

# D3.1 INITIATE Capacity Building needs and materials

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# D3.1 INITIATE Capacity Building needs and materials

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# Executive Summary

The deliverable is closely associated to T3.1 Co-design of user-centered capacity building content, aimed at involving the INITIATE Stakeholder Community in the creation of the capacity building material building . The Deliverable provides an overview of the materials required for education on the topic of green transition. It describes the process used to initiate the co-design methodology for the training material and the initial topics selected by all partners during activities of T3.1. The partner responsible for this deliverable and T3.1 (CYI) consolidated with the partners leading T3.2 and T3.3, in building the Knowledge Hub with the appropriate content. This will include video lectures, presentations and other relevant training material. Through iterative feedback processes and capitalization of the expert knowledge available in the project consortium, the capacity building materials are undergoing continuous development and improvement.

The approach followed to extract the needs in terms of training materials included workshops with industrial stakeholders, researchers and innovation experts, ensuring that the outcome will reflect the multiple foci promised by INITIATE. The material will reflect the goals of the project in transforming Higher Education Institutions, delivering Research and Innovation topics through knowledgeable, clear and conveyable outputs. In the process of doing so, we will foster knowledge exchange expeditions and benefit from cross pollination activities that boost dissemination of INITIATE.

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# 1. Introduction

## 1.1. Objectives

This deliverable provides an overview of the materials made for the eduction on the topic of green transition, including video lectures, presentations and training material. A co-design approach will ensure that INITIATE will make the most of the existing expertise available in the consortium, applying a multi-focal lens to training needs on the green transition.

### *1.1.1. Task description (T3.1)*

From the Grant Agreement, the description corresponding to T3.1 "Co-design of user-centred capacity building content" (pg. 67) is:

*"This task aims to involve Stakeholder Community in the creation of the capacity building material. Different consultation processes foreseen in Task 1.1 and Task 4.1 will be also mean to co-design the capacity building content and specifically: (i) Identify needs, gaps and overlooked challenges by 1) analysing skills gaps and needs in training, 2) aligning priorities and needs 3) identifying and addressing barriers (policy, perception, economic and technical factors). This will be done through desktop research, interviews and surveys within T1.1. (ii) Co-design the content & format of the capacity building material: workshops within T4.1 (where the requirements of the ICT tools where collected) will also be used to co-create and match the needs-content-format. Final users of the model will be targeted and a balance of research, industry, public and societal stakeholders will be sought. The result will be a list of proposed capacity building actions with content scripts targeting the different needs/challenges identified. (iii) Validate the capacity building activities proposed: the stakeholders in R&I will be consulted to provide feedback and validate the different activities proposed, in order to adjust if needed. A round of validation measures (surveys by M12) and a step-by-step approach will be implemented to ensure efficiency of the content development and its pertinence."*

### *1.1.2. Methodology for T3.1*

The approach derived from the task description focuses on a three-step approach:

a) identifying needs, gaps and overlooked challenges,

b) adopting a co-design approach and

c) employing feedback methods such as surveys by M12

According to the Gantt chart in Figure 1, this activity began in Month 5 (June 2024) and ends in Month 16 (May 2025), with the delivery of the present report. Considering that content development of the Knowledge Hub lasts until the end of the project, this document is intended to act as a guideline for the selection and development of topics, as described in T3.2.

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A

| Work Packages, Project Deliverables & Tasks | | Lead | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 21 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WP3** | **Capacity building and training** | **CYI** | | | | | | | | | | | | | | | | | | | | | |
| Task 3.1 | Co-design of user-centred capacity building content | CYI | | | | | | | | | | | | | | | | D3.1 | | | | | |
| Task 3.2 | Building the content of the INITIATE Knowledge Hub | JSI | | | | | | | | | | | | | | | | | | | | | |
| Task 3.3 | INITIATE Knowledge Hub | brainit | | | | | | | | | | | | | | | | | | | | | |
| Task 3.4 | Knowledge exchange Programme on green transition and digitalization | CYI | | | | | | | | | | | | | | | | | | | | | |
| **D3.1** | **INITIATE Capacity Building needs and materials** | **CYI** | | | | | | | | | | | | | | | | | | | | | |

B

| Work Packages, Project Deliverables & Tasks | | Lead | 22 | 23 | 24 | 25 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 | 36 | 37 | 38 | 39 | 40 | 41 | 42 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **WP3** | **Capacity building and training** | **CYI** | | | | | | | | | | | | | | | | | | | | | |
| Task 3.1 | Co-design of user-centred capacity building content | CYI | | | | | | | | | | | | | | | | | | | | | |
| Task 3.2 | Building the content of the INITIATE Knowledge Hub | JSI | | | | | | | | | | | | | | | | | | | | | D3.2 |
| Task 3.3 | INITIATE Knowledge Hub | brainit | | | | | | | | | | | | | | | | | | | | | D3.2 |
| Task 3.4 | Knowledge exchange Programme on green transition and digitalization | CYI | | | | | | | | | | | | | | | | | | | | | D3.3 |
| **D3.2** | **INITIATE online accelerator & Knowledge Hub experience sum-up** | **UKIM** | | | | | | | | | | | | | | | | | | | | | D3.2 |
| **D3.3** | **Report on the activities of INITIATE exchange programme** | **CYI** | | | | | | | | | | | | | | | | | | | | | D3.3 |

***Figure 1 -*** *Gantt chart for WP3, outlining the working period and deliverable (D3.1) for T3.1.*

## 1.2. Structure of the document

This document reports on the development of training material topics and tools, with the participation of all partners and capitalization of their expertise. Chapter 2 identifies the needs, gaps and overlooked challenges that need to be addressed, Chapter 3 draws on the initial list of training materials as emerged from the gaps identified, and Chapter 3 analyses the feedback obtained from partners and stakeholders, including proposals for additional material and future development of the Knowledge Hub.

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## 1.3. Relation to other tasks

This deliverable falls within WP3 - Capacity building and training, as observed in Figure 2. Moreover, this deliverable is directly related to Task 3.1, as well as Tasks 3.2 and 3.3, which will follow the proposed methodology to develop the content of the Knowledge Hub. The task also draws from the results of workshops carried out in T1.1 (Knowledge Base and Stakeholders Group definition and formation) of WP1, where stakeholders of the three INITIATE pilots explored the relationship of industry to higher education institutions (HEIs).

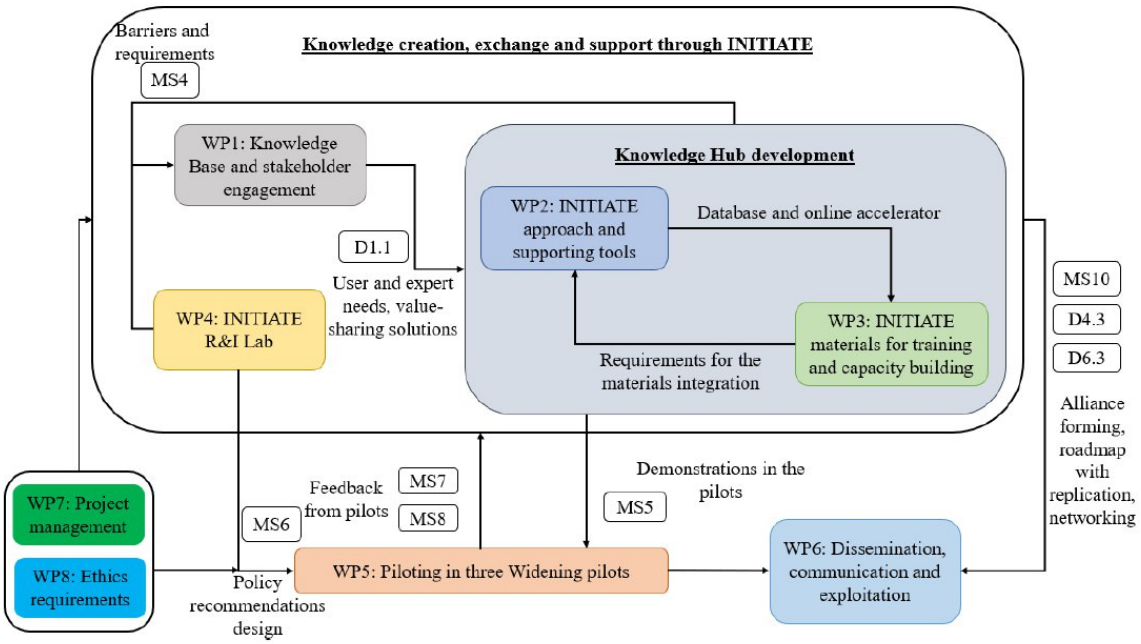



***Figure 2** - INITIATE Pert chart and WP overview from the Grant Agreement*

Task 3.1 and this deliverable are also related to T3.4 (Knowledge exchange Programme on green transition), in the sense that training material may be developed during study visits and research exchanges, as governed by T3.4. Because of opportunity-based collaborations that arise during the development of training material throughout the project's lifetime, there is also a link with T6.3 INITIATE opportunity-based promotion.

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# 2. Identified needs, gaps and overlooked challenges

Detecting the true needs of training materials for several stakeholders, considering also the needs of the target audience, requires the collection of information through various approaches. This includes industry-related stakeholder workshops carried out in a previous INITIATE task, consortia deliberations and feedback, as well as desk research.

## 2.1. Results of surveys of stakeholder workshops during T1.1

The first task of this activity was to analyze the findings of workshops held with stakeholders in each of the pilot countries, to identify their main concerns regarding HEIs and industry. Figures 3-6 show the results of the workshop in aggregate, and the SWOT analysis below highlights the most prominent issues, as well as ad-hoc comments that were deemed significant for the stakeholders.

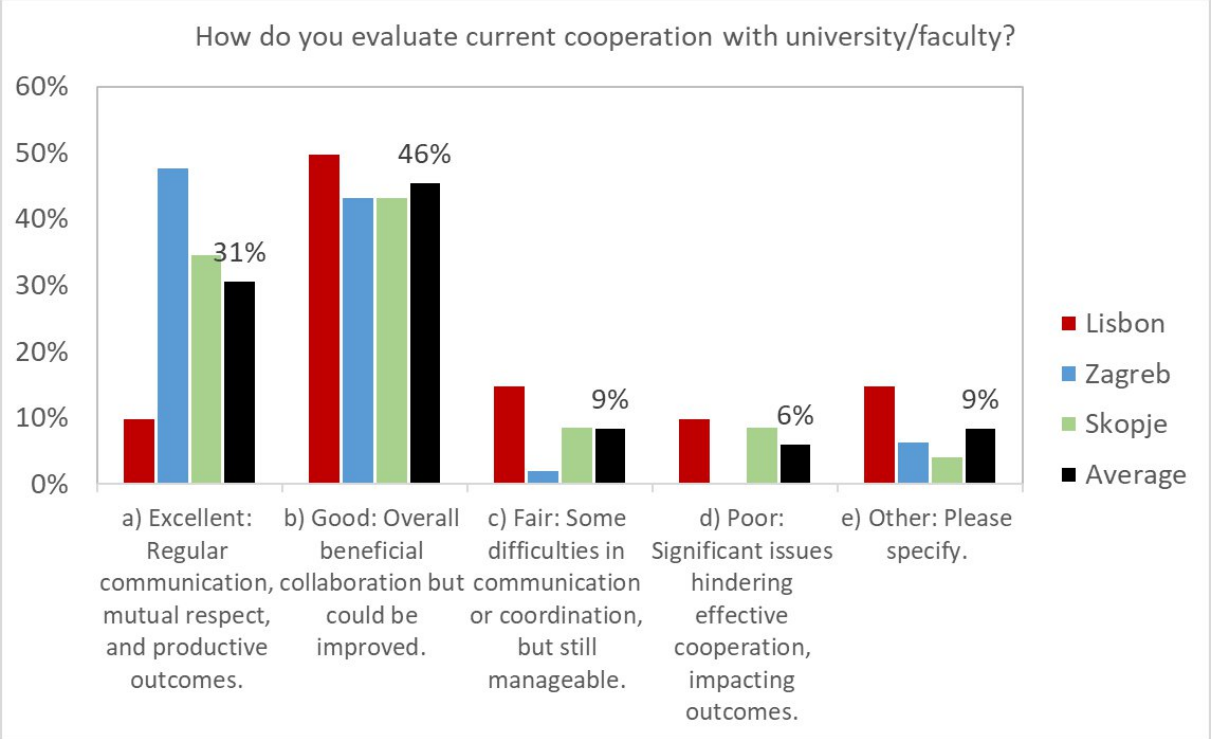
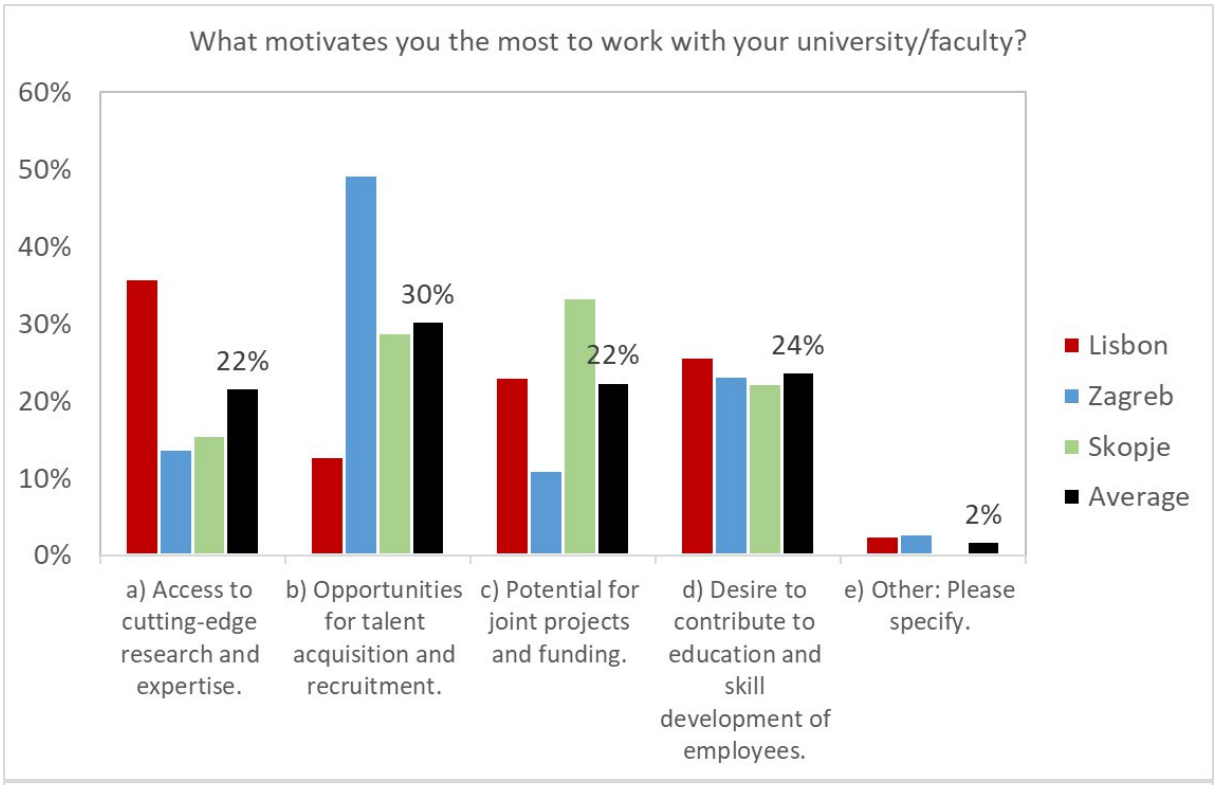



***Figure 3** - Results of the stakeholder workshops in the three INITIATE pilots*

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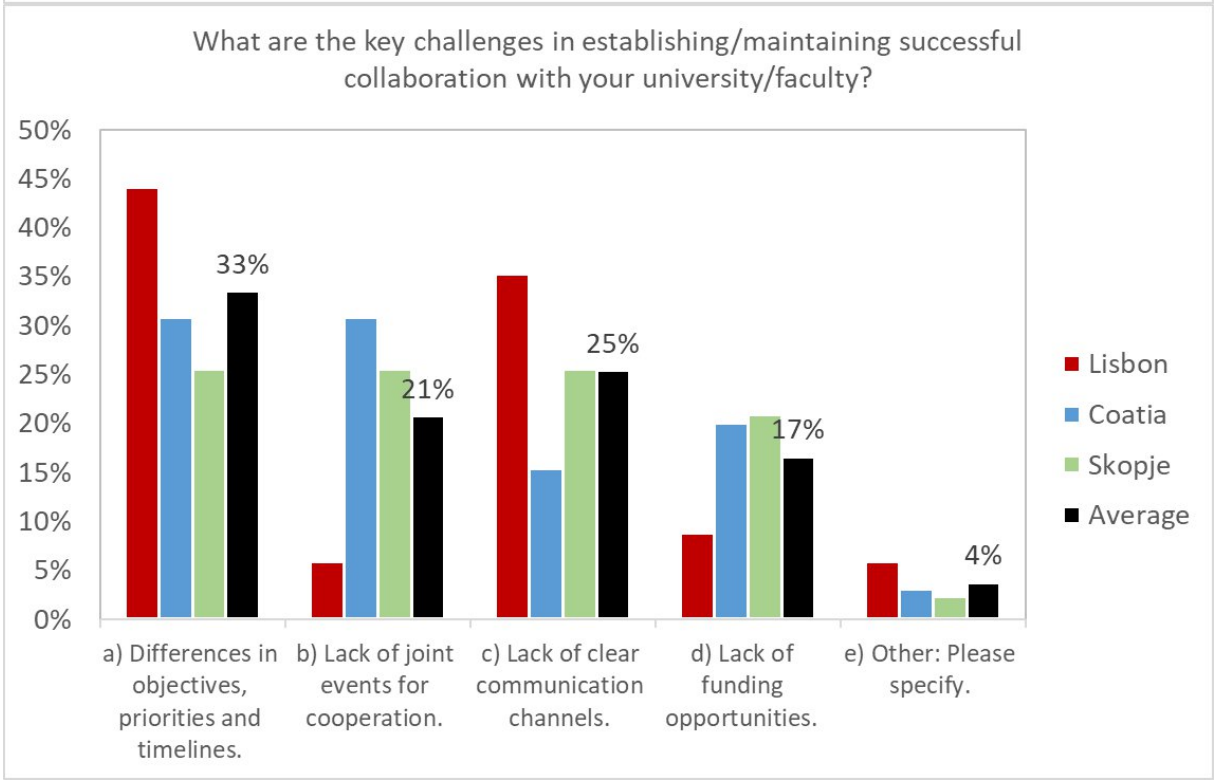
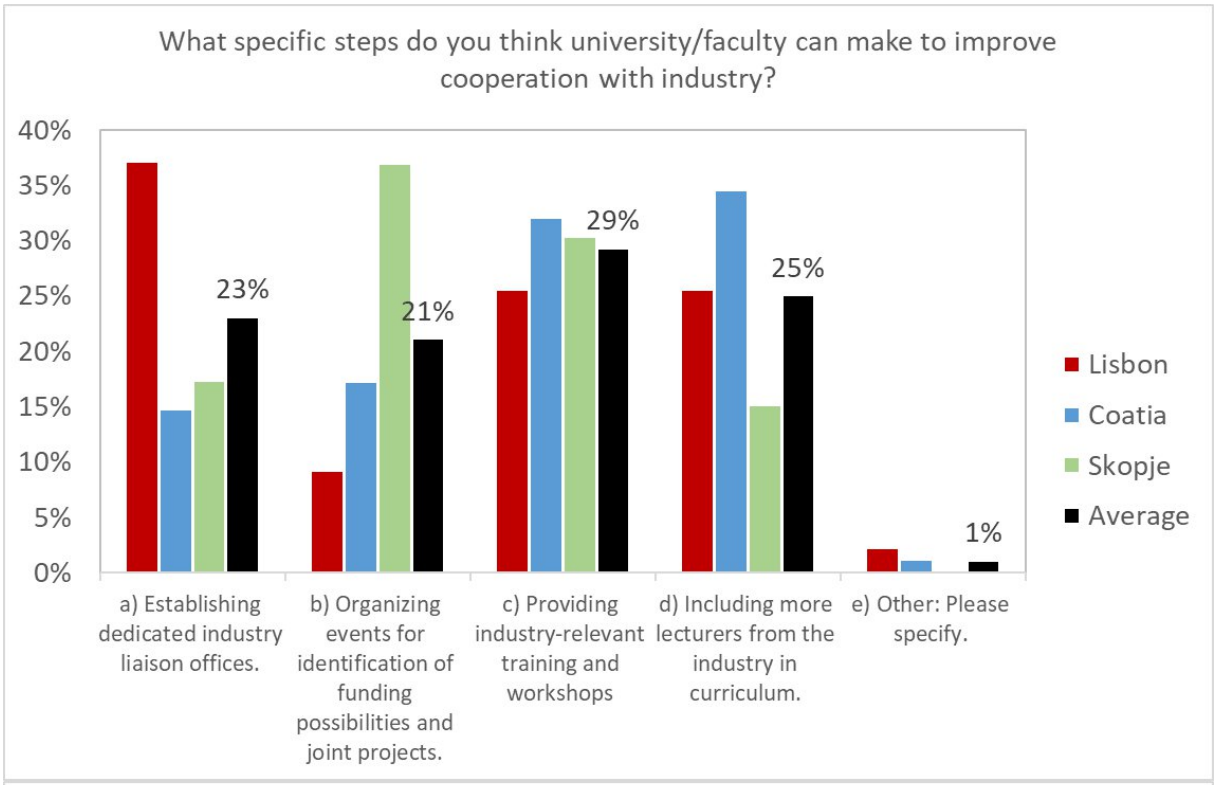




***Figure 4** - Results of the stakeholder workshops in the three INITIATE pilots (cont.)*

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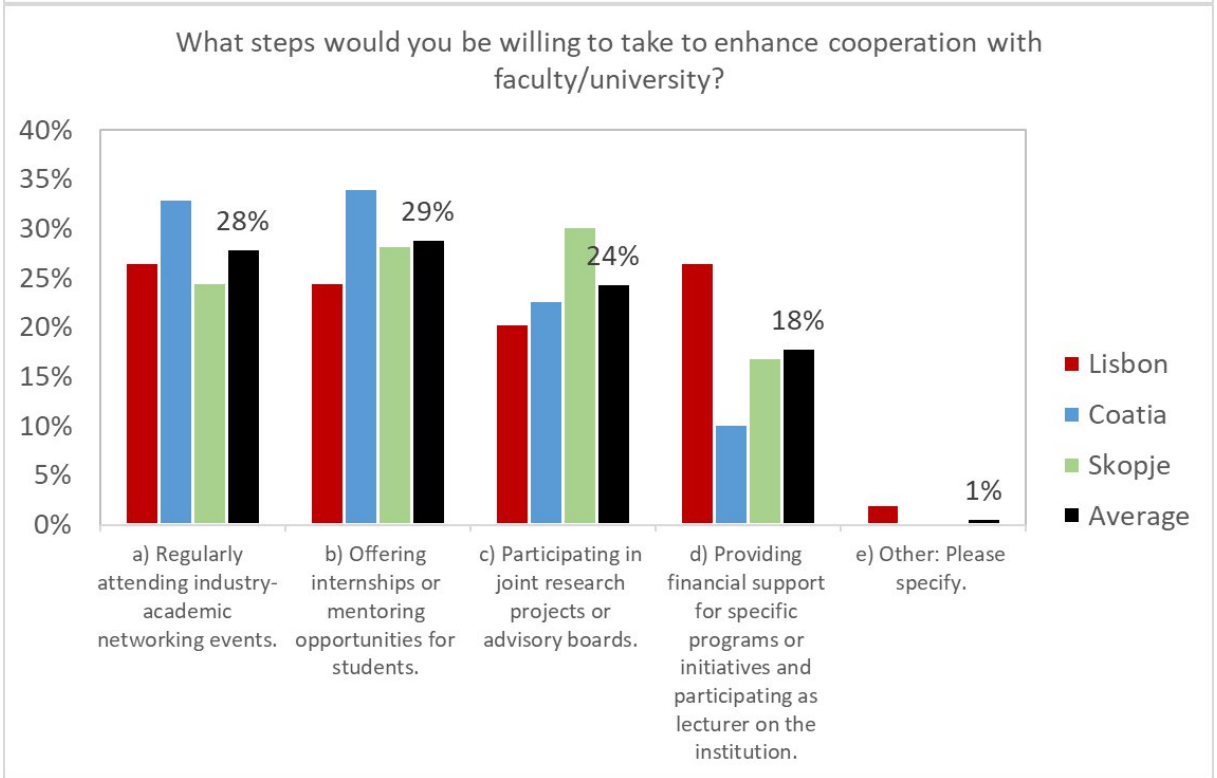




***Figure 5** - Results of the stakeholder workshops in the three INITIATE pilots (cont.)*

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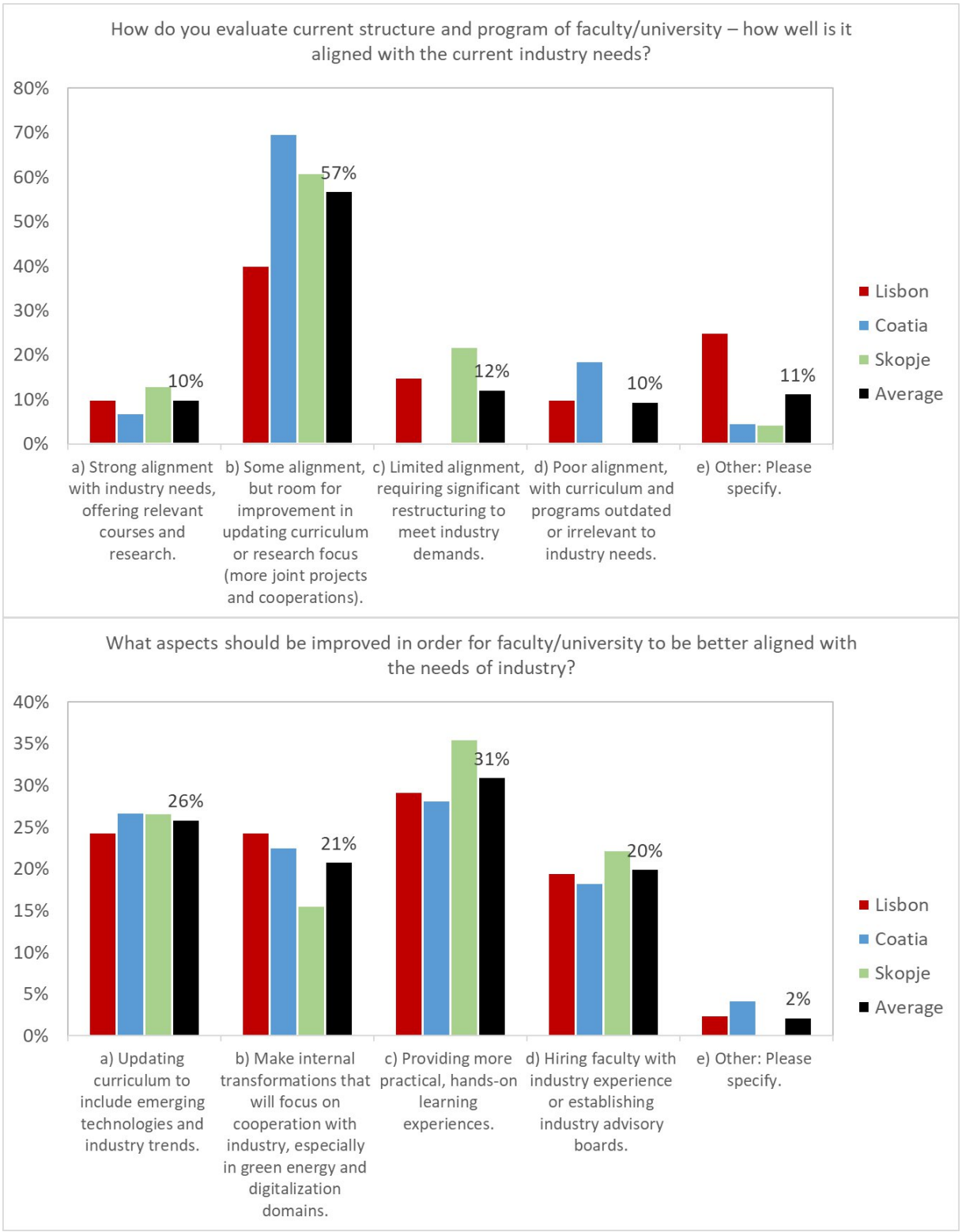



***Figure 6** - Results of the stakeholder workshops in the three INITIATE pilots (cont.)*

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## 2.2. SWOT analysis based on surveys of workshops during T1.1

Based on the workshop results, a SWOT analysis was performed to identify the main strong and weak points identified. In this analysis, all responses that received 20% of votes or more have been included, as well as individual stakeholder comments (in italics).

**Strengths**

- Good or excellent current cooperation with university/faculty
- Access to cutting-edge research and expertise
- Opportunities for talent acquisition and recruitment
- Potential for joint projects and funding
- Desire to contribute to education and skill development of employees

**Weaknesses**

- Differences in objectives, priorities and timelines
- Lack of clear communication channels
- Lack of joint events for cooperation
- Including more lecturers from the industry in curriculum
- *Lack of time*
- *Practices of one month are too short, the work of the entire semester is too long*
- *Small flexibility from HEI*

**Opportunities**

- Establishing dedicated industry liaison offices
- Organizing events for identification of funding possibilities and joint projects
- Providing industry-relevant training and workshops
- Regularly attending industry-academic networking events
- Offering internships or mentoring opportunities for students
- Participating in joint research projects or advisory boards
- *Get important insights for business*
- *Industry support*
- *Access to modern measuring equipment*
- *Review programs' contents*
- *Facilitate cooperation, not make it difficult with special offices*
- *Hire specialists for projects*
- *Consulting Labs*
- *Density of lectures by industrial experts*

**Threats**

- Some alignment of current structure and program of faculty/university in relation to industry needs, but room for improvement in updating curriculum or research focus (more joint projects and cooperation).
- Need to update curriculum to include emerging technologies and industry trends
- Need to make internal transformations that will focus on cooperation with industry, especially in green energy and digitalization domains
- Need to provide more practical, hands-on learning experiences
- Need to hire faculty with industry experience or establishing industry advisory boards
- *organizing a concrete practice for 21 days is ridiculous*

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The workshops of T1.1 and the resulting SWOT analysis reveal that key challenges remain to be resolved in the relationship between industry and HEIs, such as better alignment of goals and streamlined processes to accommodate both types of institutions. The interaction between industry and HEIs can be significantly improved, and most stakeholder comments focused on this aspect, but attention is needed in contradicting statements. For example, while one emerging opportunity is the establishment of dedicated industry liaison offices, one comment was that special offices make cooperation more difficult. It becomes apparent that in this regime, one solution may not fit all, and tailored processes may allow for more apt solutions.

## 2.3. Co-design sessions with INITIATE partners

The content developed in the INITIATE project should reflect the knowledge that is gathered from the project's expert researchers, institutional and industrial leaders. For this reason, and to promote efficiency in project management procedures, a collaborative session where topics are discussed is promoted in each of the General Assembly meetings of the project. The first panel was held in the meeting in Lisbon, in October 2024, where researchers from the Institut "Jožef Stefan" (JSI) led the discussion and extracted valuable insights regarding the direction of the first set of capacity training materials. During this session, participants declared their interest and commitment towards materializing training materials on specific topics.

Following this approach, the INITIATE project has begun production of the first set of materials and in every successive General Assembly, participants will re-assess the training needs for subsequent outcomes. It should be noted that collaborative initiatives with Higher Education Institutions (HEIs), including cross-pollination of EU projects, are particularly encouraged, in conjunction with the study visits envisioned in Task 3.4. Such actions optimize project budgets, shape the training materials for the true needs of HEIs and their students and secure the success of events and effectiveness of the final project outcomes.

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# 3. Training materials

Building upon the SWOT analysis, the first five proposed topics are related to the industry and are aiming to address the main questions arising from the stakeholder workshops (section 3.1). To complement these in a way that addresses the green and digital transitions and the goals of INITIATE, sections 3.2-3.5 present further topic directions, with suggested directions, resulting from desk research and considering the target audience and goals of the INITIATE project. The aim is to produce topics relevant to the five pillars – **Industry**, **Digital Transition**, **Green Transition**, **Innovation** and **General Skills**.

## 3.1. Proposed lecture topics related to Industry

1. The role of institutional cooperation in the green and digital transition
2. Strengthening the relationship of HEIs to the industry sector
3. Motives for industry agents to engage with HEI
4. Overcoming obstacles to industry-HEI collaborations
5. Increase attractiveness of HEIs to industry and vice versa

## 3.2. Proposed lecture topics related to Digital Transition

6. Programming for dummies
7. Statistical analysis through programming languages
8. Using AI in work-related tasks
9. Fostering a digital transition in HEIs

## 3.3. Proposed lecture topics related to Green Transition

10. Explaining the EU Green Deal
11. What are green jobs and why do we need them?
12. Climate change and urban health
13. Climate neutrality: what it is and how to reach it
14. The role of innovation in the green transition

## 3.4. Proposed lecture topics related to Innovation

15. Knowledge Valorization and Technology transfer
16. Innovation Management
17. Developing the Entrepreneurial Mindset in Research
18. Business Risk Management
19. Introduction to Intellectual Property

## 3.5. Proposed lecture topics related to General Skills

20. Effective governance to accelerate the green and digital transition
21. Communication skills development to lead the transition
22. Co-development approaches to enhance collaborative initiatives

All the developed topics will be formulated based on pre-established guidelines for video recording, presentation templates and certain procedures set to ensure uniformity in quality, considering the capacities and skills of the partners developing it.

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# 4. Feedback and proposals for additional material

The preliminary list of topic directions and specific titles was shared with partners and stakeholders, to gather feedback on the relevance of topic – in relation to INITIATE – and the availability of partners for contributions. In addition to the proposed topics, space was provided to include specified topics related to our partners' expertise. The selected feedback approach ensures that contributions are actionable and will be secured through existing project resources, and that the consortium's expert knowledge will be capitalized upon.

***Table 1** - List of proposed topics, colour coded for topic pillar*

| Topic Pillar | Topic title | Topic ID |
|---|---|---|
| Industry | The role of institutional cooperation in the green and digital transition | A |
| | Strengthening the relationship of HEIs to the industry sector | B |
| | Motives for industry agents to engage with HEI | C |
| | Overcoming obstacles to industry-HEI collaborations | D |
| | Increase attractiveness of HEIs to industry and vice versa | E |
| Digital transition | Programming for dummies | F |
| | Statistical analysis through programming languages | G |
| | Using AI in work-related tasks | H |
| | Fostering a digital transition in HEIs | I |
| Green transition | Explaining the EU Green Deal | J |
| | What are green jobs and why do we need them? | K |
| | Climate change and urban health | L |
| | Climate neutrality: what it is and how to reach it | M |
| | The role of innovation in the green transition | N |
| Innovation | Knowledge Valorization and Technology transfer | O |
| | Innovation Management | P |
| | Developing the Entrepreneurial Mindset in Research | Q |
| | Business Risk Management | R |
| | Introduction to Intellectual Property | S |
| General skills development | Effective governance to accelerate the green and digital transition | T |
| | Communication skills development to lead the transition | U |
| | Co-development approaches to enhance collaborative initiatives | V |

The pillar with topics deemed most relevant was Industry, and the one with the least relevant topics was Innovation (see Figure 7). This could show a slight bias resulting from the technical nature of the consortium, calling for care when topics are being developed, to ensure that all pillars are represented in the eventual training material.

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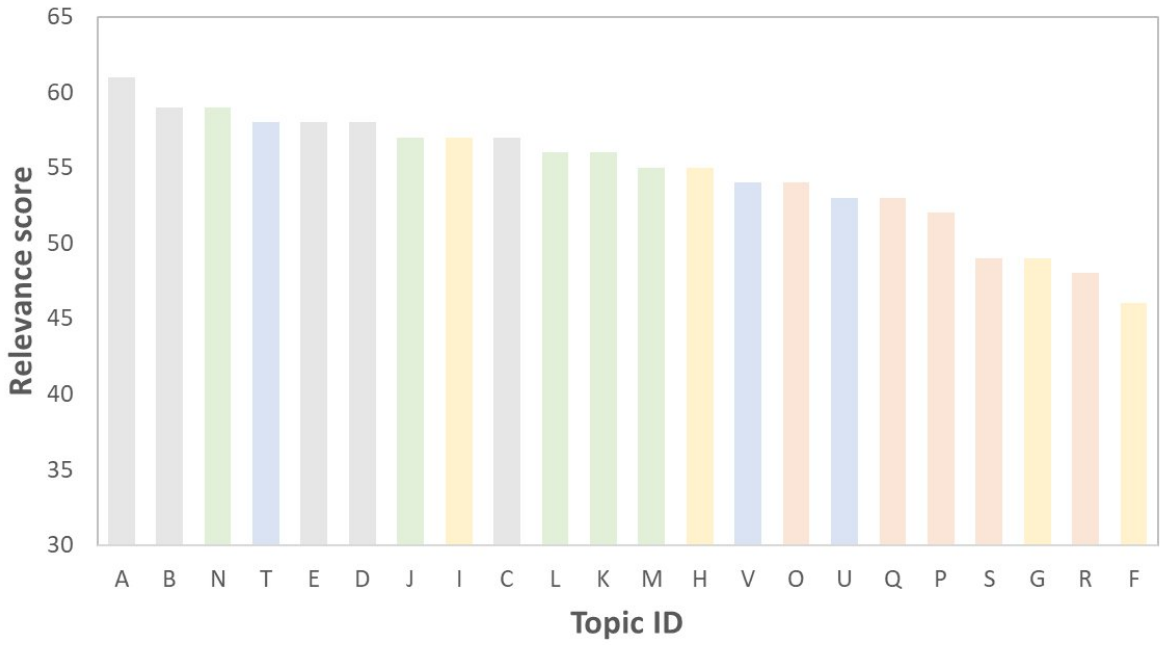



***Figure 7** - Feedback for the proposed topics, color-coded as in Table 1. Most relevant topics are observed in the left-most columns, least relevant topics on the right-most*

This list of proposed topics was augmented by additional topics relevant to expert knowledge of the INITIATE partners, which have already been confirmed for development. For instance, the planned titles include:

- Energy management [M]
- EV charging [L]
- Open science [E, S]
- HEI & RI self-assessment [B]
- Technology transfer [**O**, **P**, **Q**, S]
- Tools for fostering sustainability [**I**]
- Tutorial on LLMs in general and LLMs relevant for INITIATE consortium [**H**]
- Project proposal writing [B, **V**]
- AI-driven connections between research and industry [B, D, E]
- Smart buildings and digital energy systems [I, L, M]

Where the related topic IDs are given in squared brackets, with directly matching ones written in bold. There is not much overlap among the topics that were recognized as the most relevant and the topics that we can immediately address with the expertise available in the current project team. We will therefore need to dedicate some effort to seeking suitable experts, primarily in the extended teams of consortium partners, but also externally. In the meantime, preparation of the knowledge hub materials will continue, to finalize an initial collection of materials that will allow for gathering feedback and fine-tuning the production processes.

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# 5. Summary

This deliverable determines the thematic directions and proposes several specific topics to be developed as capacity building material for INITIATE, with an internal mechanism for continuous reassessment and capitalization of project expert knowledge. The proposed collaborative approach secures the effective participation of multiple partners in producing multidisciplinary training materials that can address the timely needs of HEIs and stakeholders. The pillars to be addressed by the capacity training material of INITIATE, either through development of isolated topics or multidisciplinary material, are:

1. Industry
2. Digital transition
3. Green transition
4. Innovation
5. General skills development

Outcomes of this work highlight strong connections of industry to HEIs and how they can be further enhanced through tailored development of frameworks and institutional cooperation, as well as a lack of innovation topics - and more specifically open innovation - that should be addressed. While several titles have been identified as possibilities for the development of training material, the field should remain open to modifications according to the available resources, future opportunities for collaboration and optimisation of project administrative and research procedures.

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