innovation

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FilmEU I_Toolkit

UNIVERSIDADE LUSÓFONA

LUCA SCHOOL OF ARTS

TALLINN UNIVERSITY Baltic Film, Media and Arts School

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Introduction and context

Innovation is at the centre of the FilmEU Alliance work towards the implementation of the future European University of Film and Media Arts (https://www.filmeu.eu/). FilmEU is committed to providing a transformative learning experience in the domain of the arts that fosters artistic research, innovation, and entrepreneurship across society. These different areas of intervention – education; research; innovation and entrepreneurship – compose the different domains upon which the Alliance is intervening in order to generally increase its levels of innovation. To do so, FilmEU included in its planning several activities intended to act as drivers of innovation across the Alliance and these different domains. The current WP6 deliverable summarizes the "Innovation plan toolkit" FilmEU designed based on the experiences conducted during its initial pilot stage that corresponded to the first E+ funding the Alliance obtained under the "European Universities" initiative (FILMEU – The European University for Film and Media Arts, Project: 101004047, EPP-EUR-UNIV-2020 – European Universities, EPLUS2020 Action Grant). This toolkit is designed as a complement to the FilmEU Innovation plan. The toolkit was envisioned as tool to support strategic envisioning across higher education institutions in view of promoting innovation across the institutions and fostering the emergence of innovation related activities.

The toolkit

In order to attain the core objective of producing a toolkit that could support stakeholders in higher education institutions to design and implement innovative activities and innovation driven policies in general, an approach was devised with a string gamification component that resulted in the design of a card game labelled "FilmEU I_toolkit".

Figure 1
The game: the FilmEU Tookit

The card game "FilmEU l_toolkit" follows the portfolio approach devised in our innovation plan but intends to allow the users to depart from the too often only project driven style of the portfolio approach and link their innovation policies and proposals to a more general view on the institution overall competitiveness and future development. This resulted in a toolkit that clearly has a strategic edge and seeks to relate innovation activities with the strategic objectives of a Higher Education institution. In the specific context of the FilmEU Alliance, we intend this toolkit to facilitate nurturing innovation among our teachers, researchers, and staff, and promoting innovative activities and an innovation driven mindset among the Alliance current and future members.

The toolkit was designed as a series of exercises those using the toolkit carry on in a workshop model with a minimum of 5 participants and 1 moderator interacting in sessions with no more that 1,2 hours. The interaction during these workshops should follow a focus group type of approach with the moderator taking the different participants through a series of exercises that each covers the several dimensions inside each of the layers of innovation we identified in our Innovation plan" (see figure 2). Since there are 5 dimensions inside each layer, the game has in total 25 cards. All different cards are included at the end of this document. Different dimensions for each layer are depicted in figures from 3 to 7.
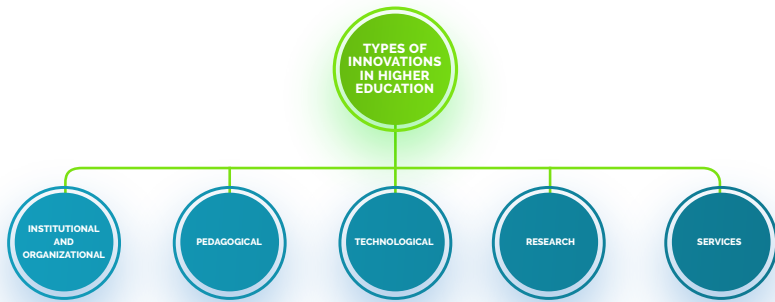
Figure 2

Layers of innovation in Higher Education

Figure 3

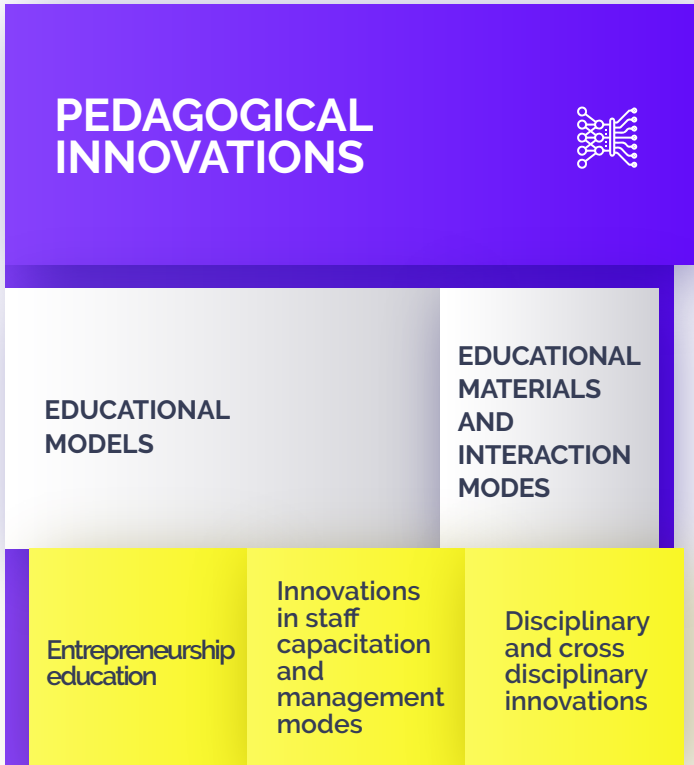Dimensions Layer "institutional and organizational innovation"

Figure 4
Dimensions Layer "Pedagogical Innovations"

Figure 5
Dimensions Layer "Technological innovation"

RESEARCH INNOVATIONS

NEW ORGANISATIONAL MODELS

INTELLECTUAL PROPERTY MANAGEMENT

Knowledge transfer and incubation

Innovative research agendas/ projects

Data storage, process and management

Figure 6
Dimensions Layer "Research Innovation"

SERVICES INNOVATIONS

JOINT DIGITAL SERVICES

MARKETING INNOVATIONS

Knowledge transfer and incubation

Digital educational services

New training and educational offer

Figure 7
Dimensions Layer "Services innovation"

⌗ Using the toolkit

Using the toolkit involves a three steps process (figure 8). The different cards constitute what we have named "The innovation basket" in the sense that by "playing the game" and filling the cards with potential innovative activities/projects the HEI can carry on and implement, participants cultivate a selection of innovation projects and activities that support their strategies. Collectively filling the cards is actually the last stage in the process (see figure 8). This playful moment is preceded by two other stages. In the first stage, a questionnaire is collectively filled by the participants about the HEI or a specific unit's strategy using a What-Who-Why-How framework. From there they as a fifth and core question: "What needs to be changed?". Following this, the group fills in a "Change Canvas" (figure 8) that summarizes, following the identification of internal weaknesses and vulnerabilities and potential external threats, change needs. These change needs are then translated into innovation goals. After this the groups starts to collectively fill the cards in order to identify across each dimension specific projects that can foster desired changes. This is an iterative process. Projects are not only adjusted to support the strategy in terms of attaining the previously agreed objectives, but can change the strategy itself, as the process uncovers new risks or opportunities. Figure 9 summarizes the entire process and how the toolkit is used in all its affordances.

Figure 8
Toolkit processual structure

The design of the FilmEU I_Toolkit is summarized in figure 9. The first stage is the strategy summary framework that intends to support participants in the identification of the "Areas of Change" to be addressed based on the identification of threats but also vulnerabilities in the organization. After answering the four questions in the strategy framework, a fifth question is asked: "What needs to change in order to achieve our strategic objectives?"
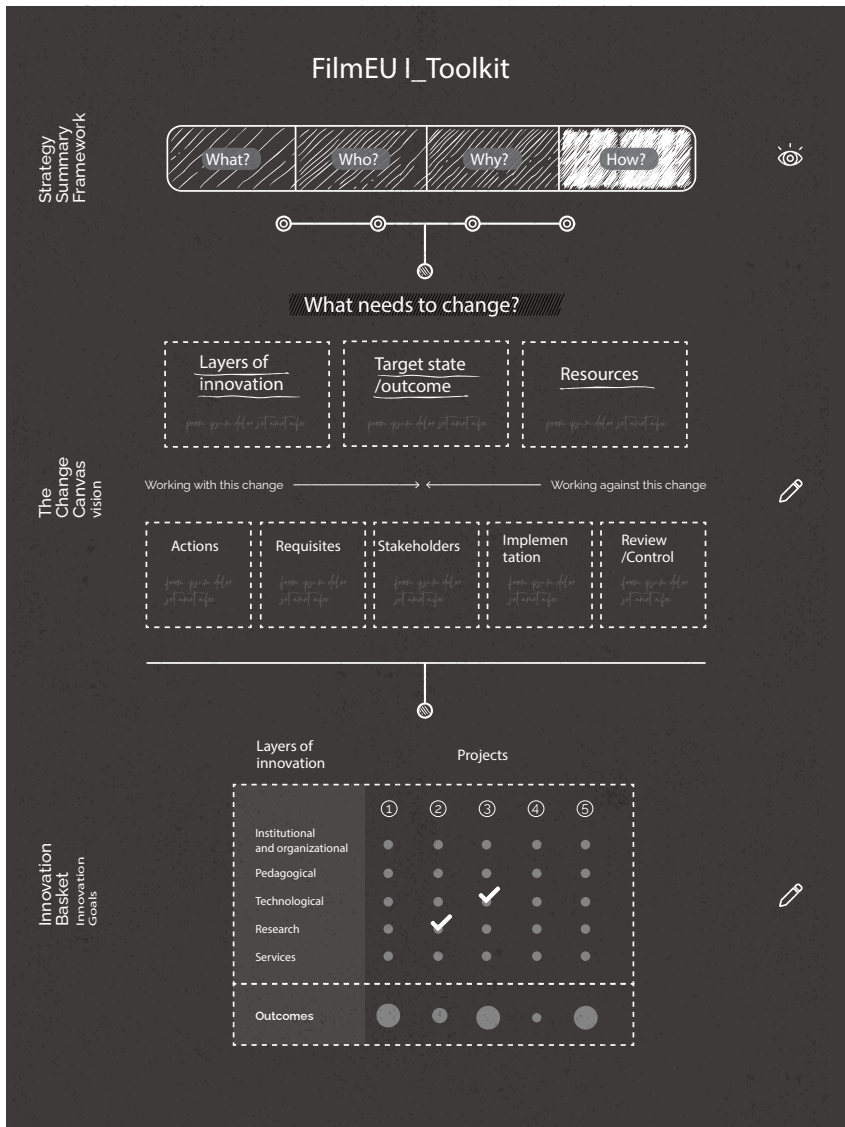
FilmEU I_Toolkit

Strategy Summary Framework

What? | Who? | Why? | How?

What needs to change?

Layers of innovation

Target state /outcome

Resources

The Change Canvas vision

Working with this change → ← Working against this change

| Actions | Requisites | Stakeholders | Implementation | Review /Control |

Innovation Basket / Innovation Goals

Layers of innovation — Projects

	①	②	③	④	⑤
Institutional and organizational					
Pedagogical					
Technological			✓		
Research		✓			
Services					
Outcomes					

Figure 9
FilmEU I_Toolkit design

Change needs are then translated into innovation objectives resorting to the change canvas. The Canvas links these changes with each of the layers of innovation defined in our innovation plan while also defining at the same level the desired outcomes and target state and the resources needed. In the bottom level of the change canvas concrete actions are identified along with the requisites for each action, the identification of the stakeholders that need to be engaged and the mechanisms for implementation and control. The actions are then plot into concrete projects grouped in the final stage which is the innovation basket. The basket is a sum of different projects across the different layers of innovation. Projects are then not only adjusted to support the strategy but can change the strategy itself as the process uncovers new risks and opportunities. The three stages of the toolkit correspond to an initial analysis and formulation of the strategy in general in the "strategy framework", a second stage of envisioning and transformation of needed changes into concrete actions in the "Change Canvas" and a third stage of planning in the " Innovation basket" where the actions are grouped into projects and aligned with the strategy and desired change.

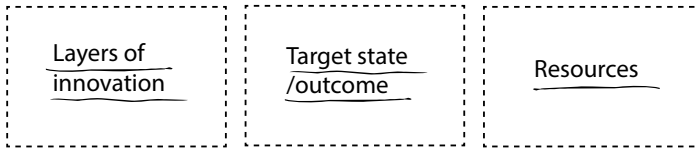# **#** Innovation basket: strategy summary framework
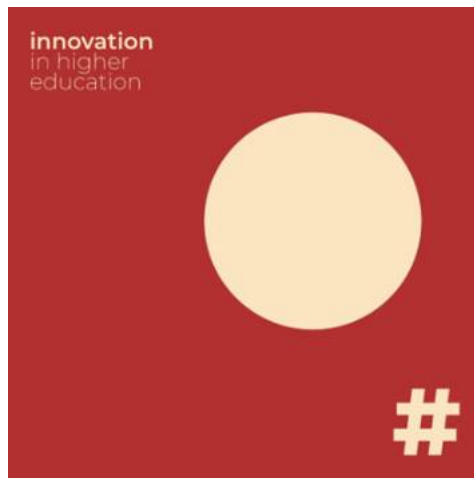
Innovation basket: change canvas

The Change Canvas
vision

Layers of innovation	Target state /outcome	Resources

Working with this change ⟶ ⟵ Working against this change

Actions	Requisites	Stakeholders	Implementation	Review /Control

Innovation basket: the cards

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Complete
solutions
utilizing
in-film
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E U R O P E A N
U N I V E R S I T Y