

# European Informatics Leaders Summit ECSS 2025

## *Leaders Workshop*



Rennes, 27 October, 2025





# Welcome to ECSS!

## where we turn shared challenges into collective progress

- The only European summit devoted to strategic and policy issues in informatics R&E.
- A platform for exchange, collaboration and joint growth.
- Inspirational talks, peers exchange, discipline's alignment across Europe.
- The foundation and enduring pillar of **Informatics Europe**.



## Our Mission

**Empower** and **unite**

the European informatics community to

**shape** concerted positions,

**act** on shared priorities, and

**support** policy-making

in Informatics Education, Research,

and its Societal Impact.

# Two Decades of Community Impact



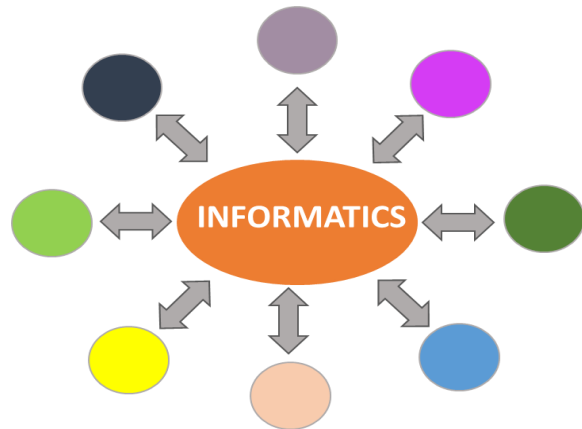
For the past two decades, Informatics Europe has been at the forefront of strengthening the unity and relevance of the European Informatics research and education community.





# Two Decades of Community Impact and Remarkable Achievements

With unwavering support from member institutions and collaborative efforts of researchers, we have achieved remarkable milestones in 3 key areas



**Strengthening the Standing**  
of Informatics vs other  
disciplines



Promoting  
**Responsible Informatics**  
Teaching & Research



**Engaging with Society**  
on the Nature & Impact of  
Informatics

# Your commitment makes our community thrive

185 Institutions  
33 Countries  
50K+ researchers

Scan for full members' list



**Thank  
YOU!**

# Seize the chance to connect, contribute, and champion the Informatics Europe mission.

## ACTIVITIES REPORT 2024



**20 Years of Informatics Europe**  
Celebrating Key Achievements

For the past two decades, Informatics Europe has been at the forefront of strengthening the unity and relevance of the European research and education community. Through unwavering support, member institutions and collaborative efforts of researchers across our community has achieved remarkable milestones for the benefit of the overall European Informatics community.

## Informatics Europe Publications

A collection of key publications for the Informatics community since ECSS 2024



**Strengthening the Standing of Informatics**

The Informatics Europe community has been pivotal in positioning Informatics as a distinct scientific discipline. Our leadership in the Informatics for All coalition has ensured the European Council considers our views on the key importance of Informatics in modern curricula. The Informatics Europe Higher Education Data Portal, a unique source of reliable data from over 20 countries, underpins critical managerial and policy decisions. Our recommendations on topics such as Open Access or Informatics Research Evaluation, acknowledge and cater to the unique nature of Informatics, ensuring proper assessment and support while safeguarding the interests of individual and academic contributors. Moreover, our tailored academic department assessments and leadership programs foster continuous improvement and cultivate a generation of visionary leaders. Finally, providing a platform for exchange, discussion, recognition and collaboration, Informatics Europe plays a fundamental role in uniting the community and advocating Informatics Research and Education under a common voice.

[www.informatics-europe.org](http://www.informatics-europe.org)



**BRING EUROPE TO YOUR INSTITUTION**  
**BECOME AN ECSS HOST**

**HOST NOW**

### ABOUT ECSS

- Annual European Informatics Leaders Summit**  
Premier European Summit for researchers and change leaders in informatics and related fields
- Strategic Discussion and Strategy-Setting**  
3 days of knowledge exchange and strategy-setting crucial and timely for the informatics research community
- Significant Boost of Best Practices**  
Our workshops and dialogues with leaders and experts in the field pass on to the informatics community



**Shape the Future**



### WHO CAN HOST?

Any member institution of Informatics Europe with the capacity and facilities which can accommodate 120+ people

### Call for Board Nominations

Are you or someone you know?



Keen on hosting ECSS but few questions to clarify? Let us know! Email us: [administration@informatics-europe.org](mailto:administration@informatics-europe.org)



Serve the Community



Provide Strategic Direction



Contribute to Sustainable Development



Act as Ambassador

### Join the Informatics Europe Board

Get Involved. Lead the Way. Make a Difference.


Informatics greatly impacts all aspects of life in a human-centered society. Serving on the IE Board has enabled me to collaborate with others to secure its essential place in Europe."

Gregor Engels, IE BoD (2005-2011, 2016-2023)

"As an IE Board Director and chair of COST Action EUGAIN, organizing ECSS and IE initiatives has greatly enhanced the visibility of my department at NTNU and the Informatics community in Norway and Scandinavia."

Letizia Jaccheri, IE BoD (2018-2021)

**NOMINATE YOURSELF OR A COLLEAGUE:**





**DEPARTMENT EVALUATION**

A service open to all institutions.



**Support a sustainable path for department growth, research and societal impact.**

### Key Features

-  International Expert-Led Assessment
-  Well-defined, yet Flexible & Customizable Protocol
-  Transparency & Neutrality
-  Informatics Europe Quality Label
-  Comprehensive & Actionable Insights

**Prepared to move forward?**  
Explore the **full evaluation guidelines** here:



[www.informatics-europe.org](http://www.informatics-europe.org)  [administration@informatics-europe.org](mailto:administration@informatics-europe.org)





## ECSS 2025 - 21<sup>st</sup> European Informatics Leaders Summit

Rennes (France), 27-29 October 2025

### Welcome

We wish you a successful and inspiring ECSS, the leading forum uniting Informatics leaders at the crossroads of research, education and policy. Let's keep advancing our discipline together across Europe!

### Venue: Inria centre at Rennes University (IRISA)

Campus de Beaulieu, 263 avenue du Général Leclerc, Building 12G, 35042 RENNES cedex.

### Updates:

Any changes to the programme or venues will be announced online. Scan for real-time updates and session venue overview.



### Stay Connected.

Follow us and tag us on social media:

LinkedIn: <https://www.linkedin.com/company/informatics-europe/>

Bluesky: [@informatics-europe.bsky.social](#)

Hashtag: #ECSS\_2025

### Share Your Feedback

Let's improve future editions of ECSS. Your opinion matters! Scan here:



### Co-organised by:



### Sponsored by:



# Programme

## Monday

- 09:00 Leaders WS - **How to cope with changes in Informatics departments?**, joint session with **Professional Development for ECR WS**
- 13:30 Leaders WS & ECR WS, parallel sessions
- 18h00 Welcome reception & BD Award ceremony @Town Hall

## Tuesday

- 09:00 Keynote Speaker - **Integrating Quantum in Informatics Departments**
- 11:00 IE General Assembly, incl. Main IE Activities – open to all
- 13:30 Social event: Mont Saint-Michel guided tour
- 19:45 Dinner



## Wednesday - IE Working Group Workshops

- 09:00 Parallel sessions: **Open Science & Open Source, Green ICT, Upskilling & Societal Engagement**
- 13:30 Parallel sessions: **Diversity & Inclusion, Ethics**

Coffee breaks and Lunch are served at 10:30, 12:30 and 15:00

**We wish you inspiring sessions and fruitful discussions!**

← Thanks to our Sponsors!

Further details in the printed programme







# Moore's Law Calls for the Next-Generation University

Maarten Steinbuch

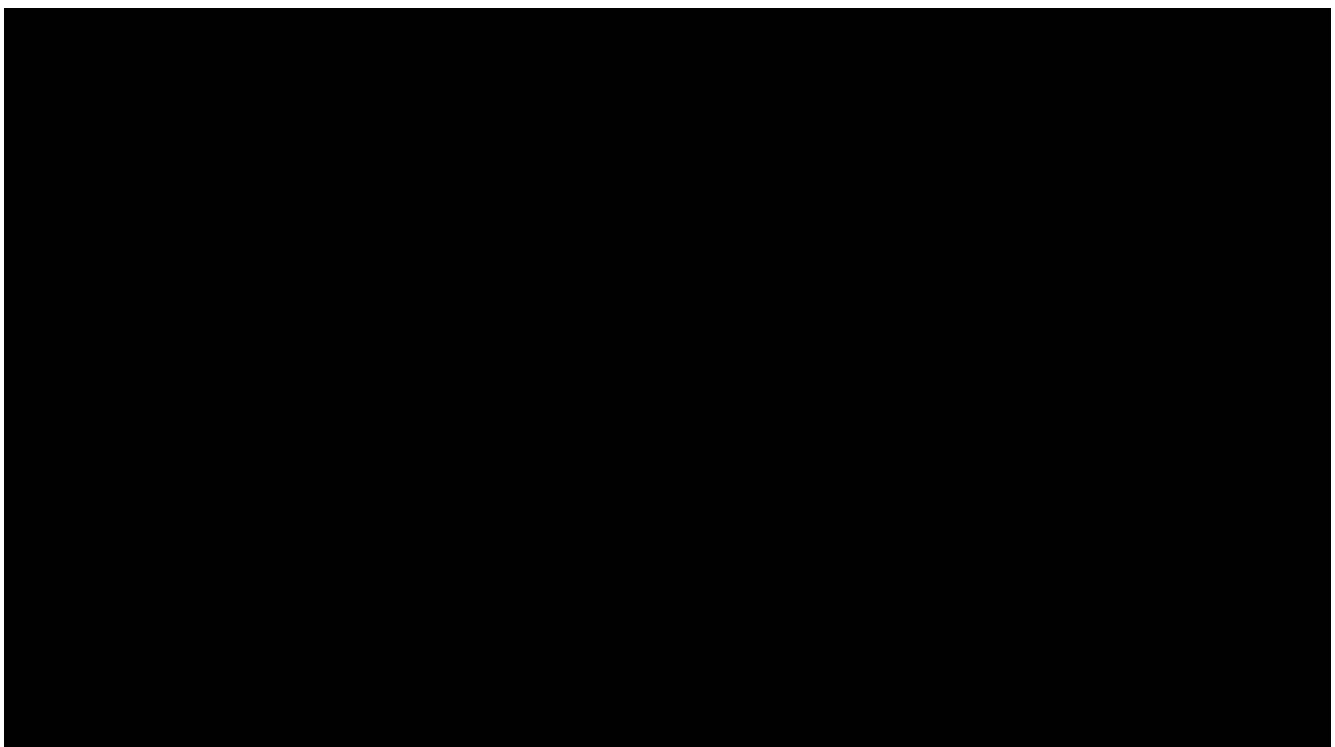
27 OCTOBER 2025

ECSS 2025 - European Informatics Leaders Summit  
Rennes, France  
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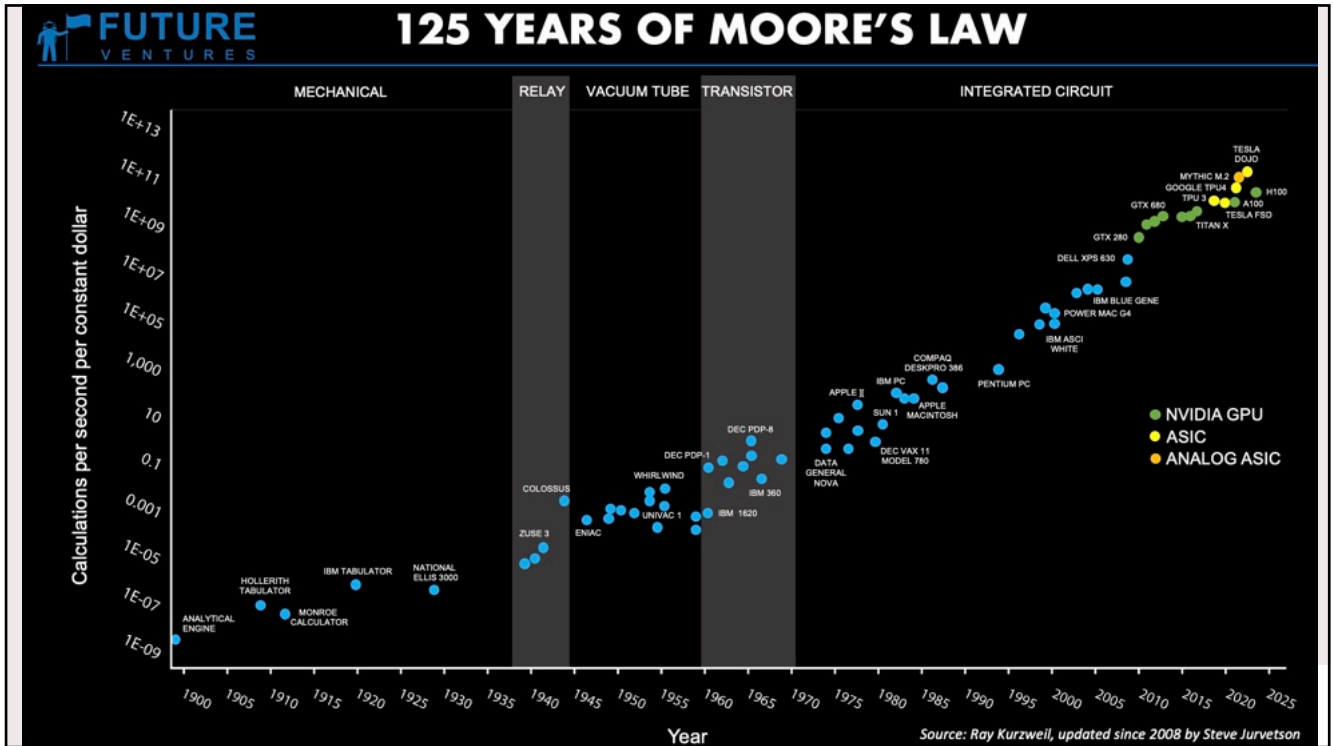


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TECHNOLOGY

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## Movie links

<https://www.youtube.com/watch?v=dPa5a9nUCAs>

[https://www.youtube.com/watch?v=h\\_zgURwr6nA](https://www.youtube.com/watch?v=h_zgURwr6nA)

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## 38 years in Brabant

1987 start at Philips 'NatLab'



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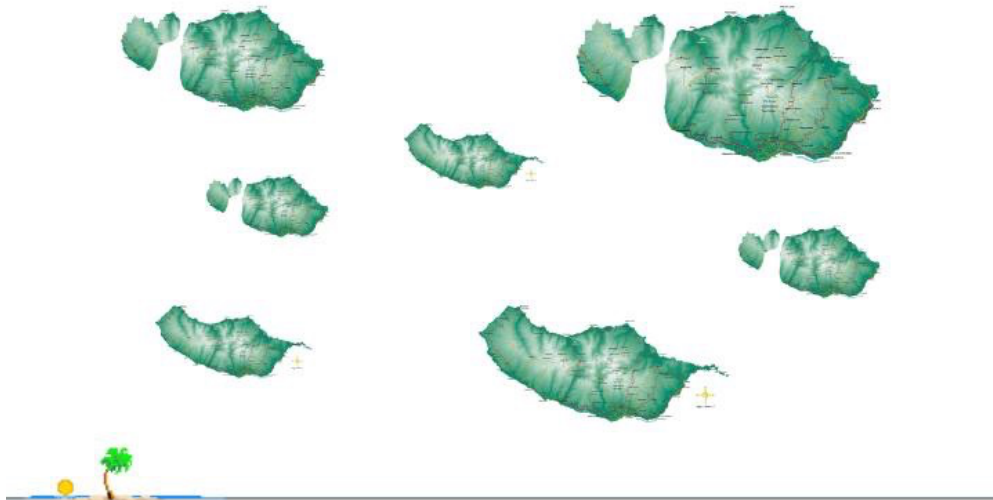
## The ten commandments of Holst



1. Recruit clever researchers, possibly young, but with experience in academic research.
2. Do not pay too much attention to the details of the work they have done.
3. Give employees a lot of freedom and accept their peculiarities.
4. Have the employees publish and participate in international scientific activities.
5. Avoid an organization that is too rigid. Let authority be based on real expertise.
6. Do not divide a laboratory into different disciplines, but form multidisciplinary teams.
7. Give great freedom in the choice of work, but let the leading figures, in particular, be aware of their responsibility towards the company.
8. Don't budget an industrial laboratory per project and do not allow manufacturing departments to have budgetary control over research programmes.
9. Promote the transfer of skilled older researchers from the laboratory to product development and production.
10. The choice of research projects should not only be determined by market opportunities, but also by the state of academic research.

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## Isles of Academia



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NatLab



Kennis werkers regeling



Student Teams



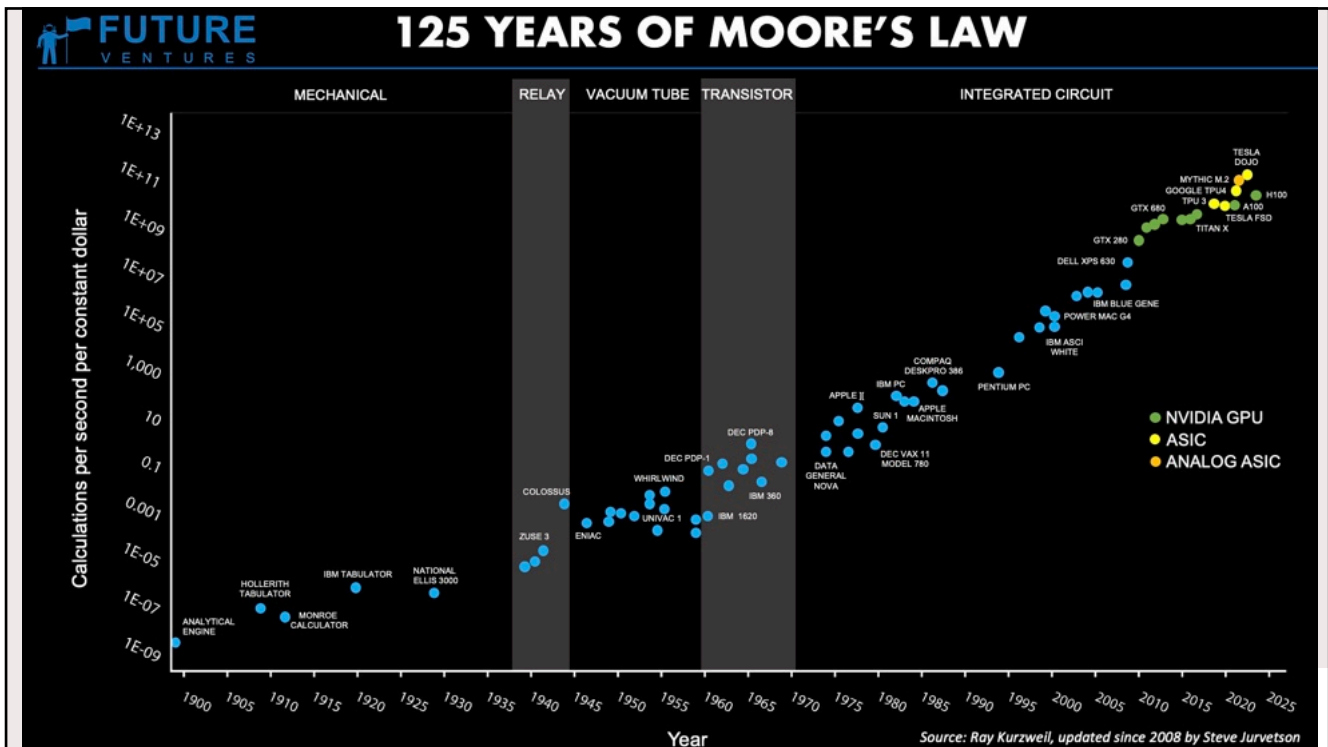
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**Q1: In an exponential world, should the research still be done linearly?**

**Q2: How can we transform the university into a responsible place for the required change of human mankind?**

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## Towards a 4th generation University....

	1 <sup>st</sup> Generation	2 <sup>nd</sup> Generation	3 <sup>rd</sup> Generation
<b>Objective</b>	Education	Education & research	Education, research & know-how exploitation
<b>Role</b>	Defending the truth	Discovering nature	Creating value
<b>Method</b>	Scholastic	Mono-disciplinary science	Inter-disciplinary science
<b>Human capital development</b>	Professionals	Professionals & scientists	Professionals, scientists & entrepreneurs
<b>Orientation</b>	Universal	National	Global
<b>Language</b>	Latin	National languages	English
<b>Organization</b>	Colleges	Faculties	Institutes & centers
<b>Management</b>	Rector & Chancellor	Part-time academics	Professional management

“Not all the smart people in the world work for us”

Bill Joy, co-founder of Sun Microsystems, quoted in:  
Chesbrough, H. 2003. *Open Innovation: The New Imperative for Creating and Profiting from Technology*. Boston, MA: Harvard Business School Press. (p. 197)





## Inside-out

*“Through ‘inside-out’ innovation, we make our skills and resources available to the outside world. For example, we regularly undertake contract research for external parties, provide technical facilities and support, and assist with IP licensing.”*

[www.philips.com/a-w/research/open-innovation.html](http://www.philips.com/a-w/research/open-innovation.html) (2021)

## Outside-in

*“Through ‘outside-in’ innovation, we draw on the capacities of individuals, organizations, and even small start-ups from around the globe. By providing a broader window on the world of health and well-being, these strategic partners help us gain new insights and access to new technologies.”*

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## The Fourth Generation University (4GU)

“From closed knowledge house to open innovation hub”

- Distributed innovation model
- Multi-stakeholder innovation

‘Mode 2’ knowledge production

- Knowledge produced in the context of application
- Increased societal responsibility and reflexivity
- Flatter hierarchies and temporary organizational structures
- Transdisciplinary approach

Universities increasingly act as orchestrators of the regional ecosystem

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Bogers, M., & Steinbuch, M. 2023. De vierde generatie universiteit: Het nieuwe tijdperk van open innovatie en ecosysteemdenken. *Holland Management Review*, 208: 62-71. Translated into English: ‘The Fourth-Generation University: The New Era of Open Innovation and Ecosystem Thinking’

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	1GU	2GU	3GU	4GU
<b>Mission</b>	Teaching	+ Research	+ Commercialization	+ Societal transformation
<b>Knowledge flow</b>	Unidirectional (to student)	Primarily unidirectional (to society)	Predominantly unidirectional (to market)	Multidirectional (co-creation with diverse stakeholders)
<b>R&amp;D partnership model</b>	Personnel recruitment only	Occasional consulting	Technology transfer and licensing	Ecosystem orchestration and co-innovation
<b>Stakeholder integration</b>	Minimal	Limited to academic peers	Triple helix	Quadruple/quintuple helix
<b>Societal role</b>	Knowledge preservation	Knowledge advancement	Economic development	Systemic transformation for societal challenges
<b>Organizational structure</b>	Disciplinary silos	+ Research institutes	+ Technology transfer offices and incubators	+ Transdisciplinary platforms and collaborative infrastructure
<b>Regional engagement</b>	Limited	Indirect	Focused on economic impact	Focus on ecosystem orchestration and resilience

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Bogers, M., Poursaeidi, S.A. Mahdad, M., & Norn, M.T. 2025. The Fourth Generation University: Catalyzing regional innovation ecosystems to address global challenges. *Working paper*.

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## 4GU: What's new?

*From implicit to explicit societal mission framing*

→ Grand societal challenges as primary mission

*From bilateral to ecosystem-level orchestration*

→ Intentional management of ecosystem orchestration as a core university activity

**Working definition:**

*"A 4GU is an entrepreneurial university that explicitly organizes its teaching, research, and engagement activities around societal transformation missions, both locally and globally, positioning itself as a deliberate orchestrator of multi-stakeholder innovation ecosystems."*

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Bogers, M., Poursaeidi, S.A. Mahdad, M., & Norn, M.T. 2025. The Fourth Generation University: Catalyzing regional innovation ecosystems to address global challenges. *Working paper*.

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## 4GU: What's next?

- 🔄 Open innovation is evolving into ecosystem innovation.
- 🌐 Addressing grand challenges requires systemic and collaborative innovation.
- 👉 The 4GU is not (just) about universities, but about *all* stakeholders in the ecosystem.
- 🚀 The next frontier: from innovation ecosystems to ecosystem innovation.

<https://4thgenuniversity.com>

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Bogers, M., Poursaeidi, S.A. Mahdad, M., & Norn, M.T. 2025. The Fourth Generation University: Catalyzing regional innovation ecosystems to address global challenges. *Working paper*.

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## Thanks for the attention!

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