



## **PASCAL<sup>1</sup> UNIVERSITIES FOR A MODERN RENAISSANCE (PUMR)**

### **PUMR Briefing Paper 1 (Programme Description and Workplan)**

#### **Purpose of Paper**

This paper provides a detailed statement for participants in PUMR of:

- What the PUMR programme is intended to achieve
- The methods to be followed
- The proposed workplan for taking the project forward.

The paper clarifies the respective roles of participating universities on the one hand and of PASCAL on the other and sets out the anticipated outcomes and deliverables. Participants can engage with PUMR at a number of levels. The paper sets out what the programme offers at each level.

#### **The PUMR programme**

PUMR enables universities to harness local, regional and global talents through intensive collaboration with external partners from business, industry, civil and voluntary services and the community. In so doing it seeks to identify worthy problems, create innovative and cost effective solutions and co-produce successful systemic deliverables enabling real improvement.

#### **Origins of PUMR**

In 2008, PASCAL Observatory launched an international research and development programme on the regional engagement of universities, working with regions and

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<sup>1</sup> PASCAL International Observatory (<http://pascalobservatory.org>). PASCAL's focus is on the development and renewal of place. It gives special emphasis to the role of social capital and lifelong learning in these processes, considering how sustainable economic, social and cultural development can be achieved to the benefit of the communities concerned.

universities in 17 regions around the world. The PASCAL Universities Regional Engagement Project (PURE) built on work by the OECD, published in 2007. It helps regions and universities to build effective partnerships that address important issues in each region, sharing experience and learning with other participating regions as they do so.

From this experience PASCAL has decided to create a **PASCAL Universities for a Modern Renaissance** (PUMR) programme designed to help universities to develop practice which will inspire partnerships amongst policy-makers within universities and with the public, private and voluntary sectors, in order to pioneer academic-inspired enterprises and other opportunities for lifelong learning. The aim is to improve thereby the quality of social and economic life of regions where PUMR universities are located.

Based on successful trial programmes, PUMR is for the modern, enterprising university – wherever it be around the world - that is moving beyond more traditional forms of 'engagement' to play a full part in regional development.

### **Aims and objectives**

PUMR is for universities that see themselves at the heart of their communities, driving economic, social and environmental change through the creation of new knowledge, innovative partnership, and providing staff and students who act as a power for positive change.

In times of economic constraint, PUMR aims to provide a cost effective approach to securing value for participating universities from such enterprise and innovation. PUMR provides:

- a forum for sharing and exchanging knowledge about effective policies for change between members of PUMR, to benchmark performance against best practices and to act as a sounding board for developing new policies, respectful of the diversity of approaches to community engagement that exist across the globe
- opportunities for coaching for improved performance based on tried and tested models
- the opportunity to join a powerful consortium of like-minded universities seeking improved ways of working consistent with PUMR principles
- the opportunity to participate in influential collaborative research contacts with policy-makers in trans-national organisations, such as the EU and EU Directorates, and national governments across the globe.

### **More specially, the programme offers:**

- institutional membership of PASCAL as a PUMR programme member (including membership newsletters, articles, access to the Observatory materials through the PASCAL website)
- face-to-face and virtual social networking, sharing successful practice in enhancing the lives of individuals and businesses - a club of like-minded universities with a dedicated PUMR area on the Pascal website
- access to relevant benchmarking tools
- coaching projects for universities to develop capacity for collaboration with and leadership within communities
- advice on how universities might ensure the involvement of academics in outward-looking enterprises
- research co-ordination and publishing opportunities
- PASCAL validation of participating universities as Universities for a Modern Renaissance
- eventual creation of a virtual, global University for a Modern Renaissance working through partner universities.

### **Programme Design and Methods**

The programme has been designed to start from the differing positions in which participating institutions will find themselves, and the consequently different configurations of needs that institutions will have. We recognise that there is no one formula that fits all. However, we offer as a starting point a well-validated tool (UPBEAT) for self-assessment and for development that has been used in a range of international contexts. This is designed to capture common ideals, strategic innovations, ideas and paradigms that can be shared to the mutual benefit of universities across the globe, in the north and south.

Three levels of participation are summarised below. Level 1 offers basic access to networking and knowledge sharing through the dedicated PUMR sections on the PASCAL website, and the opportunity for self-assessment as a potential PUMR. This self-assessment is returned to the PUMR team who will, on the basis of the assessment, propose either Level 2, a fast track to validation as PUMR for those already engaged who wish to improve their practice, or Level 3 which offers a full developmental programme intended for those wishing to develop this aspect of institutional performance from a basic starting point.

Level	Activities	Outputs/outcomes
<b>1</b> University network membership €2000	University membership of PASCAL Access to PUMR sections of PASCAL website Electronic Self-assessment tool	Network membership  Knowledge sharing  Initial assessment as potential PUMR
<b>2</b> PUMR fast track/ 'coaching' to validation up to €10k	Support from expert team for those already seen to be ready for PUMR to: Identify development needs within UPBEAT framework (see <a href="http://www.upbeat.eu.com/">www.upbeat.eu.com/</a> ) Coach participating people as required to raise practice levels Assessment for validation as PUMR	As level 1 plus:  Improved practice Validation as PUMR
<b>3</b> Full service membership €30 – 50k over 2 years	Support from expert team to guide development for those who need more support Self-assessment and identification of development needs within UPBEAT framework Coaching programme Assessment of progress Assessment for validation as PUMR	As level 1 plus: A group of staff and students demonstrating mastery of regional engagement practice Validation as PUMR

For those achieving validation as PUMR there is a continuing programme of global networking events at PASCAL meetings and virtually, as indicated below, for a cost of €5k per annum.

### Programme outputs

In addition to the specific outputs to each participating institution as outlined above and specified in more detail in the contract with each participant, the programme will provide more general outputs and outcomes from the collective experience of programme participants. These will be in the form of:

- Cross-institutional analysis
- Reports for the professional media, and media opportunities
- Policy papers
- Conference contributions
- Linking work with global networks

### Timeline

The programme will be available from November 2010.

A timeline will be agreed with each participating institution depending on the level of participation in the programme. In general terms:

Level 1 will be available for a 12 month period on payment of the agreed annual fee, and would be renewable

Level 2 is anticipated to require a 12 month timescale but can be varied according to agreed work programme

Level 3 is anticipated to require a 2 year programme but is subject to negotiation. Facilities for interaction between participants will be available through the PASCAL website from the inception of the programme. It is anticipated that there will be periodic face-to-face workshops at least annually and more frequently as required.

### **Project Management**

The programme will be under the direction of academic director, Professor James Powell.

The programme will be administered on behalf of PASCAL through the PASCAL Centre at the University of Glasgow under the Direction of Centre Director Professor Mike Osborne.

The PUMR-dedicated section of the PASCAL website will be maintained through the PASCAL team in the University of Glasgow.

Each participating institution will contract with the University of Glasgow for an agreed and costed programme of work.

As necessary, PASCAL will involve expert teams in undertaking work with participating institutions who will be drawn from PASCAL Associates with appropriate background and experience, in agreement with participating institutions.

### **Allocation of costs**

The project fee payable to PASCAL, through the University of Glasgow, will be agreed at the outset, depending on the level of participation required. It will always be possible to move between levels subject to a revised fee.

The fee will provide:

- Services of a central programme management and support team
- Delivery of the level of service as specified in the contract
- Validation as PUMR where appropriate
- Maintenance of the dedicated space on the PASCAL website
- Periodic (at least annual) reports of programme activities and learning.

The fee will not cover the costs incurred by institutions from their participation in the programme, or travel to workshops or other programme events.

## **Expectations and obligations**

### **Expectations and obligations of participating institutions are as follows:**

- Identification of a senior member of staff as project champion and a project lead contact
- Development of local arrangements for the management of the programme and co-ordinating participation of personnel
- Participation in self assessment programme using the UPBEAT framework
- Identifying development needs
- Participation and sharing experience in direct and virtual networks and on dedicated PUMR pages on the PASCAL website.

### **Expectations and obligations of PASCAL International Observatory are as follows:**

- Appoint a dedicated expert project team led by an Academic Director and a Management Director
- Agree a schedule of activities with each participating institution
- Provide access to and guidance in the use of assessment and benchmarking tools for developing practice
- Provide an expert team to regularly assess and report progress to each participating institution
- Organise periodic workshops to share experience and development best practice
- Provide a dedicated web space for the virtual exchange of good practice and shared learning
- Provide opportunities for promoting and facilitating good engagement practice to policy-making organisations nationally and internationally
- Provide each participating institution with a report of activities and outcomes at the end of the agreed contract period
- Undertake the validation of participating institutions and PUMR, with suitable recognition.

### **For further information**

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