

# Policy Dialogue #3

Youth employability in a changing world:  
how do HEIs adapt to the future of work?

**March 25, 2021**

From 10.30 CET  
(9.30 GMT)

**Panelists' Bios & Verbatims**

*This event will be moderated by Alex TAYLOR*

## MODERATORS

- Alex TAYLOR  
Journalist and Host



Alex TAYLOR defines himself as a “European journalist”. Born in Britain, he has lived for 30 years in France and Germany, producing and presenting TV and radio programmes. He currently hosts the main interview programme on Euronews “I Talk.” He has also hosted over 700 events, ranging from corporate and institutional conventions and conferences, to gala events and prize giving ceremonies. He moderates in English, French or German and can also speak Italian, Spanish and Dutch. In 2000, he set up his own production company, Continental Connection, making programmes on European themes such as national identity, broadcasted on the BBC as well as in France and Spain. He also spent seven years presenting a programme from the European Parliament.

In 2010 he was asked to present the daily morning show on the French classical music channel France Musique, a mixture of news and music, as well as being the first “in vision” presenter on Euronews with “I Talk” from the European Parliament since May 2011. Over the last 15 years Alex has also hosted events all around the world, half in France, half elsewhere, and often for big French companies or multinationals. He has vast experience of dealing with all kinds of personalities and situations, ranging from the Queen, President Clinton, Nelson Mandela and various Prime Ministers, to company managers but also people with less experience being on stage. He regards himself as a true European and can give continental flavour to any event he hosts. He has also written several books, including one on the wonderful untranslatability of languages.

- Kate DAUBNEY  
Director of The Careers Group & Director of Centre of Excellence for Careers and Employability,  
University of London



Kate DAUBNEY has worked in careers for almost 20 years and has recently taken up a role at the University of London as Director of The Careers Group federation of careers services, with additional responsibility for establishing the University of London’s new Centre of Excellence for Careers and Employability in 2021. A former academic, and most recently Head of Careers & Employability at King’s College London, Kate innovated a conceptual framework for extracting employability assets from the taught curriculum, re-imagining the concept of embedded employability, and a careers learning gain framework that enables more impactful career progression. She also researches and writes on how the employability value of pre-18 curriculum closes the gap between education and

work. Kate is a Principal Fellow of the Higher Education Academy.

- Gilbert AZOULAY  
General Director, News Tank Education



Gilbert AZOULAY has been working as General Director at News Tank Education, a major news agency for decision-makers, since 2015. He also joined EPOKA Agency as Editorial Director in 2011. As a specialist in higher education, research and information technology, he also manages the student & employment supplement of French newspaper *Le Parisien*. Gilbert AZOULAY leads numerous conferences, debates or events in various fields. An alumni from Université Paris Dauphine and Centre de formation et de perfectionnement des journalistes, Gilbert AZOULAY has been working as a journalist or editor-in-chief for many French media such as *L’Etudiant*, Radio France, MCE TV and the 95.2 radio station. Before joining News Tank Education, he was appointed Group Managing Director for AEF (2006) and has worked in the Editorial Board for the *Figaro-Etudiant* Newspaper.

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## OPENING

### ■ Bob LEWIS

France Director, British Council



Bob LEWIS is the British Council's Country Director for France. Until early 2020 he was also Vice President of the Franco-British Chamber of Commerce and Industry, an honorary trustee of the Hertford British Hospital Charity, and President of the UCL France Alumni. Anglo-French relations are at the centre of Bob's interest and focus. During the course of 27 years working in France he has brought together UK and French University and Research groups to seek collaboration and exchange, promoted the role of women in industry and built partnerships between business leaders and institutions. He has also supported Autism and Alzheimer charities and possesses a passion for the arts, regularly attending the festivals of Edinburgh and Avignon as well as supporting

the European opera and jazz seasons. Bob has joined the British Council following a career in senior management, he has been President of the Franco-British Chamber of Commerce and Industry from 2013-2016; Vice President EMEA at British Telecom Global Services, Global Services (Paris) from 2007 to 2012, managing teams and channel organizations across 38 countries. Previously he held the position of Vice President at Infonet Services Corporation, El Segundo, California, a globally-managed network services company, and in 2000 was Managing Director France and Regional Director Europe of the same organisation. He has also held Director positions at Apple Europe and IBM Europe based in Paris. During his early career he held sales, marketing, product and business development roles at IBM UK. He started his career as an Economics and Geography teacher in the UK. He has a BA Hons from University College London and a PGCE from the Institute of Education London. In 2017 he was awarded an honorary Fellowship of UCL and the Croix d'Honneur Franco-Britannique, chevalier by the FBCCI.

### ■ Tim GORE

Chief Executive Officer, University of London Institute in Paris



Tim GORE is Chief Executive Officer of the University of London Institute in Paris (ULIP). He has held senior leadership positions in career postings in France, UK, India, Jordan, Dubai, Singapore and Hong Kong with experience in higher education; cultural relations; diplomacy and commercial enterprise. He has worked closely with a range of government organisations in the countries he has served and received the OBE for his work in India-UK bilateral relations while he was leading the British Council's education work in India. ULIP has been a part of Franco-British academic relations since the end of the 19th century and is in a unique position as a research-led British campus in France offering a range of UK degree programmes.

### ■ Michel TERRÉ

President, HESAM Université



Michel TERRÉ was elected President of HESAM Université on February 3, 2020. An alumni from Télécom Sud paris, he began his career as an engineer and has worked in the ICT industry for 10 years. In 1995, he earned a Ph.D. in electronics and telecommunications from Le Cnam and received the accreditation to direct research from Université Sorbonne Paris Nord in 2004. In the past 20 years, he took on more responsibilities at Le Cnam : Head of the research team in Electronics and Telecommunications, Director of the engineering school (Eicnam), and Chairman of Le Cnam's Training Council.

## SCENE SETTING

### Foresight on Work 2050: Insights on long-term scenarios by the Millennium Project

« The Millennium project, a non-profit think-tank on future issues working via over 60 nodes worldwide, has conducted a project spanning several years, resulting among other outputs in scenarios mapping possible changes until 2050. One of these scenarios paints a picture of a potential new understanding of work, where work is less a means to an end, and more understood as a way in which we contribute to solving societal challenges, leading to more flexible and multifaceted work forms and biographies, among other outcomes. »

- Cornelia DAHEIM  
Founder and Director, Future Impacts Consulting



Cornelia DAHEIM is a foresight consultant, and the founder of Future Impacts Consulting in Cologne. Since 2000, she has been leading foresight projects for corporate and public sector customers, e.g. for Alstom, Bertelsmann Foundation, Evonik, the Scientific Foresight Unit at the European Parliament, or the European Commission's Foresight Competency Centre as well as ministries, cities and regional authorities - with projects in Europe, the US and Asia. Cornelia is author of the study "Work 2050", the chair of the Millennium Project's German Node, former president and vice-president of the Foresight Europe Network, and chairs the experts' circle of the national foresight process of the German Ministry for Science and Education. Many of her projects build

foresight capacity for institutions and companies and use inclusive and experiential approaches. You can find more information at: [www.future-impacts.de](http://www.future-impacts.de)

### Learning in VUCA environments: challenges of HEIs to prepare future-ready students

« Given that students today live in a VUCA world, what are the required capabilities for learners today and how do HEIs rise to meet this challenge? How will pedagogic approaches and learning environments evolve to meet this uncertain context? How will learners be equipped by universities to discover their agency and voice in this new world? »

- Rosemary LUCKIN  
Professor of Learner Centred Design, UCL Knowledge Lab - UCL Institute of Education and Director, EDUCATE London



Rosemary LUCKIN is Professor of Learner Centred Design at UCL Knowledge Lab. Her research involves blending theories from the learning sciences with techniques from Artificial Intelligence. She is author of *Machine Learning and Human Intelligence: the future of education in the 21st century* (2018); director of EDUCATE Ventures Research Limited, a London accelerator for educational technology start-ups; president of the International Society for AI in Education; co-founder of the Institute for Ethical AI in Education; member of the UK Office for Students Horizon Scanning panel; adviser to the Topol review into the NHS workforce; one of the 20 most influential people in Education (Seldon List 2017).

## Panel discussion #1 Regional dynamics : efficient lever for the future of work?

« Au cœur des territoires » training programme: a case study by Le Cnam

« Au cœur des territoires » training programme was launched to support the transformation of skills and professions, to empower individuals and transform them in key players in their career paths, and to provide solutions adapted to the economic and social challenges of each employment pool. As part of «Action Coeur de Ville», its objective is to deploy around 100 new training access areas by 2022, in at least 75 cities.»

### ■ Thibaut DUCHÊNE

Deputy to the General Manager, Le Cnam and Digital Vice-President, HESAM Université



An Ecole Normale Supérieure Paris-Saclay and Sciences Po Paris alumni, Thibaut DUCHÊNE was a member of cabinet at the Ministry of Housing and Ministry of Urban Affairs. In 2013, Thibaut joined the Cnam as Director of the Open Society Mission (Réseau de la Réussite Vincent Merle). In 2016, he was appointed Deputy to Olivier FARON, Le Cnam's General Administrator, in charge of strategy and development. He currently leads the institutional and regional strategy, coordinates national projects, such as a Bac+1 diploma, the «Au cœur des territoires» development project and open distance learning. Thibaut was elected vice-president in charge of digital affairs at HESAM Université in November 2020.

## Locally-led research: «1000 doctorants pour les territoires» and CHASE Doctoral Training Partnership

« By sending Ph.D. students to local councils and non-profit organizations for 3 years, in the entire time of their Ph.D. studies, HESAM Université's «1000 doctorants pour les territoires» aims at empowering local authorities while giving Ph.D. candidates the opportunity to do long-term research for a local administration. As one of the UK's 10 AHRC Doctoral Training Partnerships, CHASE offers a range of studentships each year. CHASE fosters collaborations that provide inspiring research-led training across the Arts and Humanities Research Council. »

### ■ Jordana A.HARRISS

Project Leader «1000 doctorants pour les territoires» and «COLOR CIRCLE, Interreg Europe», HESAM Université



Jordana A. HARRISS is a Franco-British project officer with 10 years of experience in public policy. She is currently leading 2 programmes (1000 doctorants pour les territoires and COLOR CIRCLE, an Interreg Europe project), bringing together researchers and elected representatives at local, national and European levels. Prior to joining HESAM Université in 2017, Jordana worked in a consultancy firm, advising local authorities on sustainable urban planning and environmental assessments. Jordana received a Post-Master degree in Architectural Research from l'Ecole d'Architecture de Paris - La Villette (2015), a Master degree in Geography from La Sorbonne (2011) and graduated in Political Science & History from La Sorbonne in 2007.

### ■ Jo DRUGAN

Deputy Director, CHASE (Consortium for the Humanities and the Arts South-East England)



Jo DRUGAN joined the University of Leeds in 1996 and was Director of the MA Applied Translation Studies and Senior Lecturer in Translation Studies before leaving to take up her role as Senior Lecturer in Applied Translation Studies at the University of East Anglia in 2012. She is also CHASE Deputy Director. Throughout her academic career, Jo has placed the student at the heart of her teaching and pastoral activities. Her research focus on professional translation quality brings outstanding industrial links and benefits for students and the profession, from paid internships to high-level technical consultancy.

## Panel discussion #2 : The challenge ahead: will HEIs seize the opportunity of portfolio education?

### HEI positioning on micro-credentials and badges

« This panel discussion will explore how HEIs can work with online education platforms to develop stackable interdisciplinary portfolios and equip people and institutions with the tools to thrive in the future. The session will take a look at microcredentials and how they enrich the learning experience and empower people to achieve successful career outcomes. Finally, the discussion will consider to what extent an ecosystem of recognition can incentivise and validate agile learning for emerging professions. »

#### ■ Liz WILKINSON

Senior Careers Consultant at the University of London, former Head of Careers at Royal Holloway



Liz WILKINSON is a Senior Careers Consultant at The Careers Group, with specialisms in digital and scalable employability delivery, postgraduate and academic careers, and the future of work. Formerly Director of Careers and Employability at Royal Holloway 2003-2017, Liz has 30 years' experience in employability, graduate recruitment and HE. Liz's professional awards include the AGR national award for Best Preparation for Work in Higher Education in 2015, two University Teaching Prizes for delivery of employability in the curriculum in 2012 and 2015 and the joint award of the Roger Mills Prize for Innovation in Teaching and Learning in 2019. She has worked in 6 universities including UCL, Goldsmiths, Queen Mary and as Deputy Director of Careers at

King's College London. She currently develops online employability micro-modules for 42K University of London global distance learners. Liz has delivered consultancy to Cambridge University, EdHec Lille and BI Norway. Liz is a Board Director of the UK Association of Graduate Careers Advisory Services.

#### ■ Olivier WITTORSKI

VP Partnerships France and French speaking countries, FutureLearn



For the last 15 years, Olivier WITTORSKI has been working in the digital space in numerous disciplines and sectors across Europe. More recently, he has been working in the Edtech space, building on collaborative product propositions to close the skills gap and help people upskill for the world of tomorrow. Currently, he holds the title of VP of Partnerships in France and French-speaking countries for FutureLearn.

#### ■ Serge RAVET

Reconnaître-Open Recognition Alliance President



Serge RAVET is President of Reconnaître—Open Recognition Alliance, a not-for-profit association dedicated to promoting the goals of the Bologna Open Recognition Declaration. From ePortfolio to Open Badges, Recognition is at the heart of a professional life dedicated to exploring the contribution of digital technologies to the empowerment of individuals and communities, their ability to lead educational and social innovation.

## Panel discussion #3 : How HEIs best prepare to the future of work?

### Industry 4.0: what is the recipe for success?

« Arts et Métiers and Compagnons du Devoir et du Tour de France are used to anticipate the future of work. They are directly connected to local industry's needs and to latest innovation advances. Beyond that, the industry of the future places itself at the service of society and takes into account the human and ethical aspects. It reconnects to consumers and contributes to community revival. What is key for HEIs when training students is passing on the love of the job and restoring its meaningfulness. »

#### ■ Laurent CHAMPANEY

General Manager, Arts et Métiers and Vice-President Conférence des Grandes Écoles



Laurent CHAMPANEY is an alumni of École normale supérieure Paris-Saclay (at that time, École normale supérieure de Cachan, France) where he defended his Ph.D. in Mechanical Engineering in 1996. He started his career as an assistant professor at the department of mechanical engineering of the University of Versailles-Saint-Quentin-en-Yvelines, conducting research in the field of the modelization and simulation of assemblies of mechanical structures and large-size parallel computations. In 2005, he became full professor and became head of the department of the department of Mechanical Engineering of École normale supérieure Paris-Saclay. During the academic year 2009-2010, he was a guest professor of the department of Civil and Environmental Engineering at the University of California, Los Angeles (UCLA). In 2012, he became vice-president in charge of education of the École nationale supérieure d'arts et métiers (Arts et Métiers Paristech), the larger school of engineering in France (6000 students and 400 faculties) and one of the oldest french "Grande École" (established in 1780). In 2017, he became president of Arts et Métiers.

#### ■ Patrick DOFFEMONT

Director, Transmission Institute, Compagnons du Devoir et du Tour de France



Patrick DOFFEMONT is a blacksmith compagnon. He started practising blacksmithing professionally at the age of 16 and completed his training after a an 8-year-long tour "Tour de France". Soon afterwards he started his own business; then he was in charge of the blacksmith Institute within the Compagnons du Tour de France association for 8 years. Today, he takes care of another Compagnons' Institute: the Transmission Institute, which aims to ensure that know-how (*savoir-faire*) and soft skills (*savoir-être*) are transmitted from one generation of compagnons to the other, in line with companionship values.

## Reinventing arts and design education: creative careers in the new world order

« Emerging designers and artists are currently confronted with deep social and economic change. Enhancing their employability involves the rethinking of the HEI's curricula around key topics including climate change, post-pandemic adaptation, the reinvention of craftsmanship, technology and circular economy. »

### ■ Frances CORNER

Warden of Goldsmiths, University of London, former Head of London College of Fashion



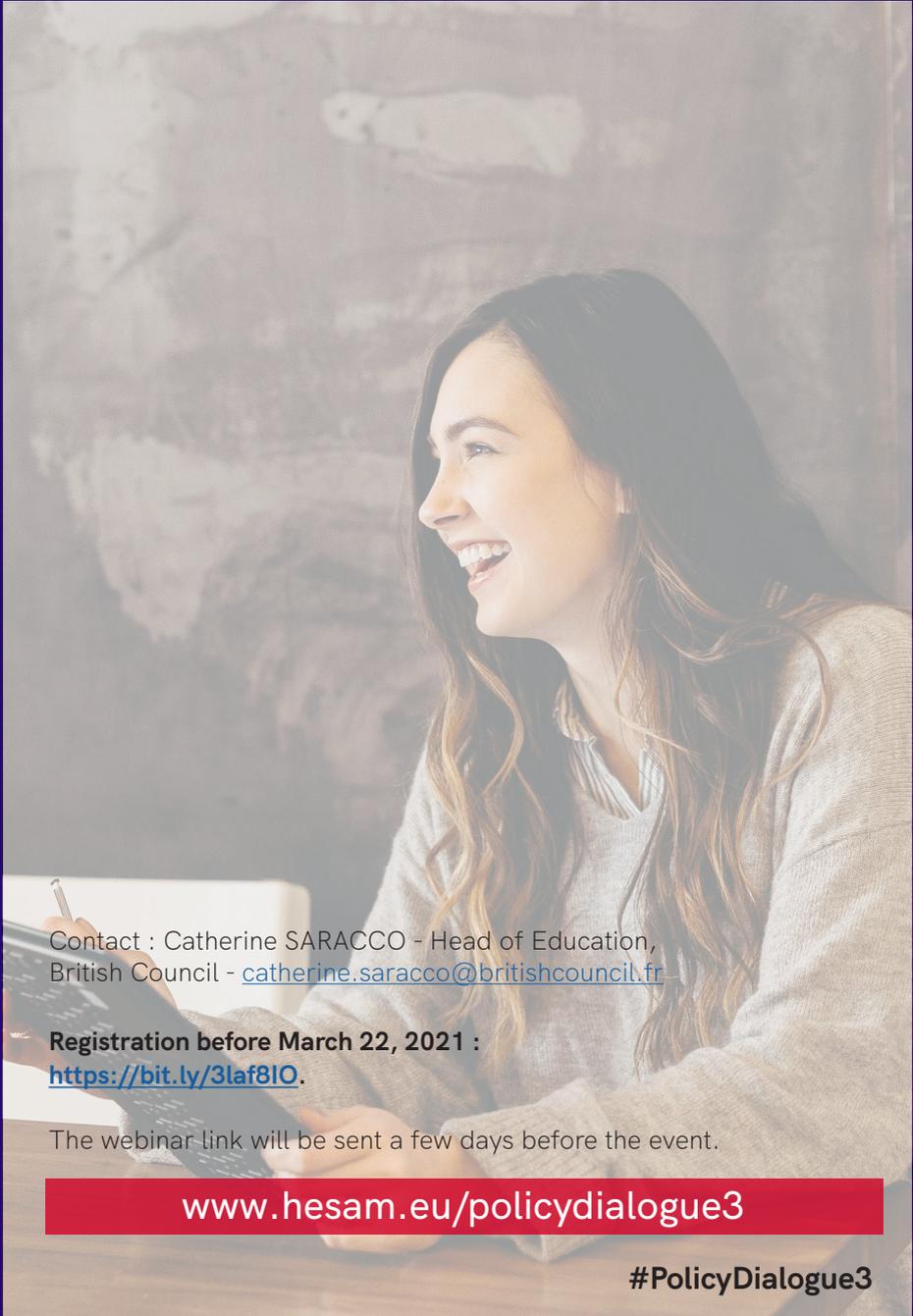
As a campaigner, Professor CORNER has championed the role of fashion as a force for innovation and change, particularly in the areas of sustainability, health and well-being. In 2009, Frances was awarded an OBE for services to fashion higher education and widening participation in arts education. Her first book *Why Fashion Matters* was published in 2014, and she writes widely on arts and design education.

### ■ Leyla NERI

Programme Director/Master of Fine Arts (MFA) in Fashion Design and the Arts, Parsons Paris



Leyla NERI is a fashion designer, anthropologist and design educator. She serves as program director at the American university The New School where she has been instrumental in developing the Fashion Design and Strategic Design & Management programs at Parsons Paris, the European branch of Parsons School of Design in New York. She is the founding director of the MFA in Fashion Design and the Arts at Parsons Paris, a master's program at the intersection of fashion, environmental and social sustainability, contemporary arts and humanities. Prior to this mission, she was the founding director of the Executive Master in Luxury Management at the Geneva School of Business Administration. She previously served as Head of Product Design Department and Director of Fashion Design at the Geneva School of Art and Design HEAD.



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**Registration before March 22, 2021 :**  
<https://bit.ly/3laf8IO>.

The webinar link will be sent a few days before the event.

[www.hesam.eu/policydialogue3](http://www.hesam.eu/policydialogue3)

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