UNICA RECTORS SEMINAR on: *Networking of University Networks: Synergy of Partnership*
University of Belgrade, 24-25 May 2018

Networking of University Networks: increasing cooperation, improving visibility, adding value

Prof. dr. Eden Mamut
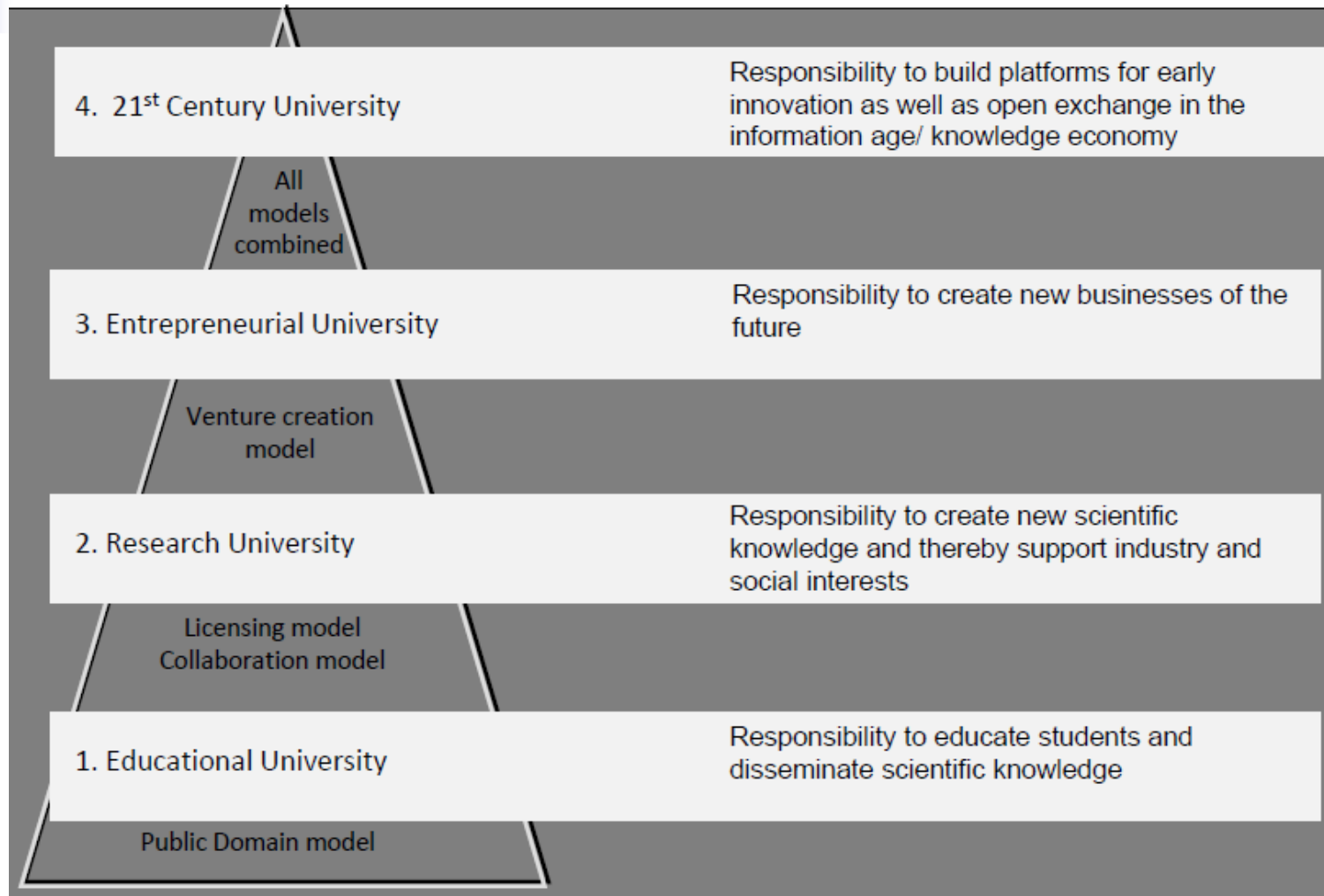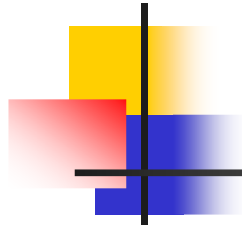
Black Sea Universities Network

CONTENT

- **Networking – Conceptualization**

- **Black Sea Universities Network**

- **Influencing factors**

- **Cooperation with other Networks**

- **Proposals for cooperation with UNICA**

Models of Universities

|	
4. 21st Century University	Responsibility to build platforms for early innovation as well as open exchange in the information age/ knowledge economy
All models combined	
3. Entrepreneurial University	Responsibility to create new businesses of the future
Venture creation model	
2. Research University	Responsibility to create new scientific knowledge and thereby support industry and social interests
Licensing model Collaboration model	
1. Educational University	Responsibility to educate students and disseminate scientific knowledge
Public Domain model	

Intellectual Social Responsibility

- Multivalent logic
- Synthetic thinking
- Integrative learning
- Focus on results
- Generate Synergies
- Be part of a team!
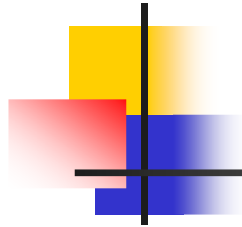- And Try to MAKE ….a little bit BETTER on Earth!

Networking

Types of networks: Size

Small	Size	Large
High	Proximity	Low
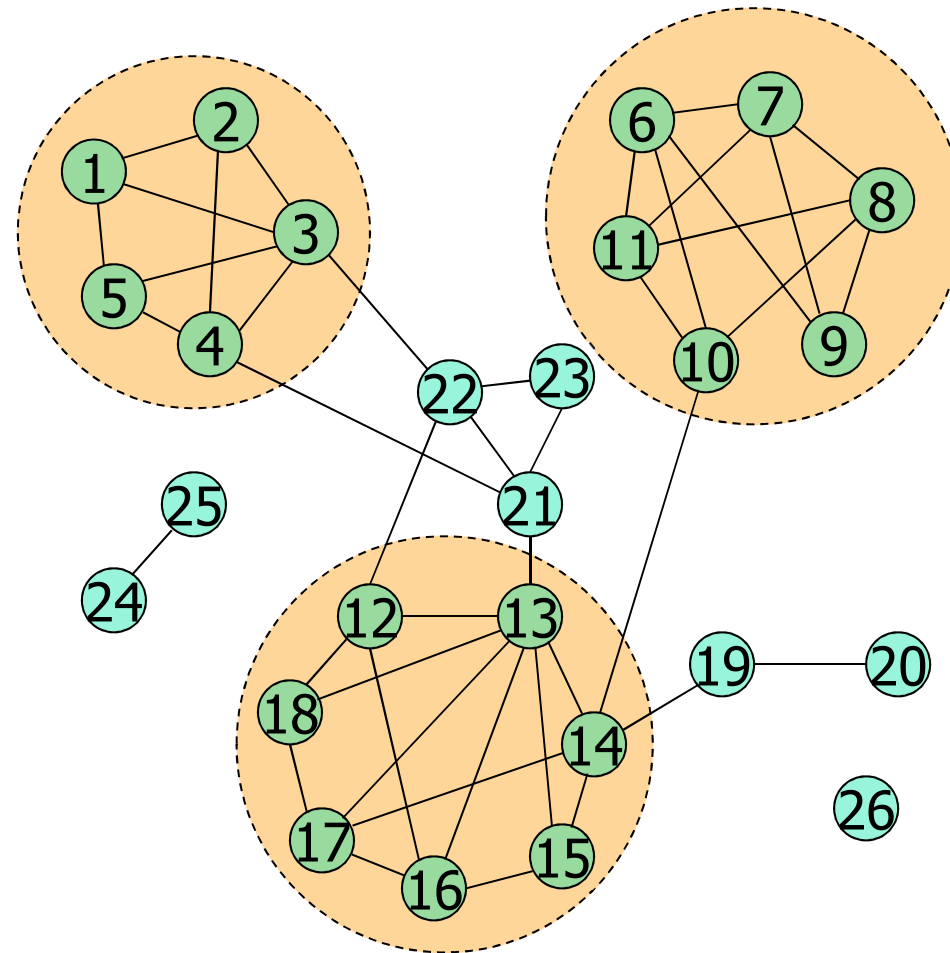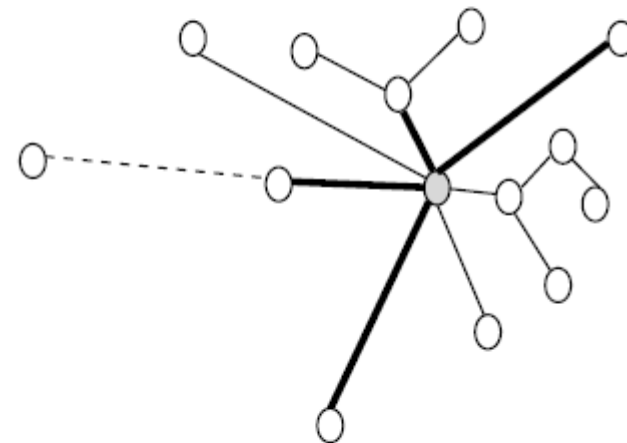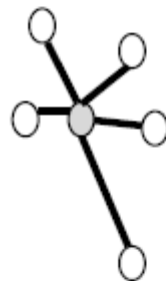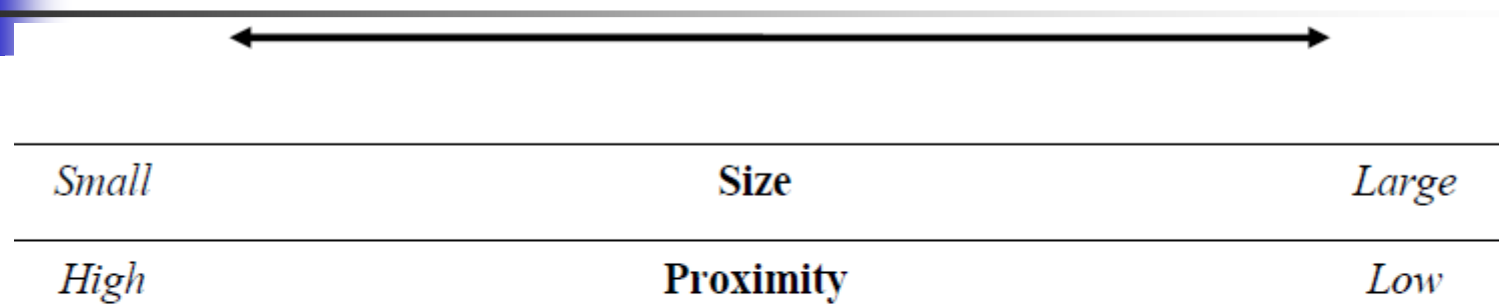
O = Network member   Ⓞ = Management in networks

╱ = Weak tie   ╱ = Strong tie
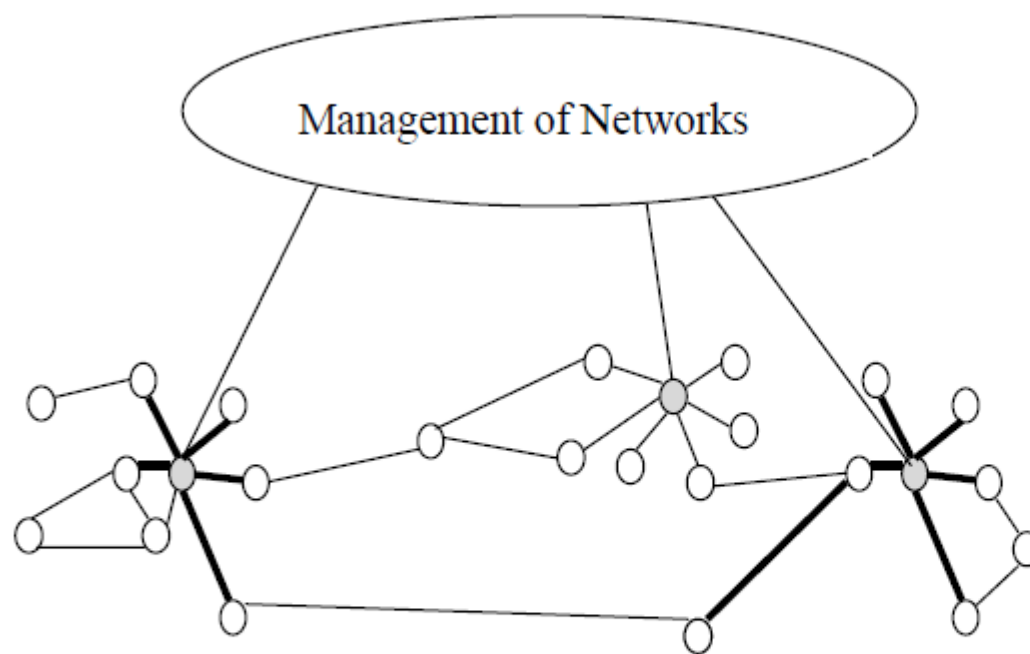
Strengths & Weaknesses

	Strength	Weakness
Large scale networks	• Knowledge search is eased as the pool of knowledge to search from is more diverse • Exploration activities are eased	• Easier for partners to violate an obligation to provide resources • Governance challenges • Hard to get rid of non-performers
Small scale networks	• Easier to build trust • Knowledge transfer between partners is eased • Exploitation activities are eased	• Partner knowledge may be redundant • Difficult to ensure a diverse pool of knowledge

Black Sea Universities Network

- **Aim:** The Network was founded for the purpose of developing scientific, cultural and educational cooperation and exchanges among the Universities of the Black Sea Economic Cooperation Participating States and other institutions with similar concern for the sustainable development of the BSR

- **Members:** 113 Universities of 12 BSEC member countries

- **Bodies:** Conference of Rectors of BSR, Executive Board, President, IPS

- **Centers:** Center for Advanced Engineering Sciences (Romania), "B. S. Cobanzade" Research Center on Turkology, Baku State University, Center ACADEMICON (Turkey), Center for Coordination of Common Graduate Programs (Greece), Center for Coordination of Summer Schools & Short Term Certificate Courses (Ukraine), Center for Joint Research Projects (Azerbaijan), Center for BSUN Publications (Bulgaria),

- **Consortia:** BSUN Consortium on Economics & Business, Consortium on Oral Health, Consortium on Tourism, Consortium on RES.

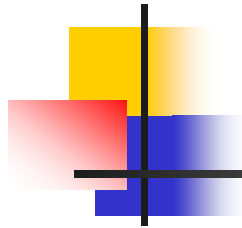- **Web site:** Http://www.bsun.org

Management of networks

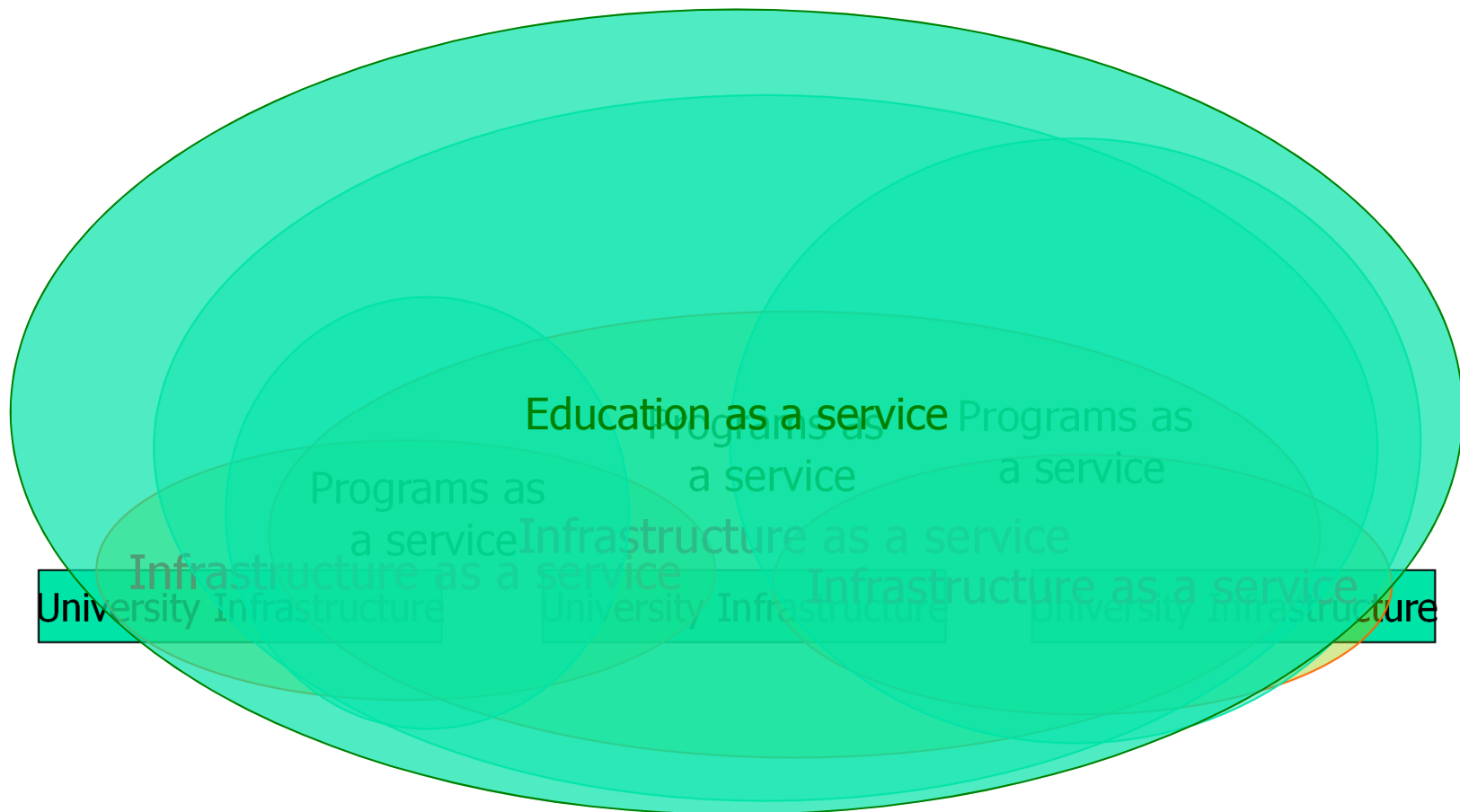Management of Networks

Management of networks
- Integration at different levels
- Changes in the surroundings
- Competence alignment
- Creating engagement
- Decision structure
- Incentive structure
- Legal unit
- Shared facilities
- Up-scaling

Management in networks
- Core or marginal activities
- Integration of different kinds of activities
- Time frame
- Vertical or horizontal integration

○ = Network member ◍ = management in network

╱ = weak tie ╱ = strong tie

Collaboration vs Co-education

Education as a service

Programs as a service

Programs as a service

Programs as a service

Infrastructure as a service

Infrastructure as a service

Infrastructure as a service

University Infrastructure

University Infrastructure

University Infrastructure

ARGOS Project

Explore vs Exploit Knowledge

Small autonomous projects
Decentralization, flexibility, trust

Explore new knowledge at small scale

Exploit existing knowledge & resources at small scale

Narrow scope

Radical advance
Complex Inter-organizational integration
Network governance

Explore ← → Exploit

Incremental advance
Low degree of interaction
Intra-organizational task
Organizational autonomy

Broad scope

Explore new knowledge at large scale

Exploit existing knowledge & resources at large scale

Large coordinated programs
Centralization, Control/governance

University – Industry Partnership

Technology Readiness Levels (TRLs)

TRL	
9	
8	
7	
6	
5	
4	
3	
2	
1	

Production Implementation

Pre-Production

Technology Assessment and Providing

Technology Demonstration and Development

Innovative Companies — **Deployment**

MEDGreen — **Demonstration**

COSMOMAR — **Development**

INSAE

MSC & PhD — **Research**

University Research

Industrial Exploitation

R.T.D.I. Structures
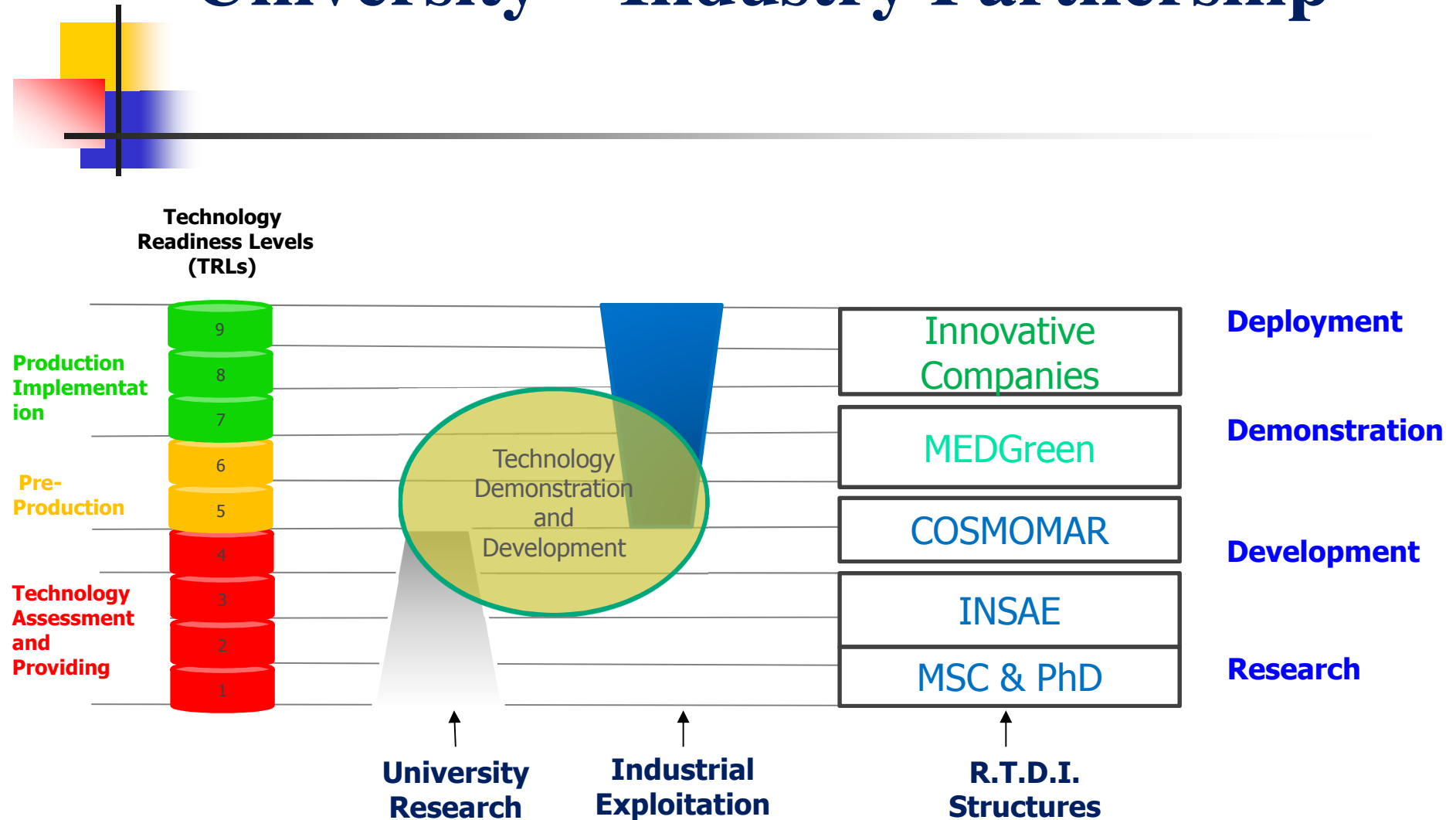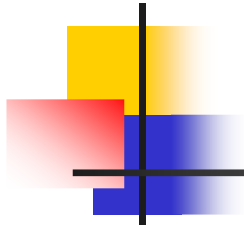
NETWORKS OF NETWORKS
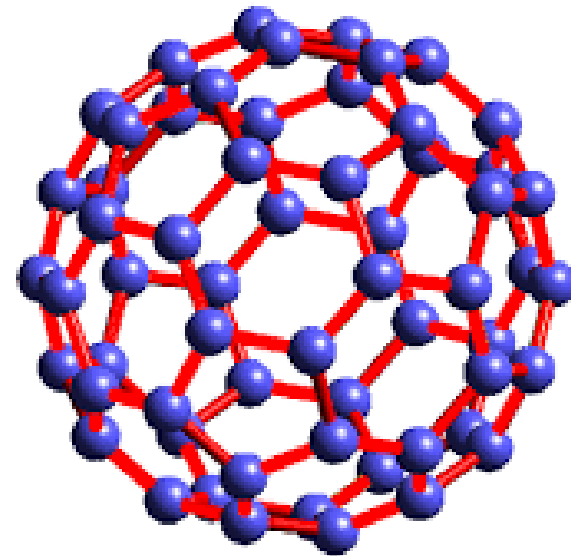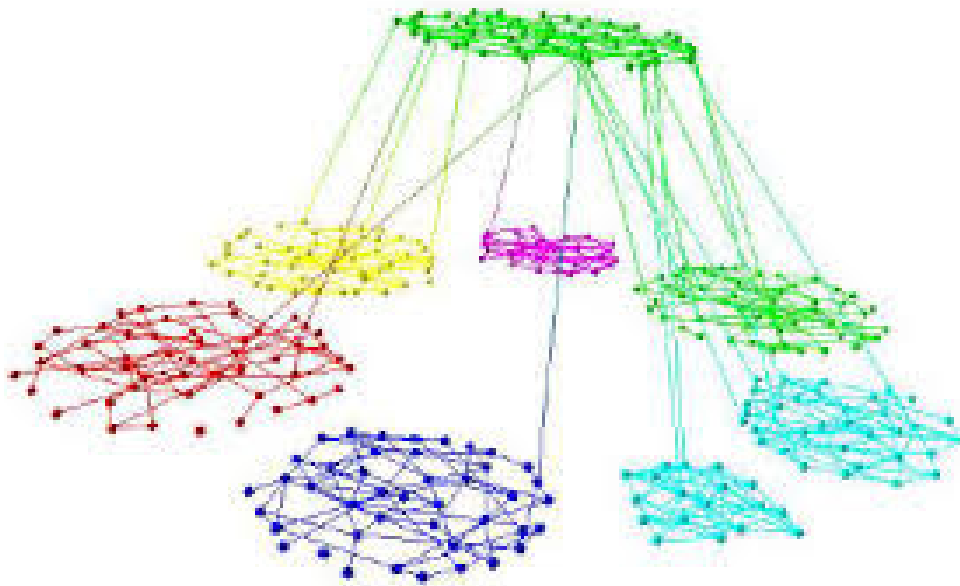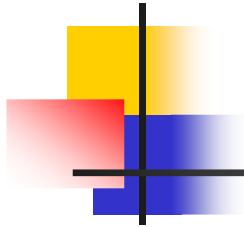
BSUN Challenges

The complexity of the Black Sea Region: What can do the Universities?

The competitiveness of each region is depending fundamentally on the understanding, learning and implementing an effective university – industry – community partnership as a fundamental principle of corporate culture and in such a way to be able to cope with the complexity of the factors connected to sustainable development and green economy. Which is the appropriate model for the Black Sea Region in the current regional context?

The Universities have a good practice to be partners with high potential to contribute to the development and consolidation of the region. How could be further indeepen the partnership models?

For facing the new challenges, what kind of strategic and structural changes have to be made within BSUN?

NETWORKING
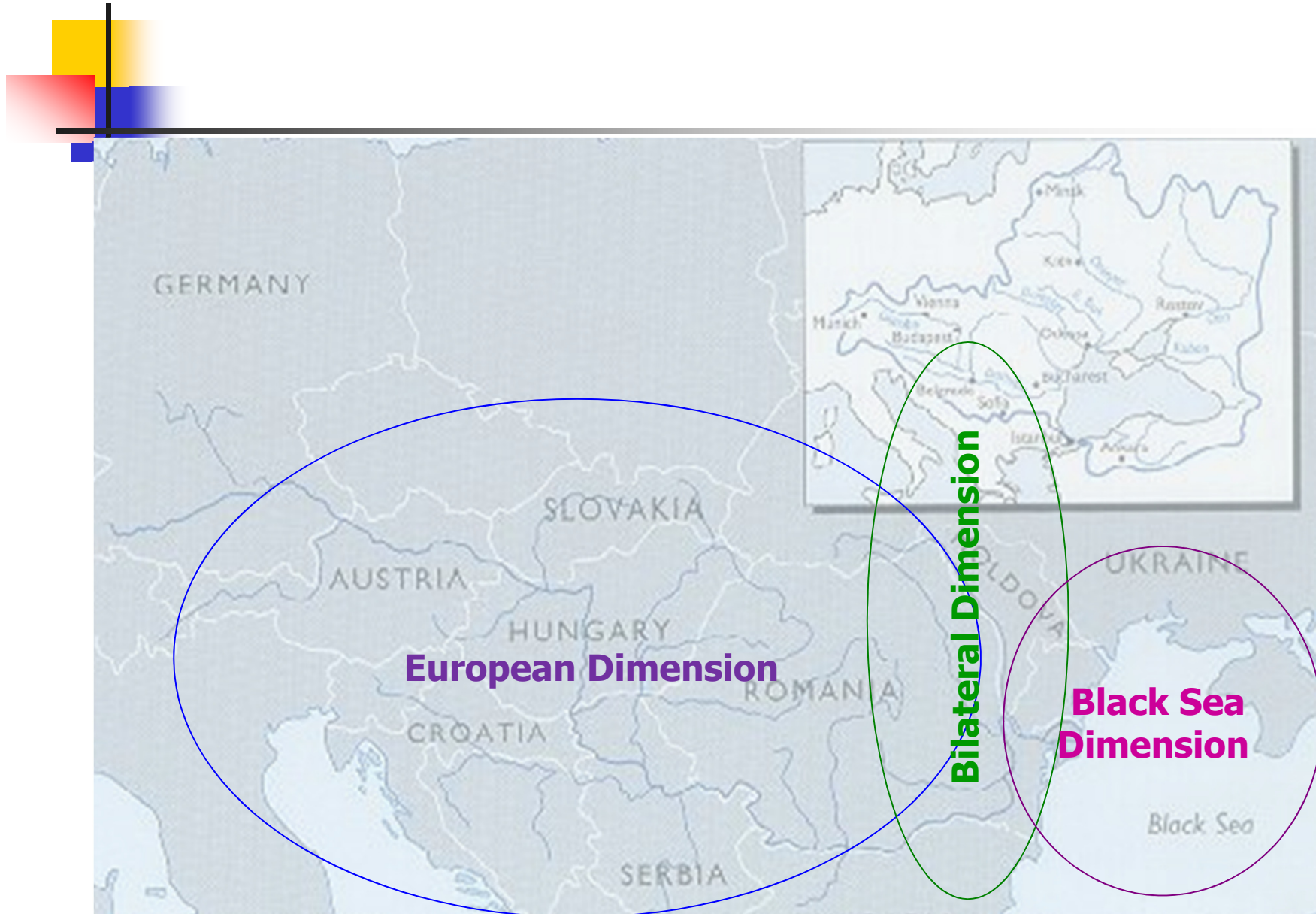
EXISTING EXPERIENCE

Baltic Sea Universities Network

European Universities Association

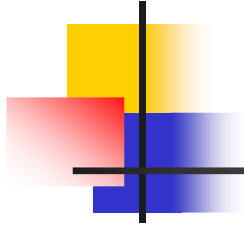**Mediterranean Network of Schools of Engineering**

Eurasian University Association

Caspian Sea Universities Network

Community of Mediterranean Universities

Danube Rectors' Conference

Cooperation with UNICA

Partnership in addressing brain drain

Partnership in addressing university autonomy, quality assurance and funding

Partnership for developing regional study programs: Black Sea Studies, Conflict prevention

Pilot projects in a specific geographic area: Ukraine, Georgia, Serbia or Moldova

Pilot projects on specific topics: Managing Demographic Processes, Blue growth, Cybersecurity, Industry 4.0

Partnership for developing a Black Sea Regional Innovation Cluster