

Information Note



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Higher Education European Funding Services

HEEFS Services – Spotlight on Strategy Mapping

Introduction

In Bulletin 26 we set out our plans to offer to HEIs a subscription based shared service from August 2011. Those plans include the provision of certain services for free to those Institutions that subscribe, and a range of services that will be available to all HEIs for a fee, with discounted rates for subscriber Institutions.

Broadly, the services offered can be summarised as follows:-

- Monthly bulletin - providing information about EU Programme opportunities etc
- HEEFS Briefings - events designed to provide information on specific EU Programmes; opportunities for certain subject areas; or with a focus on a specific policy area
- Seminars & workshops - tailored to the needs of individual or groups of HEIs
- Telephone, email and web based support
- Strategy mapping - identification and explanation of EU funding opportunities that support Institutional strategies
- Opportunity mapping - identification and explanation of EU funding opportunities appropriate to a specific project idea
- Project proposal review – review and assessment of a project proposal prior to submission
- Application review – review and assessment of an unsuccessful application
- Full application support – assistance with the preparation of an application

It is our intention in the coming months to explain these services in more detail in a ‘service spotlight’ so that Institutions can more fully understand the support we offer. The first of these ‘spotlights’ is on Strategy Mapping as set out below.

What does Strategy Mapping involve?

In summary, Strategy Mapping is a service HEEFS offer to HEIs to assist them to identify opportunities for EU funding for transnational collaboration to support the implementation of elements of their Institutional strategies and plans. The task is conducted along the following lines:-



Step 1

HEEFS start by examining the Institution's published corporate and strategic plans; and in particular any written statements on internationalisation; Europe; external funding etc.

Step 2

From this examination HEEFS identify key elements of institutional priorities or planned activities that might be taken forward with, or benefit from involvement in certain EU Programmes. At this stage, a report summarising potential funding opportunities is produced for the Institution.

Step 3

Normally HEEFS would then meet with staff in the Institution to discuss the priorities identified in more detail and to begin to consider potential project ideas appropriate to the funding Programmes identified.

Step 4

For each opportunity identified, HEEFS will provide a briefing note that sets out the detailed requirements of the Programme (e.g. priorities and preferences; nature of activities; numbers of partners required; participating countries; grant rate); application procedures and timetables; and where possible, provide case studies/examples of successful projects. As the nature of HEEFS collaboration with HEIs will vary across programmes and will be dependent upon Institutional need, the briefing note will also set out how HEEFS could collaborate with the Institution to develop and deliver successful applications or projects.

Step 5

The Institution would consider the opportunities mapped out by HEEFS and decide whether and/or how to pursue them.

Example Strategy Mapping exercise

Set out below is a brief summary of a Strategy Mapping exercise undertaken during 2010. Obviously, the name of the Institution concerned has not been given. Please note that any Institution that chooses to utilise this service will be treated with the same level of discretion. HEEFS will never disclose information about issues discussed privately with individual Institutions unless it has sought and received agreement from the Institution concerned.

Strategic Issues identified for Institution X

At the time of the Strategy Mapping exercise, Institution X did not have a formal strategy for external funding or internationalisation and its current strategic plan (2007 - 2010) was under review. The Institution's Business Development Manager, however, was clear that the Institution had set objectives to both increase the amount of external funding and to enhance its international profile through transnational collaboration.

In discussion with the HEEFS team, 5 broad Institutional priority areas were identified as follows:-

- Teacher training activities
- A new research centre specialising in a specific field of social sciences
- Curriculum development (particularly a Masters Programme)
- International collaboration (outside the EU), especially building upon existing links in Africa and India and to develop new links in Japan and Russia
- Business incubation support

Using knowledge of more than 21 EU Programmes and experience of supporting HEIs to access those Programmes, HEEFS examined each of these areas in turn to try to identify appropriate opportunities and sources of funding. In total, it was possible to identify 12 specific Programme actions that would offer support to take work forward in the fields identified. Obviously it is not possible to be specific about the opportunities here, but they included, for instance:-

- The Comenius sub-programme of the Lifelong Learning Programme that offers support for transnational collaboration in the area of HE/school partnerships, whereby it would be possible for Institution X to share its expertise in teacher training and development with Institutions in other countries;
- A range of Programmes offered by the European Commission's Directorate General for Justice, which offer opportunities for collaborative research in the social sciences;
- Bilateral Cooperation Programmes, which offer support for joint teaching with countries outside Europe, including Japan.
- The Edulink Programme that offers support for capacity building work in African countries

HEEFS provided Institution X with a briefing note detailing these opportunities; their requirements; application timetables etc.

Time Commitment and Cost

In terms of time, HEEFS dedicate up to 5 days for a Strategy Mapping exercise. The work is undertaken by the Executive Director (Martin McCauley) supported by the Projects Manager (Joanne Holt). Much of the work can be conducted by email, although a meeting with Institutional staff would normally be required in order to complete Step 3, and in some cases, Institutions may invite HEEFS to deliver a seminar on the opportunities identified to appropriate colleagues.

Strategy Mapping is available to both subscriber and non-subscriber Institutions. The cost is £1200 for subscribers and £1800 for non-subscribers. Please feel free to contact us to discuss a Strategy Mapping exercise for your Institution.