
Thematic Workshop 4
**'VET at higher levels; the tension between academic
and vocational drift'**

EUROPEAN VOCATIONAL SKILLS WEEK 2018

Vienna, 7th. November 2018

The Main Challenges and Trends

The **world of work** increasingly demands a quick response from the education system to provide people with the desired qualifications.

Still most **students**, learning the traditional way, depend on recognition of widely understood signals of experience and expertise such as university degrees.

Digital Education is increasingly breaking traditional programmes, into smaller, shorter online courses.

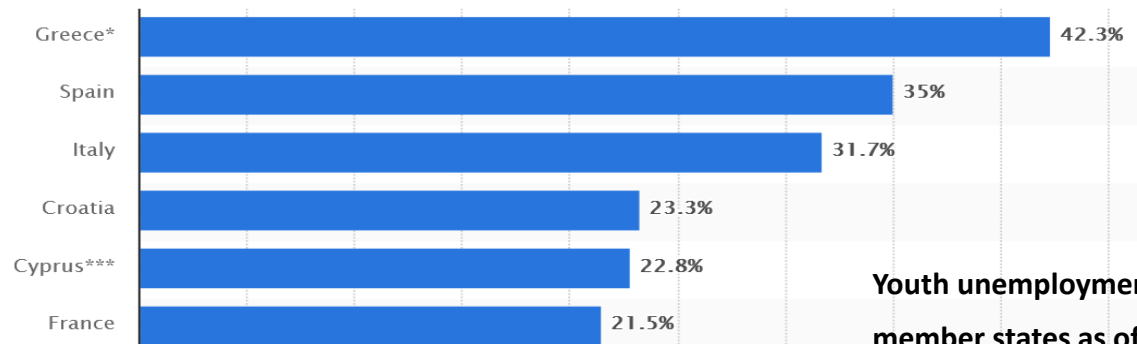
The discussion in the next few years will centre around whether universities / institutions will adapt to offer large-scale micro-credentials, whether VET institutions will take up the mantle, or whether it will increasingly become the domain of start-ups and corporations.

Mega Trends in EUROPE

High unemployability
of academics



Unemployed graduates
are looking for a job
while employers say they
cannot find the people
with the skills they need

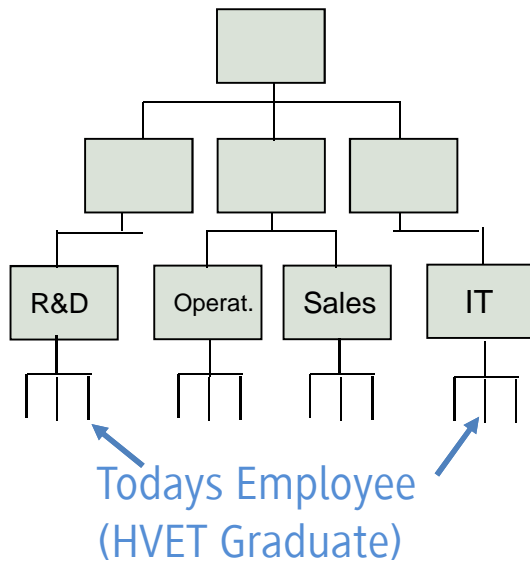


Youth unemployment rate in EU
member states as of March 2018;

Source: Statista

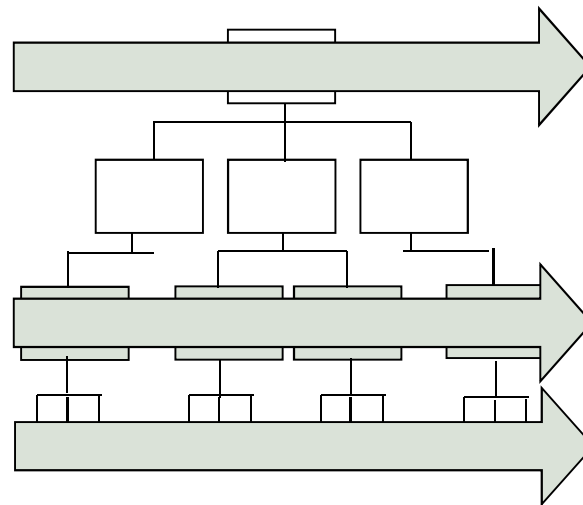
The Transformation of Organisations – Industry Example

Functional-oriented



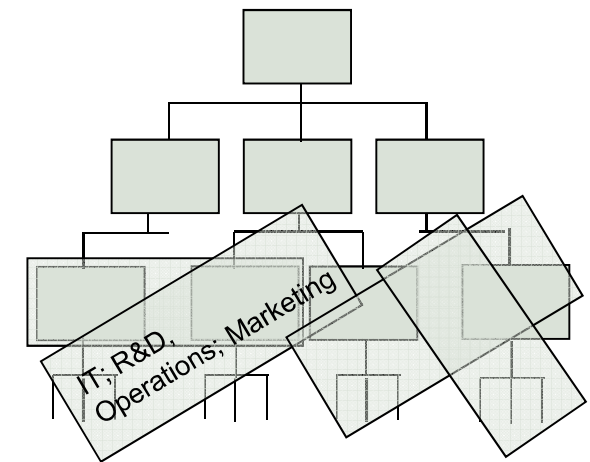
Hierarchical

Process-oriented



Integrated

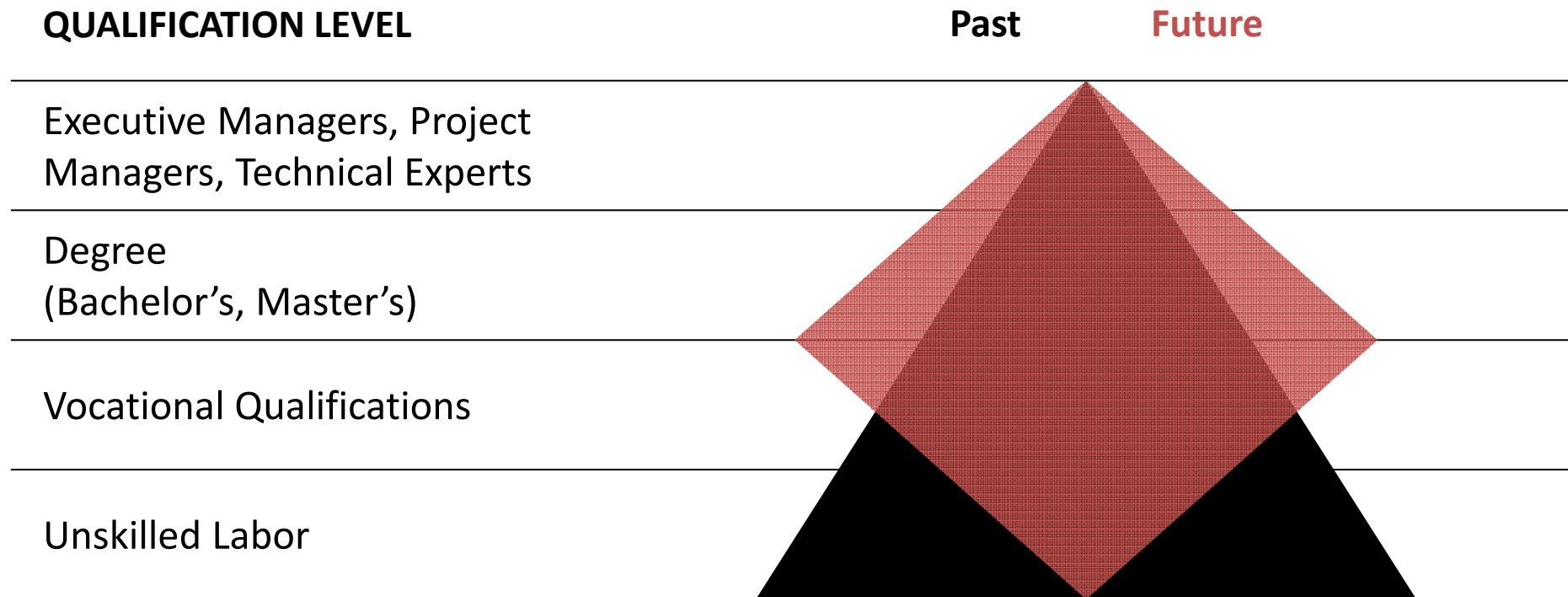
**Knowledge-, explorative-,
solution-oriented**



Network, virtuell

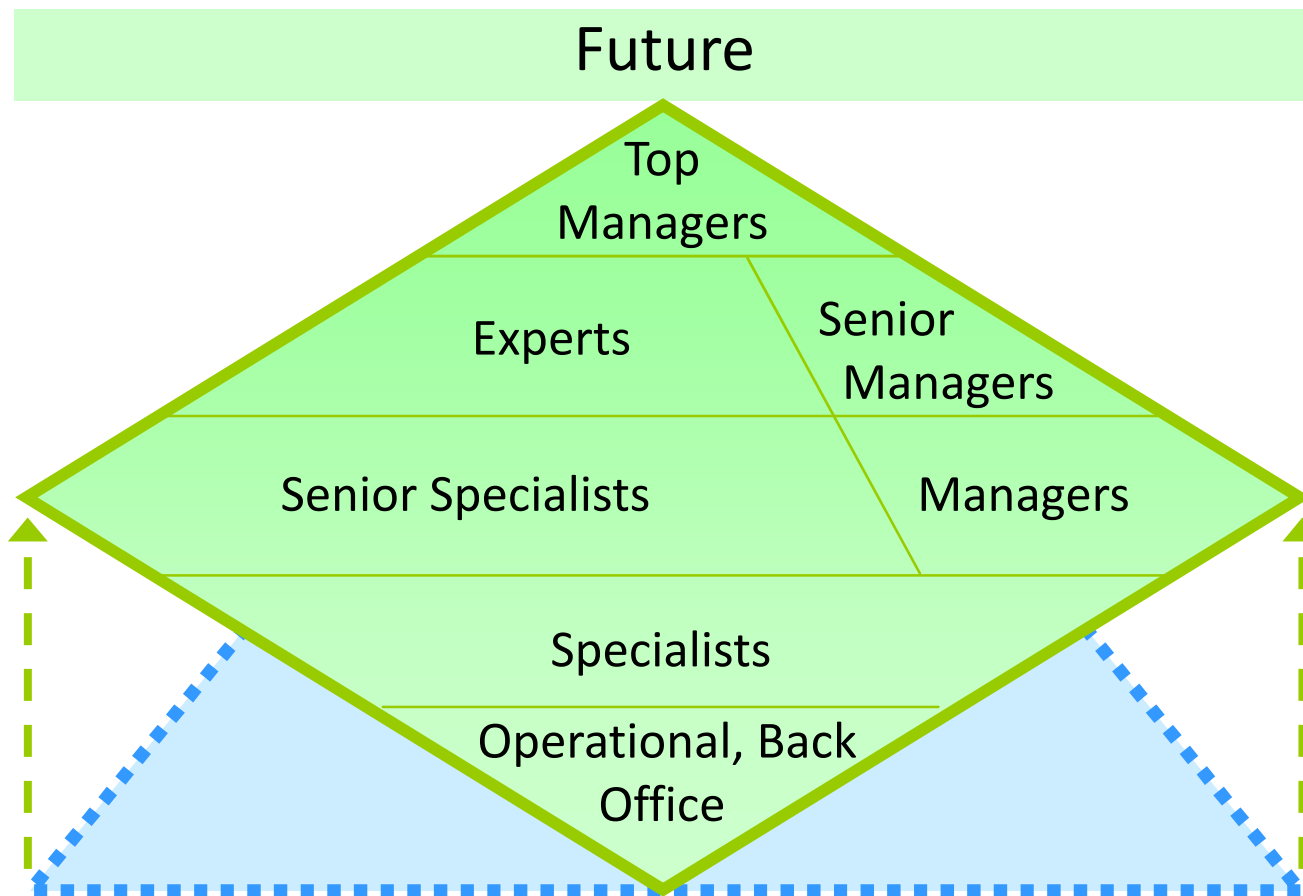


The Shift of Qualification - Demand within the Economy:



*Source: Prof. Matthias Landmesser. *Challenges of the Academic Further Education from the Corporate Perspective*. KIT, March 2013.

Qualification: Future Scenario



Drivers:

- Globalisation
- Lean Management
- Changed Value Chain
- Demographic Change
- Growing Complexity

And therefore ...

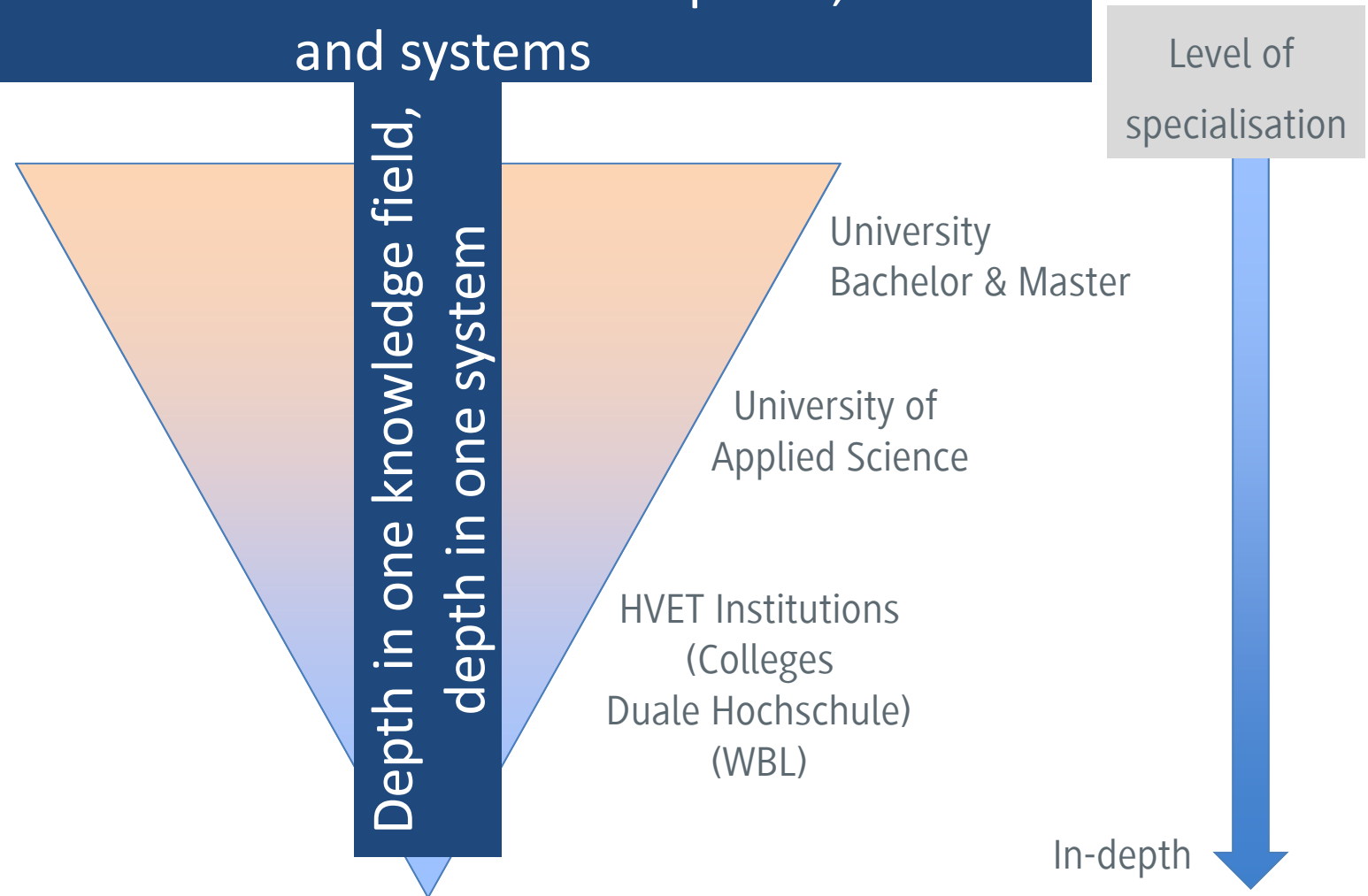
1. **More** higher qualifications
2. **New** academic job profiles
3. **Cross-Competencies**

gain importance

HVET/PHE is emerging to meet this new demand

T-Shaped Professionals

Ability to act successful across disciplines, contexts and systems



Mega Trends in Skills Development

in 2020

1. Complex Problem Solving
2. Critical Thinking
3. Creativity
4. People Management
5. Coordinating with Others
6. Emotional Intelligence **NEW**
7. Judgment and Decision Making
8. Service Orientation
9. Negotiation
10. Cognitive Flexibility **NEW**

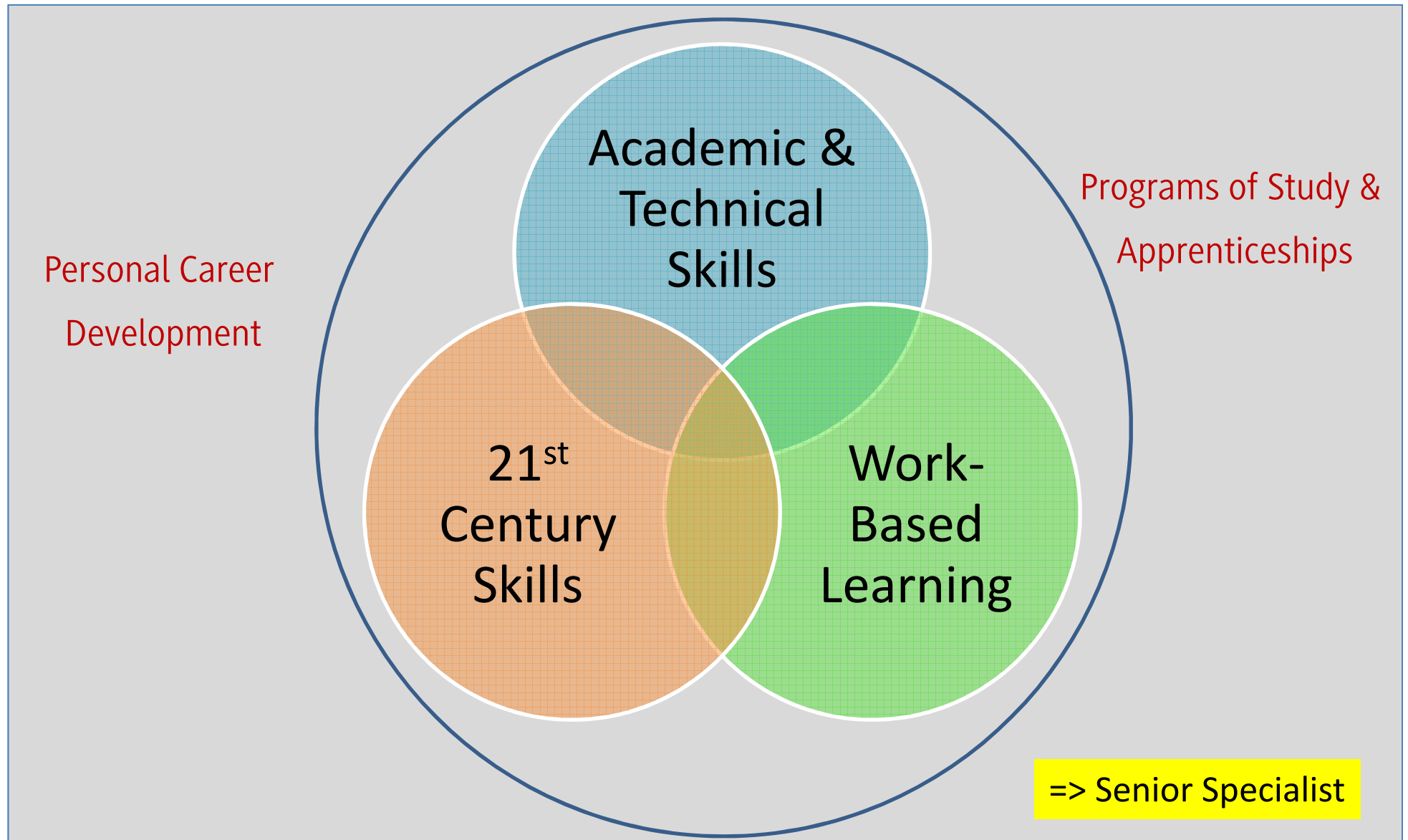
in 2015

1. Complex Problem Solving
2. Coordinating with Others
3. People Management
4. Critical Thinking
5. Negotiation
6. Quality Control
7. Service Orientation
8. Judgment and Decision Making
9. Active Listening
10. Creativity



Top 10 Skills in 2015 and 2020. Source: World Economic Forum, The Future of Jobs, 2018

Student Perspective: Challenges in Career Development



The Employee's Perspective

Future: Employers perceived “Value of Qualifications” – The Certificate(s) and Micro-Qualifications



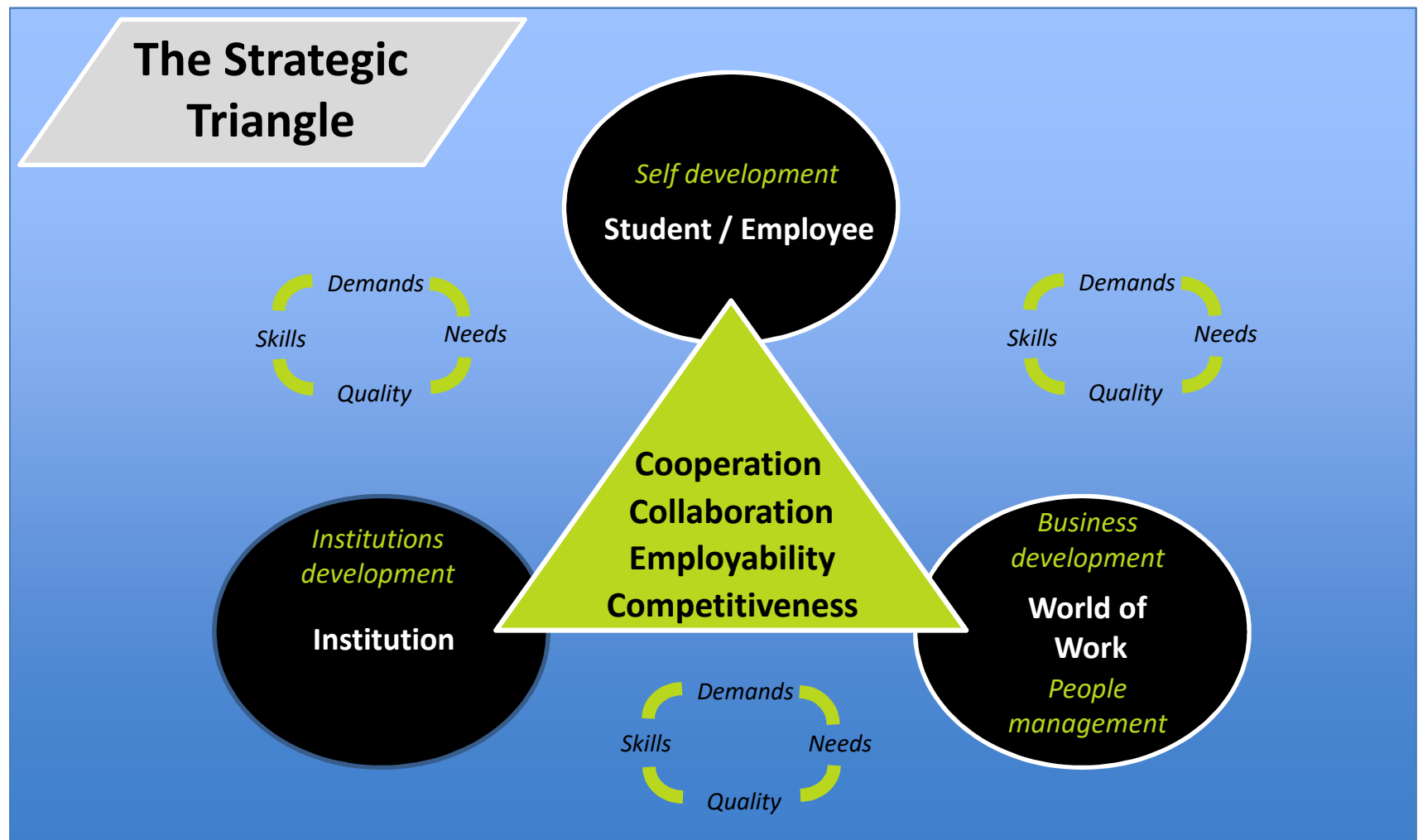
What to do from an Institution's Perspective?

- Change perspectives – establish an outside-in view
- Stop fragmentation and self-orientation
- Establish a holistic view through integration of all three stakeholder groups

Project Information

- BEEHiVES - **Boosting European Exchange on Higher VET and Employer Involvement in Education Structures**
- To analyze the European education models in the field of higher vocational education with the aim of creating an online tool to improve the employability of graduates & boost the strategic triangle of employers, HE institutions & students
- Duration: Sept. 2015 – August 2018
- Project Management: Duale Hochschule Baden Württemberg (DHBW) Heilbronn
- 6 EU Partners

Focus: „Employability“



Project Key Questions

- **What are key strategic components (themes) to establish a STRATEGIC collaboration among the three stakeholder groups?**
- **What are the key performance indicators (KPIs) to define and execute the strategic tasks?**
- **Where do with find good practices and ways how it works?**

Results: Components of Strategic Management at Institutions

EU Policies

National Policies

The Why

The What

The How

Theme 1: Mission, Strategy & Aims

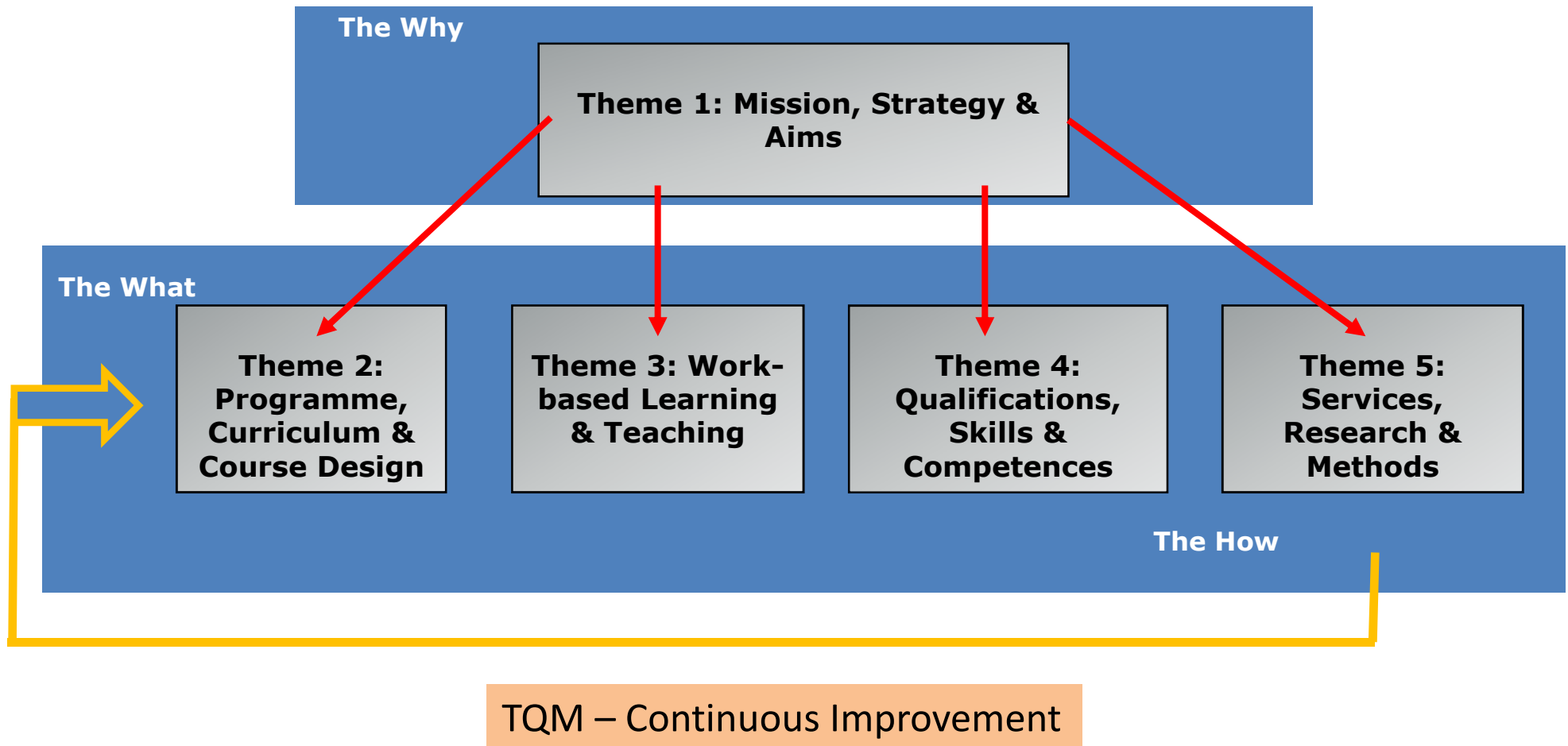
Theme 2: Programme, Curriculum & Course Design

Theme 3: Work-based Learning & Teaching

Theme 4: Qualifications, Skills & Competences

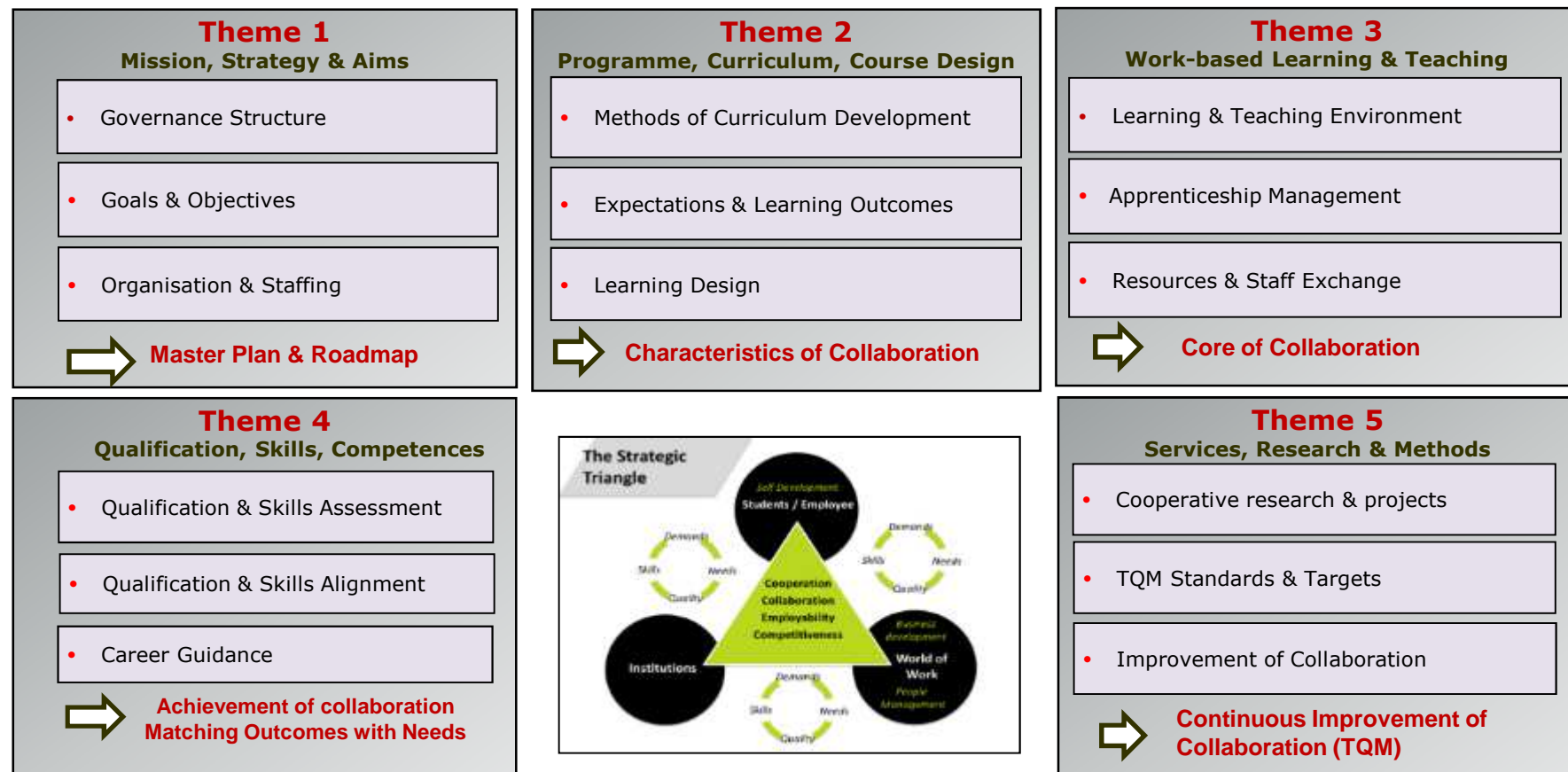
Theme 5: Services, Research & Methods

Virtuous Circle of Strategic Management

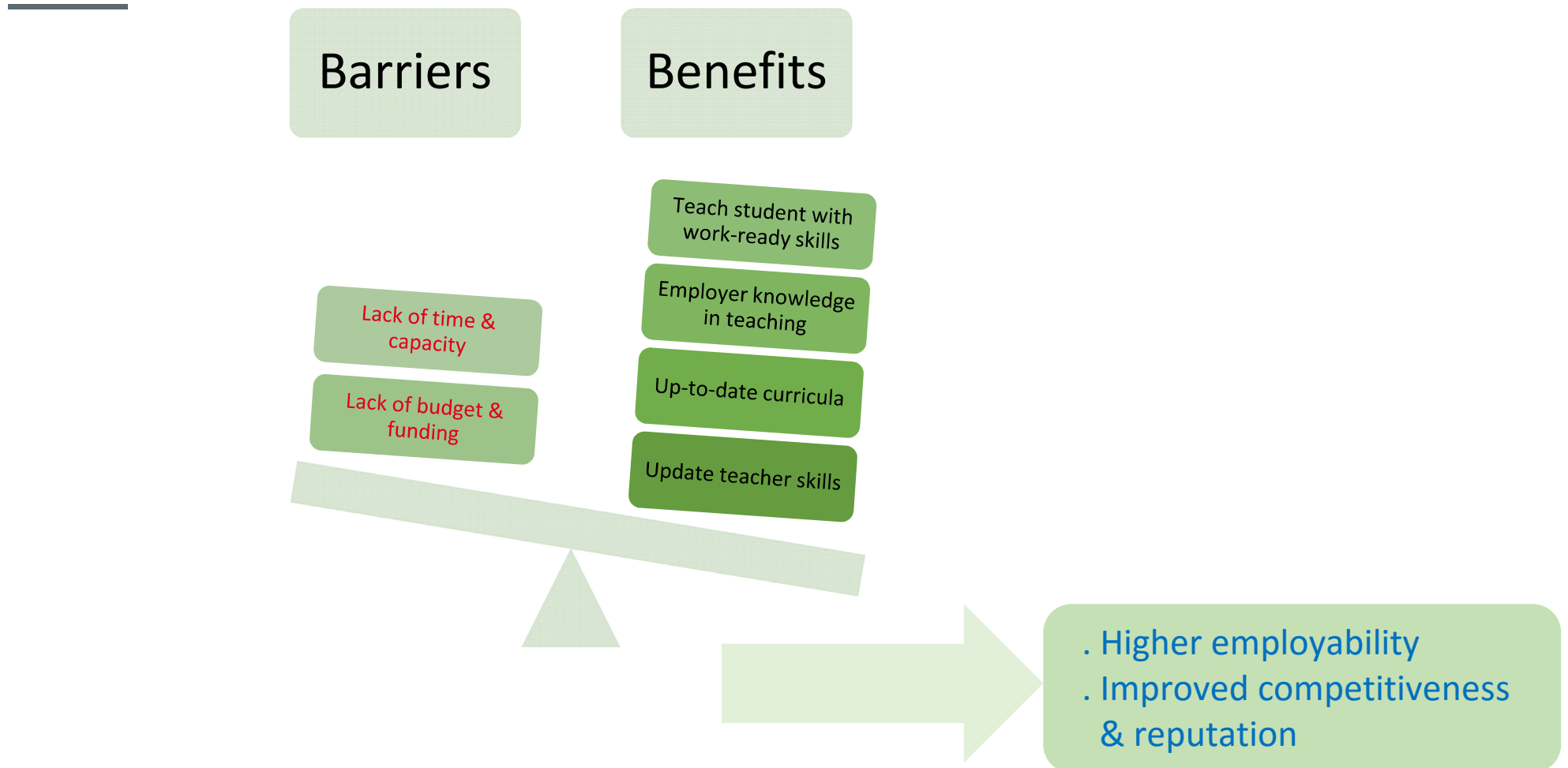


Sub-Categories in Strategic Management

The Strategic Matrix



Important Benefits of Education Institutions to Collaborate with Employers



Baden-Wuerttemberg Cooperative State University

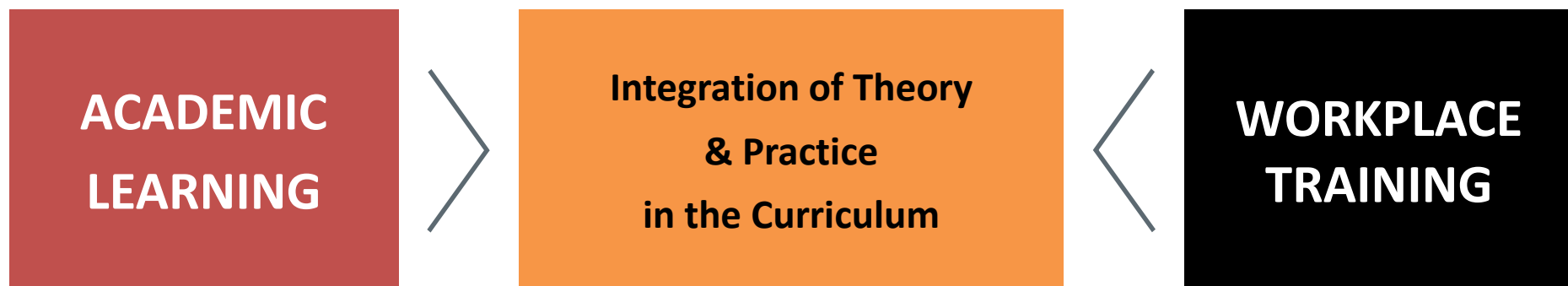
- THEORETICAL KNOWLEDGE



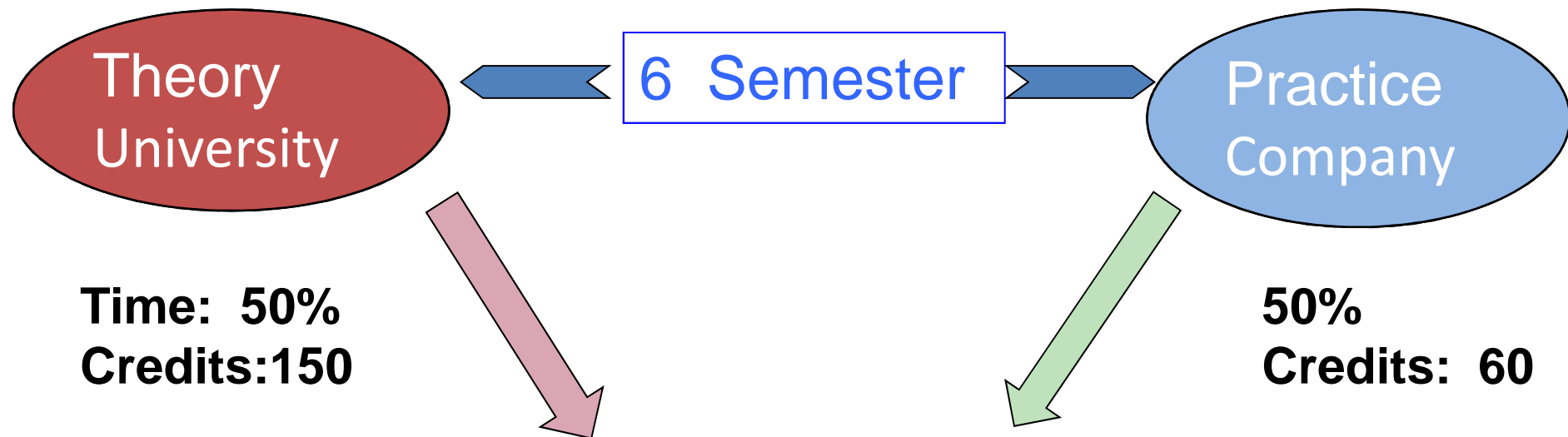
- PRACTICAL EXPERIENCE

Intensive 3-month phases of academic learning at one of the 12 DHBW locations and campuses

3-month work placements at one of over 9,000 partner companies and social institutions
Companies are 'corporate partners'



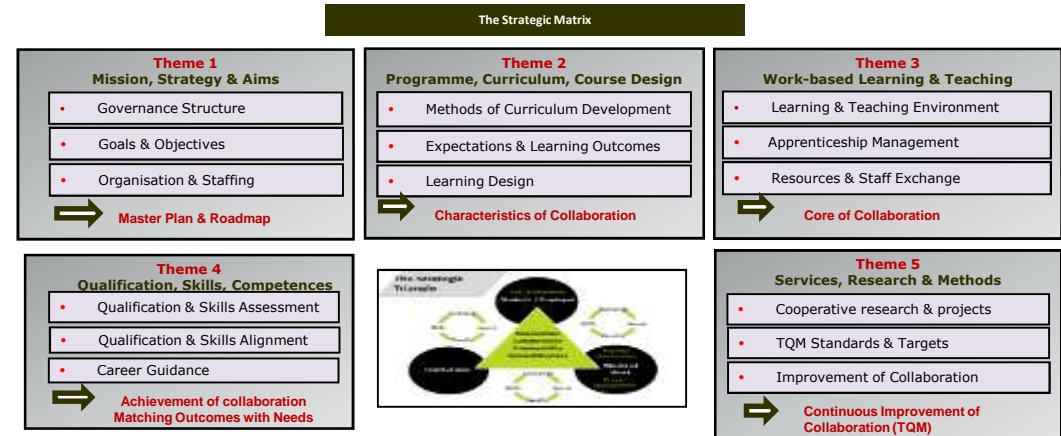
The DHBW Model Links Practice and Theory



Decisions and Regulations:
By law partners are **part** of the DHBW State University
Partners are equally represented in half of all committees

Outlook

BEEHiVES Toolbox



The BEEHiVES Toolbox provides:

- Indicators of strategic collaboration
- Success factors and examples and ways what works
- <https://strategictriangle.beehives.de>.



With the support of the Erasmus+ programme of the European Union

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