outlining specific goals, initiatives, and timelines. Such a strategy will provide a roadmap for the university's innovation activities, ensuring alignment with broader institutional objectives and facilitating sustained progress.
- UPT could integrate the relevant Smart Specialization Strategy (S3) identified priority sectors (Agriculture, Manufacturing, Energy, ICT, and Business Process Outsourcing) into its research and innovation agenda. By fostering collaborations with industry stakeholders in these areas and promoting entrepreneurial activities aligned with the national S3, the university can play a pivotal role in driving regional economic growth and innovation. Additionally, incorporating the S3 topics into the curriculum will prepare students to contribute effectively to Albania's strategic goals and economic development initiatives.

Assessment of the university's contribution to SDGs

The graph below illustrates the university's level of advancement in various areas related to the Sustainable Development Goals (SDGs). Red indicates a low level of advancement, yellow indicates a moderate level, and green indicates an advanced level. It is important to note that the results should be interpreted solely based on colour; no numerical scores are represented on the graph.



The area related to the Sustainable Development Goals (SDGs) where UPT performs best is "global collaboration." The university actively participates in international conferences and initiatives that focus on addressing global challenges related to the SDGs, such as the European Green Deal. This engagement not only highlights UPT's commitment to sustainable development but also fosters a network of global partnerships aimed at innovative solutions for pressing environmental and social issues. This result is in line with the "Networker" profile of the university.

Remarks and recommendations:

- A significant number of questions related to the SDGs received either no responses or were answered with "I don't know," which can distort the assessment and showcase abnormally low results. To address this issue, it is recommended that the university increase its focus on and monitoring of SDG-related challenges. This could involve raising awareness among students and staff about the importance of these goals, improving data collection methods, and integrating SDG tracking into the university's regular reporting and evaluation processes.
- Students and staff involvement: The university can significantly enhance its impact on the SDGs by focusing on increasing student and staff engagement in sustainability programmes. To achieve this, the university should introduce courses specifically related to the SDGs across various disciplines, ensuring that sustainability is integrated into the core curriculum.

Additionally, expanding the availability of workshops and extracurricular activities that emphasize sustainability and social responsibility will further engage students.

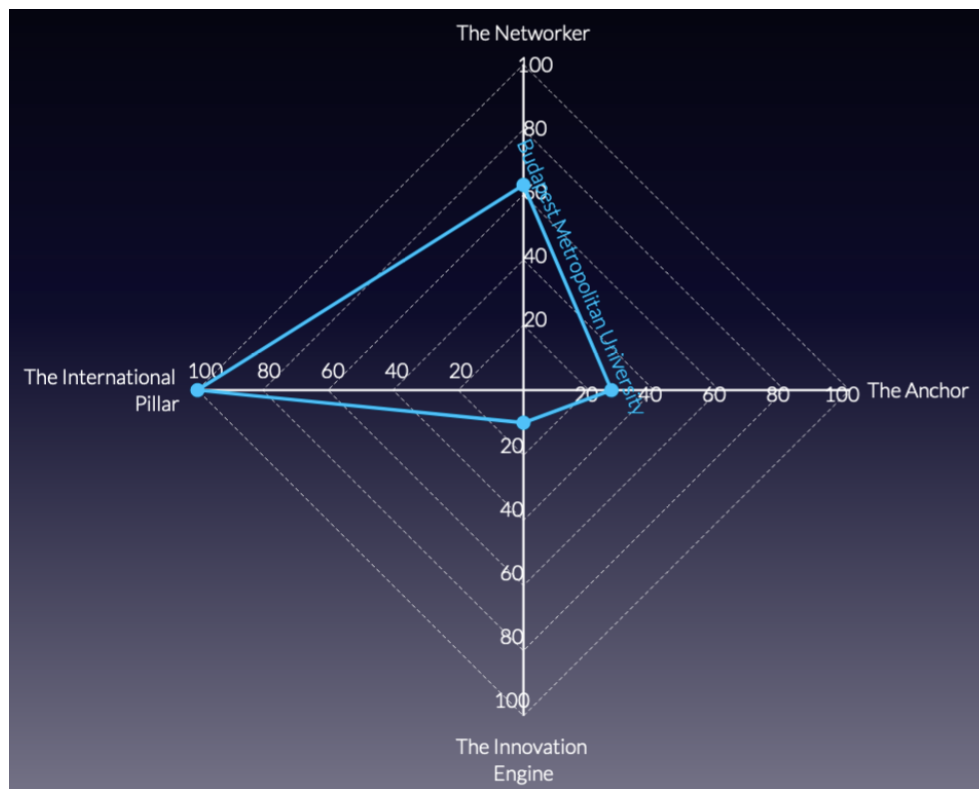
Creating incentives such as scholarships, awards, or recognition for student initiatives and projects that promote sustainability can foster a culture of active involvement. Furthermore, establishing comprehensive training and development programmes for staff members is crucial. These programmes can educate the staff about sustainability issues and provide practical tools and strategies to integrate sustainability into their respective roles and departments. Regular workshops, seminars, and peer-learning opportunities will facilitate ongoing engagement and knowledge sharing among staff.

Moreover, pursuing partnerships with organizations and institutions that explicitly target the SDGs can amplify the university's efforts. By collaborating on projects and initiatives aimed at addressing global challenges, the university can leverage external expertise and resources to drive sustainable development. By empowering both students and staff to actively contribute to sustainable practices and forming strategic partnerships, the university can cultivate a community committed to effectively addressing SDGs.

- Institutional context: To foster a transition towards greater sustainability at the institutional level, the university should begin by clearly communicating the need for sustainable practices within its operations. As a next step, the concept of sustainability should be integrated into the university's mission and vision, embedding it as a core value. Moving further, the university should establish specific policies that promote sustainability and responsible practices across all departments and activities. Finally, to ensure these initiatives are effectively managed and continuously improved, it is essential to appoint a dedicated person responsible for sustainability and social responsibility. This role will oversee the implementation of sustainability policies, coordinate efforts across the university, and serve as a champion for sustainable development within the institution.

Budapest Metropolitan University

Dominant profile type: The International Pillar



The radar chart shown above represents the performance of Budapest Metropolitan University across four key pre-defined university profiles: The Networker, The Anchor, The Innovation Engine, and The International Pillar.⁶ Each axis corresponds to one of these profiles, with scores ranging from 0 to 100, indicating the level of advancement in each area. The graph allows for an easy comparison of performance across these different dimensions, highlighting where the university excels and where further development may be needed.

Budapest Metropolitan University (METU) plays a pivotal role in its innovation ecosystem as the International Pillar, exemplifying openness towards global innovation communities and demonstrating robust collaboration abilities on an international scale. This university excels particularly in forging bilateral partnerships with numerous international universities, boasting several hundred such collaborations. Moreover, METU is a distinguished member of a prestigious American university network, further enhancing its global academic standing and collaborative outreach.

⁶ Note that for the "International Pillar", the graph shows a relative performance compared to other project partner universities.

Beyond academia, METU leverages its strategic partnerships with international companies not only for research initiatives but also for extensive student internship programmes, which number in the thousands. These partnerships provide students with real-world experience and industry exposure, enriching their educational journey and preparing them for global careers.

Furthermore, METU actively participates in European project consortia, showcasing its leadership in at least one notable case. By leading such consortiums, METU not only contributes to cutting-edge research and innovation in Europe but also strengthens its international openness and visibility. Participation in European projects fosters cross-cultural exchange, promotes best practices sharing, and enhances collaboration with top-tier institutions across the continent. This engagement enriches METU's academic environment and also bolsters its innovation ecosystem by bringing diverse perspectives and expertise to its research endeavours.

In essence, METU's proactive engagement with global academic, corporate, and European consortium partners underscores its commitment to advancing knowledge, fostering innovation, and preparing its students to thrive in an interconnected world.

Remarks and recommendations:

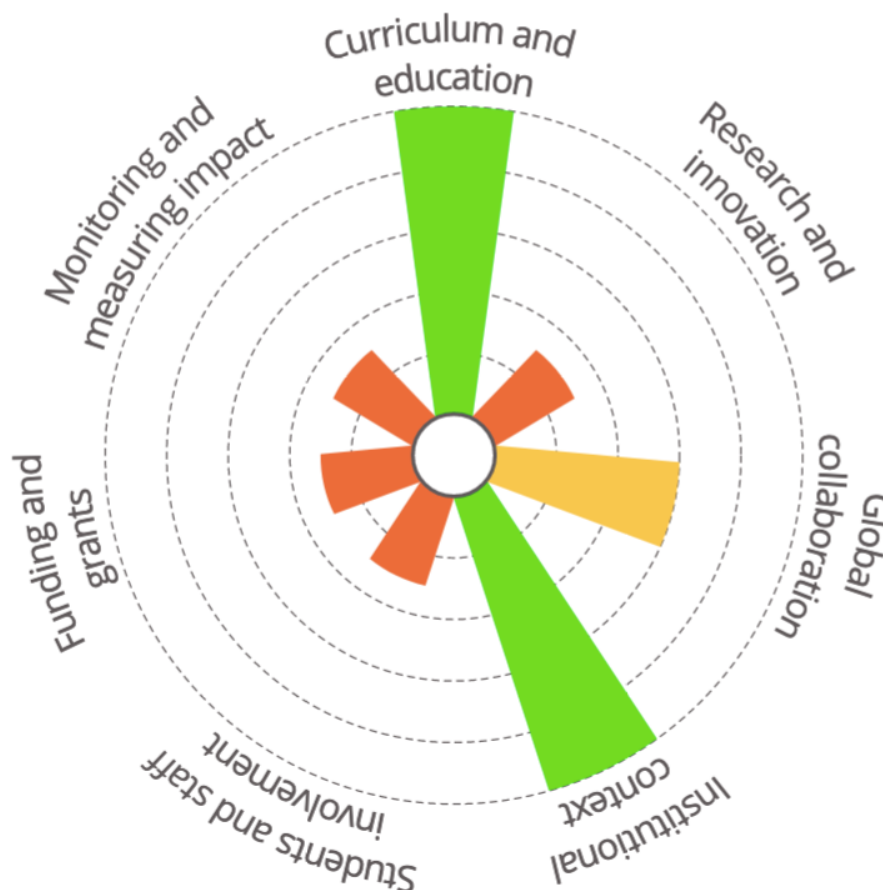
- The lower score in the "Innovation Engine" profile was primarily attributed to the absence of a Knowledge Transfer Office (KTO) or Technology Transfer Office (TTO) at the university level. To address this gap, it is advisable to either establish a dedicated KTO/TTO or at least to start offering some services related to technology and knowledge transfer (including intellectual property management, patent application support, licensing, and facilitating partnerships with industry). Establishing a KTO/TTO can not only enhance the university's capacity for innovation but also improve its ability to convert research outputs into marketable products and services.
- Increase and Diversify Resources for Partners: METU should consider expanding the range and accessibility of resources offered to local partners within its innovation ecosystem. This could involve providing access to state-of-the-art facilities, research equipment, office or collaborative space. By enhancing these resources, METU can foster stronger collaboration with local stakeholders, including start-ups, SMEs, and research institutes. This proactive approach not only strengthens the university's role as a hub of innovation but also catalyses economic growth and technological advancement in the region.
- Develop a Comprehensive Innovation Strategy and Mission Statement: it is advisable for METU to formulate a clear innovation strategy and mission statement that articulates its long-term vision and goals in driving innovation. This strategy should be supported by a detailed action plan outlining specific initiatives, milestones, and metrics for success. By aligning its resources and efforts towards a unified innovation agenda, METU can effectively leverage its strengths in

research, education, and international collaboration to address societal challenges and capitalize on emerging opportunities in technology and industry.

- Align with Smart Specialization Strategy Objectives for Hungary: METU could strategically align its innovation activities with relevant objectives outlined in Hungary's Smart Specialization Strategy. This entails focusing on key priority areas where the university has distinct capabilities and expertise. By aligning with national strategic priorities, METU can maximize its impact on regional and national innovation agendas. This alignment not only enhances competitiveness but also facilitates access to funding opportunities and strengthens collaborative networks with industry, government, and academic partners across Hungary.

Assessment of the university's contribution to SDGs

The graph below illustrates the university's level of advancement in various areas related to the Sustainable Development Goals (SDGs). Red indicates a low level of advancement, yellow indicates a moderate level, and green indicates an advanced level. It is important to note that the results should be interpreted solely based on colour; no numerical scores are represented on the graph.



METU demonstrates high performance in two key areas related to the Sustainable Development Goals (SDGs):

- **Curriculum and Education:** While the integration of SDGs into the curriculum is currently assessed as “poor”, METU offers a variety of courses related to the SDGs. This range of courses provides students with valuable knowledge and skills to understand and address global challenges. Expanding and deepening the integration of SDGs across more programmes and disciplines could further enhance METU's impact in this area.
- **Institutional Context:** METU actively communicates the importance of transitioning towards greater sustainability in its operations. The university has implemented specific policies that promote sustainability and responsible social practices. A significant strength in this area is the presence of a dedicated person or committee responsible for overseeing sustainability and social responsibility initiatives. This leadership ensures that METU's commitment to sustainability is embedded in its institutional culture and operational practices.

Several areas for improvement have been identified:

- **Research and Innovation Towards SDG Challenges:** to improve research and innovation towards SDG challenges, the university can establish dedicated interdisciplinary research centres, incentivize SDG-related research with grants and funding, and collaborate with external partners for joint projects. Integrating further SDGs into the curriculum and increasing the visibility of research outcomes through publications and public engagements will also enhance their impact.
- **Staff Involvement:** Enhancing staff involvement in SDG initiatives can be achieved through awareness and training programmes, developing recognition and incentive schemes, and incorporating SDG contributions into job descriptions. Encouraging interdepartmental collaboration and providing necessary resources and support will further motivate staff to engage in SDG-related activities.
- **Monitoring and Measuring the University's Impact on the SDGs:** to better monitor and measure its own impact on the SDGs, the university can develop and implement a monitoring system and publish annual impact reports. Utilizing interactive SDG dashboards and engaging stakeholders in the evaluation process will ensure continuous improvement and accountability.