

EUniverCities

City & university in Linköping: How to make a provincial city thrilling



Results Multilateral Peer Review Meeting Linköping (9-12 September 2013)
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1. Introduction

The city of Linköping is a prosperous and safe city, with flourishing trade and industry. Linköping is situated in one of the most environmentally sustainable regions in the world and has a number of unique qualities: a dynamic business and innovation climate, many high-tech jobs, good accessibility to beautiful natural surroundings, high levels of safety. Its young university (Linköping University, LiU, established in the 1970s) is the fifth largest in Sweden, and is located at a campus about 4 Km from the city centre.

Despite this short distance, it is almost as if the city and the university live parallel lives. Students love their time at the university but when they graduate they have few connections with the city – and leave. The “student city feel” is not strongly present in the city center. Decision makers in the city and the university realise that the connections between the city, the Science Park and the university need to be further developed to make Linköping “rock”, and remain attractive for highly skilled workers.

To make progress in this respect, in the context of the EUniverCities programme¹, Linköping hosted a 3-day peer review meeting. The session was intended to obtain views and inputs from “peers” from other cities, in order to learn from each other and help the stakeholders in Linköping to take next steps in the local support group (see the full programme in annex 3). The organising committee² asked the participants to address the following questions, related to city-university co-operation:

- How to make city & university of Linköping more attractive for young professionals
- How can the new district Vallastaden, neighbour to the university, contribute?
- What needs to be developed in terms of management collaborations between the key actors in Linköping?

During the first day of the meeting, the “peers” were informed in more detail about the state-of-the-art and current policies in Linköping, and the challenges the city and its university face. A number of local stakeholders presented their views to the audience. During the second day, the audience was split into three working groups, where each group contained a mix of foreign and local participants/stakeholders. The groups elaborated their observations and produced a series of recommendations and ideas for the city and its university.

This report contains the outcomes and results of the meeting. First, it summarizes the basic features of the city, its economy, and the relevant policy context³ (section 2). Next, section 3 gives an overview of the current collaborative efforts of city & university. Section 4 provides some more details on Vallastaden, a new flagship city development scheme that is to connect city and university, and should function as a “living lab”.

Section 5 describes observations that were made by the participants, about Linköping’s qualities, shortcomings and ambitions, with a focus on the university-city connection. Section 6 contains a number of suggestions, recommendations and relevant ideas from peer cities.

¹ The EUniverCities project unites 10 European cities and their universities that want to learn from each other in this respect. The network addresses the issue how to frame co-operation between city and university, and arrive at smart, “next-generation” forms of city-university collaboration. The core idea behind the network is that more comprehensive types of collaboration and “co-creation” will bring significant benefits for both sides, and will strengthen the position of the city as knowledge-based city.

² The meeting was organised by members of the local support group (LSG).

³ This part is partly derived from the “baselines study” made for EUniverCities, for which the author interviewed a number of stakeholders in Linköping

The results are the fruits of a combined effort of all the people who were involved in the group discussions and the presentations. The author is highly indebted to all the participants in these groups, and in particular to the other workshop leaders, Dr. Brita Hermelin (LiU), and Mr. Patrick van Geel (City of Delft), who both did an excellent job in moderating the discussions, and members of the Linköping team (Lise-Lotte Järvinen, City of Linköping, and Anders Carlsson, LiU)

2.Context: City & University

City

Linköping has almost 150,000 inhabitants. It is located in the east part of Sweden, in the province of Östergötland (about 420,000 inhabitants). Since medieval times, it has been a city of learning, with important church functions. Economically, the city is said to walk on three legs: Manufacturing/engineering, high-tech, and the university. Concerning engineering, the city is known as “Sweden’s aviation capital”, thanks to the presence of Saab – since 1937–, which produces aircraft and engines. Saab is a dominant industrial player in the region: it employs 5,000 people in Linköping. Operations include development and production, support solutions and technical maintenance of aircraft. Besides Saab, the city has several other strong and high-tech manufacturing companies. Linköping has a strong and varied high tech base, with particular strengths in clean technology and IT.

The city offers a variety of urban amenities – including an international school –, and has nice natural surroundings. Very nearby is the “sister” city of Norrköping, with about 131,000 inhabitants. The two cities work closely together in a number of fields (to be elaborated later), and Linköping University has establishments in both cities. Linköping has an airport, with frequent connections to Copenhagen and Amsterdam, and is well connected to the Swedish rail and road network.

University

Linköping University⁴ was established in the city in 1975. The local industry – with Saab as prominent player – lobbied strongly to have a university, as a source of new staff and as research partner. In the late 1960s a branch of Stockholm University was started in Linköping which later became the independent Linköping University. Currently, it has about 27,300 students (of which 19,000 in Linköping’s main campus), in a variety of disciplines. It has four faculties: Arts&Sciences, Health Sciences, Educational Sciences, and the Institute of Technology.

It employs 3,900 staff, of which 1,500 teaching staff. Roughly half of the budget is spent on education, the other halve on research. Research funding comes from public sources (50%) and external ones (50%). The “needs based” roots of the universities are still present: the university is particularly strong in applied research, and has multidisciplinary groups that tackle problems and challenges from several angles. Strong fields are (among others) material sciences, visualisation, and industrial ecology.

Linköping University is important for the city; students and university employees represent 17% of the population. The university is relatively large in relation to its “captive” regional area: it attracts many students from other parts of Sweden. The university is particularly well known as one where teaching is of very high quality; problem-based learning is the key educational approach, and employers rank graduates very highly; In Sweden, the university is known to be one where after graduation, it is easiest to find a good job.

The university’s main, large campus is located about 4 Km west of the city centre. It is a typical product of the 1970s: mono functional, and inward looking in urban planning terms. Currently, it is poorly connected to the city, but a highly ambitious new project “LinköpingsBo2016” is created to change that. Through a large investment scheme, a new urban district “Vallastaden” is to be created in the suburb of Västra Valla. It should connect

⁴ Website: <http://www.liu.se/?l=en>

the city to the university, and become an environment full of social and economic innovation, enhancing the city's attractiveness for knowledge workers.

A second location of the university can be found in and near the academic hospital (3,000 students), where the doctors and nurse teaching takes place. The university is also present in Norrköping (5,500 students). There is a large flow of students between Linköping and Norrköping; some curricula are offered at both locations. The university offers free (frequent) bus trips between the two cities.

Linköping University is welcoming international students, but numbers have decreased recently due to the Swedish law on tuition fees for non-EU-citizens. Some years back, the university had about 600 Master students from abroad. But the number of non-EU-students has dropped to 80 only. In 2011, Linköping University was No 1 in a ranking on student satisfaction of international students.

The university is in a transition stage; many of the professors that helped to build up the university from scratch, are now about to retire. A new generation is taking over, with different ideas and perceptions on attractiveness and adequate research and education environments.

Currently, the city centre of Linköping benefits only to a limited extent of the liveliness and dynamics of its large student population. Many students live at the campus and in Ryd, a suburb at some 4 km from the city centre, and spend most of their time (and money) there. Over the years, students tend to become more critical on student housing: they don't want to live in worn-out places but increasingly prefer more luxury accommodation. In response, the city is providing more luxury housing in the city. About 50% of the student residents live in dedicated student houses; the other half rent in the private market.

3. City-university co-operation: an overview

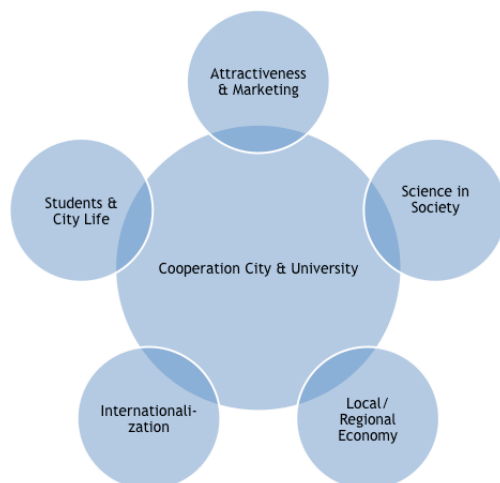
City and university co-operate intensely and very frequently in Linköping. The relations are both formal and informal and on all levels, from the very top level to more student-related relations. The political leaders of the city and the university management meet in formal sessions twice per year. They discuss common interests, exchange relevant information, and together find clues to solve problems. Many of the key city leaders are alumni of Linköping University.

Nevertheless, the need was widely felt, from both sides, to deepen the co-operation. There is an increasing competition – for students and researchers – with other attractive university cities in Sweden, and being complacent would mean losing ground, in the view of key local stakeholders. This mindset led to the establishment of a new strategy of collaboration, and the idea to create a new innovative city district next to (and to some degree integrated with) the university.

In September 2011, Linköping Municipality adopted a “strategy for co-operation with universities”, with the aim to enhance co-operation between the university and the municipal organisation (and other communities). The strategy has 5 main points. The city wants to 1) take an active role regarding student issues; 2) support R&D that is relevant for the municipality, the inhabitants, and local companies; 3) support entrepreneurship and spin-offs from the university; 4) use the academy as a source for training and development at the municipal organisation, and 5) offer the right conditions to attract students and researchers (housing, social conditions, services).

The city-university nexus covers a number of fields. Below is a list of the most important current collaboration activities in the domains as identified in the “flower model” (figure 1).

Figure 1. The flower model of city-university co-operation



Local/regional economy

- City, university and many other stakeholders in the wider region work together in the East Sweden Business Region partnership (<http://growlink.se/en/home>), to develop and attract innovative business in Östergötland. The aim is to avoid fragmentation

and create a coherent regional area with a good business climate, where innovative entrepreneurs of all sorts are supported. The university, as “trusted key player” co-ordinates the regional innovation agenda of the region (comprising 600,000 inhabitants and 40,000 firms).

Box 1. Regional co-operation in East Sweden Business Region

The university is not only committed to the city but to the wider region. In the East Sweden Business Region (ESBR), a number of regional actors join forces to create a coordinated, inclusive, and regionally-based development platform. It unites and co-ordinates a large number of publicly funded actors that are in charge of any type of business or innovation promotion. This makes life easier for entrepreneurs, start-ups or anyone with a business idea in the region: – there is no “wrong door”.

- The university has 5 “liaison offices” in the region, where SMEs are brought into contact with university knowledge and competences. Each year, 500 companies are visited to inform them about what’s going on in relevant parts of the university.
- The cities of Linköping and Norrköping are the owners of science parks: Mjärdevi Science Park (Linköping; 300 companies, 2,500 employees) and Norrköping Science Park (Norrköping; 110 firms, 800 employees) are home to successful export-oriented businesses and offer internships and work opportunities to last-year students. Links between business at the science parks and the universities are limited, however.
- New Factory (student/business case-based education and development).
- National Contact Point for the development of professional regional innovation systems (best practice) – The Innovation Office at Linköping University.
- The city sponsors chairs in some promising tech fields, including renewable energies and water supply.
- LEAD is a Business Incubator – Sweden’s largest one. It helps start-ups with growth potential; they can stay for 2.5 years in the incubator.
- CRL (Concept Realisation Laboratory). The laboratory is aimed at strengthening education, and experimental research, in some technology areas, by enhancing and maintaining a capability of producing physical demonstrators, for functional verification and model validation. It is also of high value for training the skills and craft of engineering, needed as experience, to produce science in product realisation.
- Venture Arena (matching ideas and entrepreneurs).
 - The creActive area, where students, researchers and companies can meet in a fully neutral, “logo free” and inviting setting (<http://creactive-mjardevi.se/>)
- Tandem recruitments: Attracting excellent academics and offering opportunities for accompanying partners/families.
- Other relevant joint initiatives are the Environmental Technology Centre and the Biogas Resource Centre (strong areas where research and business collaborate).

- This link offers more information on co-operation with businesses:
<http://www.liu.se/om-liu/presentation-samverkan?l=en>

Internationalization

- Both university and city see internationalisation as important, and both sides collaborate to their mutual benefit.

Student life

- The LinköpingsBo2016/Vallastaden initiative intends to develop student life in the new area (elaborated below).

Attractiveness/marketing

- The university's Innovation Office plays an important role in marketing city and region as a knowledge region.
- The LinköpingsBo2016/Vallastaden initiative (elaborated below) is a large common venture to improve the attractiveness of Linköping for students and researchers.

Science & society

A number of initiatives are taken in this domain:

- The city is a partner in the "R&D Centre in Care and Social Work" (started in 2000). In this centre, seven municipalities and university work together to innovate and improve practices in these fields, to the benefit of inhabitants that rely on the care and social sectors. The centre develops new methods (often in close partnership of users, researchers and practitioners), and helps to develop competences and skills. It frequently engages in joint projects with national and European partners. The centre has a budget basis of SEK 3.5m (to which additional project money is added); municipalities pay a membership fee. The centre is also involved in the development of Vallastaden.
- The municipal schools & education department co-operates with the university in several ways. Science cafés are held, where university researchers can meet teachers; specialist teachers at schools work with researchers in the university; teachers are incentivized to obtain a Master or a licentiate degree at Linköping University.
- There is a science centre where kids can do all sorts of experiments, to enhance their curiosity and creativity.
- The University's Centre for Municipality Studies (founded in 1997) conducts research of importance for municipalities, and offers courses, development programmes and seminars on issues such as urban management, planning, and social welfare. It is financed by 14 municipalities in the region, and has a budget of SEK 10m per annum. The research projects are set up in close co-operation with the founding municipalities.
- Vallastaden (see below) will become a living lab for researchers from Linköping University.

- On many occasions, the city uses/buys university expertise by hiring staff to consult them, conduct contract research, etc. Also, on a frequent basis, the municipality takes students as interns.

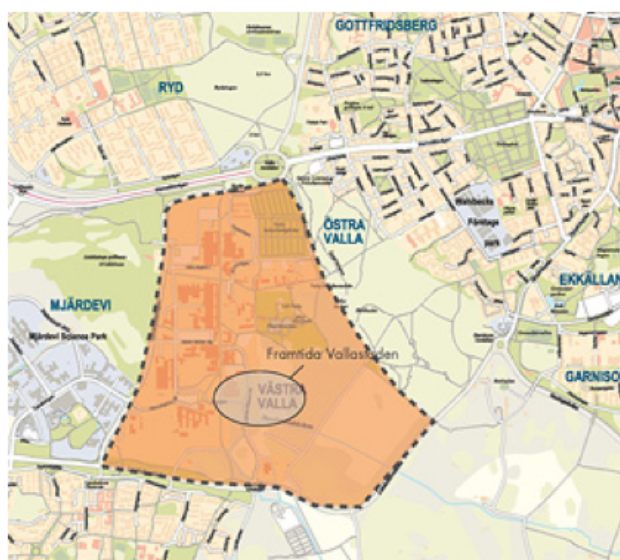
4. Flagship project: LinköpingsBo2016/Vallastaden

Project LinköpingsBo2016 is an integrated urban planning project to connect city and university, and to create an innovative environment in any respect. In the next years, the city and the university will develop an urban environment with community features, schools (including a secondary school for 600 pupils), preschools, care, retail, service, etc. inside and next to the university area. The new urban environment adds new facilities and people to the university area, which creates more buzz and liveliness at every hour of the day. The environment is built for residents (about 2,000 households) including university students, teachers, researchers and those working in the technology park and other companies and businesses in the area. In the words of the deputy mayor: “In 1975 Linköping got a university, now the university gets a city (with the name Vallastaden)”. The name was chosen after a consultation of the population.

Vallastaden will be showcased in a housing exhibition in summer 2016, where future environments for living, learning, creative communities and ecological and social sustainability will be shown. Vallastaden will be a place to see and try new solutions, an arena for the University and other stakeholders to connect research into a new urban reality.

The City of Linköping and Linköping University are the main partners in LinköpingsBo2016, but the project has a broad interaction with business, construction companies, architects and others to succeed in its high ambitions. LinköpingsBo2016 also has a mission to work with new forms of dialogue and participation in all processes of the project. Communication with the city's residents, stakeholders is a major part of the project; there have already been several brainstorming sessions with different stakeholders.

Figure 2. Vallastaden map



LinköpingsBo2016 will be of great importance to the cooperation and exchanges between the city and the university. During the project, several common arenas and forums will be required to control, manage and execute all the activities in the project. These arenas and forums are expected to impact positively on the city-university's partnership.

To achieve the ambitions of LinköpingsBo2016, all parts of the university and the city need to actively collaborate in order to find interesting and innovative solutions for tomorrow's

society. The land used to be owned by a state company (that owns the land of universities), but recently, the city bought the land. To realise the ambitions, a municipal company was created; in its board, the university has a prominent role, with two seats. The universities' Masterplan is brought in line with the plans for Vallastaden.

Vallastaden is a sizeable project: the city will invest up to €11m for the infrastructure alone; total investments in the area are expected to amount to €110m.

5. Observations of the peer review group

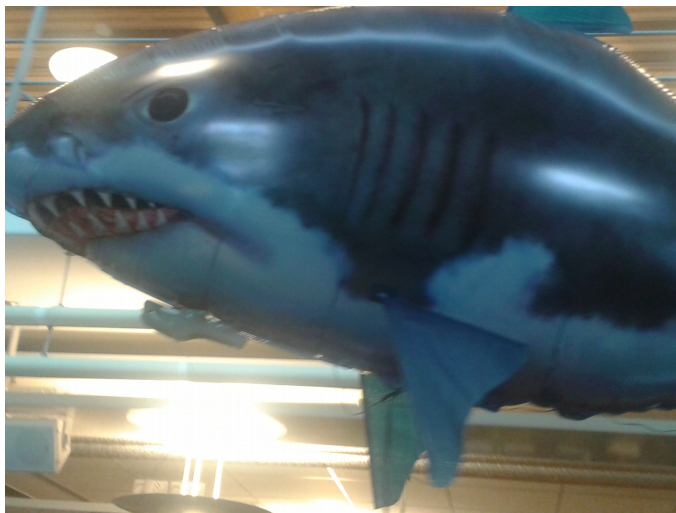
This section contains observations made by the visitors, based on the presentations held by various keynote speakers, and impressions from the excursion and bus tour.

A lot of good stuff

Linköping is in a highly favourable situation in many respects. It has an excellent university, with a strong reputation in applied research and education. Students from all over Sweden come to study here, in part because of the universities' reputation among employers. Research at the university is state-of-the-art, with clear focal points, and from a European perspective, the interaction between university and the business world is very strong. The efforts to set up a multi- and interdisciplinary research group on sustainability research are very promising and will help to put the city and the university even more firmly on the map as innovation hotbeds in these fields. Moreover, the region has a substantial high-tech business base, in principle offering a lot of employment for graduates. Also, these firms are great counterparts and partners of the university.

For students, the quality of the university is a key attractor. But also, Linköping offers an intense "study time experience" beyond the study. There is a very active student life, although most activities take place in or very near the campus (like the neighbourhood of Ryd, where most students live) and not in Linköping. Many students live in a "bubble" for some years, somewhat separated from the "normal" society, and they love it.

..Where ideas come to life...: an air floating shark in creActive, the new place where students, researchers and business can meet and develop new ideas



Moreover, for a middle-sized city, Linköping has good facilities and amenities, like concert hall, theatres, museums, leisure facilities, access to nature etc. The city is well accessible, also internationally, and the situation will improve further with the high-speed rail connection.

In terms of "orgware", it seems that city, university and other stakeholder find each other with relative ease, witness the plethora of collaborative ventures. The culture is pragmatic and not very politicised (compared to other cities in Europe), which enables long-term collaborations towards results. Innovative approaches are tried (such as the creActive room), where firms meet students and researchers in a "logo-free", open environment.

Another observation is that the city has strong growth ambitions: new plans to develop the area around the station, the riverfront, the area around the academic hospital, and Vallastaden. This reflects a spirit of optimism, dynamism and growth. An important feature seems to be the relatively high degree of regional collaboration between policy actors in the larger Eastern Gotland region. The university reaches out into the region (and especially in the neighbouring city of Norrköping where it has a main establishment), so that regional actors can make use of the university's services.

When discussing new development of Vallastaden, there was agreement among participants that Vallastaden could work well as a living lab: a test-site for many new urban innovations, where university groups can do experiments for the benefit of the city and the citizens. The fact that Vallastaden is being set up in this vein, from the beginning in close collaboration with the LiU, is very positive and likely to bear fruit.

On the downside

Next to praise, the participants also noted various weaker spots, questions marks, and scope for improvement.

The many-fold qualities of the city (and of the university) are evident for residents, students and visitors, in other words: for all those who come to the city and experience/see what is there. For the outside world however, Linköping is a relatively unknown player in Europe's urban landscape. A keynote speaker (from Ireland, originally) called Linköping a "hidden treasure". Unlike other medium-sized European cities (like for instance Leuven, Oxford, Heidelberg, to name just a few) Linköping has not yet managed to position itself as a remarkable and thriving city of science, knowledge technology and business. Stronger marketing and branding efforts would be needed to exhibit the treasure a bit more.

The city economy is strong and thriving, but Linköping is mainly strong in industrial, business-to-business industries. It does not excel in creative industries, or new (social) media business, whereas these industries appeal much more to the present generation of students.

One of the key questions was how Linköping could be more attractive for highly-skilled people. In this respect, several participants observed some sort of pre-occupation (of city officials and some university staff as well) with the question how to "keep graduates in the city". But it is a very natural tendency for students to come, study and go; many students want to see something different after graduation, and "fly out" (as one participant put it: "the best universities, like MIT or Oxford, lose almost *all* their students, and they are proud of it"). The key challenge is not to keep them but to feed them with good memories and pride for the city where they study, and to keep in touch with alumni; in a later stage in life, they may return as investors, sponsors, donors or otherwise.

There were debates about the city centre and its relation with the university and student life. Apart from some corners, it is not exactly a very thrilling, dynamic centre, there are not many student activities; the city does not "feel" like a dynamic, buzzing student city full of young people, mainly because student life takes place elsewhere; at night, the streets are quiet. As such, this does not stop Linköping from attracting students. However, it may have a downside: City attractiveness/liveliness has become a more important location factor for knowledge-based businesses and skilled people in general, and Linköping competes with other cities in this respect. The city does not capture the full potential of being a student city.

On Vallastaden, many participants doubted how this area would fulfil a bridge function to the city. It is physically connected to the campus, not the city, with the risk of giving it an "elite"

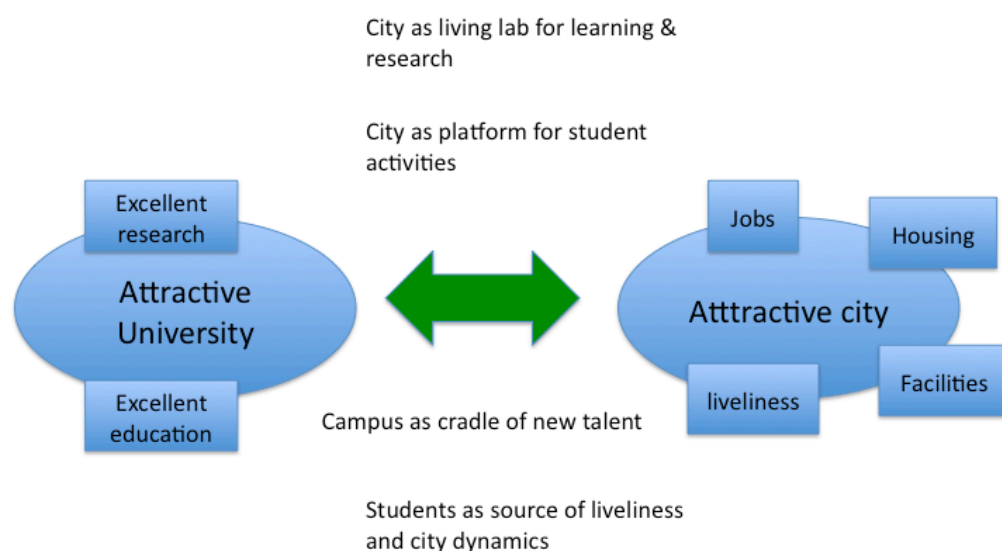
connotation from the start (contrasting with the ambitions to have a social mix). Moreover, there were doubts how attractive Vallastaden would become for knowledge workers: although it will offer quality housing and many amenities, because of its relatively small size and isolation it may not get the “city buzz” that attracts creative workers. And also, the question arose about possible contradiction between on the one hand the ambition to attract people to Vallastaden, and on the other the desire to have more liveliness and density in the inner city.

Participants were impressed by the growth ambitions and some urban planning initiatives, but the question arose to what extent there is room for “tiny ideas” coming from bottom up? In other words, to what extent are citizens, students and others empowered to co-create the city?

On the issue of city-university co-operation, it is clear that city and university recognize that they need each other; they even set up a collaboration strategy on the highest level (few cities have this). The impression was given of an almost perfect harmony between city and university, culminating in many practical collaborations. At the same time, while the interests may converge on some points, each actor also has its own agenda and ambitions too (which is all too natural), and also, “the university” actually unites a lot of different subgroups and sub-interests (research groups, education programmes, students of various kind). Some participants stressed the importance of having clarity on the issue where tensions lie, and where interests of university and city are different.

The figure below identifies a number of links between city and university: first, the city can be seen as a living lab and a “classroom”, to the benefit of both sides. Here, LiU and city already collaborate in many ways (see above). Also, the city can be a platform for student activities (all sorts of performances, demonstrations, etc.). Currently, student life takes place somewhere else, implying no positive impacts on city life (which is an attraction factor for professionals).

Figure 3. City-university linkages



6. Suggestions and recommendations

This section contains suggestions and recommendations developed by the participants during the 2nd day of the peer review. We developed ideas in the following categories: 1) develop the city as a platform for student activity; 2) co-operate in new ways for business development and talent attraction; 3) develop Vallastaden as a bridge and 4) enhance the marketing and branding strategy.

1. Develop the inner city as a platform

There are several options to develop the inner city as a platform for student activities, in order to 1) make the city benefit more from student life and 2) let students/researchers benefit from specific urban qualities. One suggestion (from the city of Delft) is to turn old buildings into places where students/researchers can develop and show prototypes of inventions. It can be interesting for the general public to see or even try out the newest innovations, and give substance to the slogan “where ideas come to life”. Another option is to facilitate “pop-up stores”, semi-temporary places for demonstration, retail, etc.

City centre as platform for student activities



A second idea is to facilitate “open urban spaces” for students to perform creative events and activities of any kind (music, theatre, cabaret, any hybrid). This would connect the rich student life of LiU with the city and the citizens, and would help to liven up the city centre. For this idea, close collaboration is needed between the event organisation agency, the city, and the many student organisations. A related suggested option is to “lure” students to the city centre by opening up study places/rooms in the city centre.

A more strategic events policy is needed to make the most of the opportunities. There is a lot of scope for temporary activities, festivals and events in the city related to the student and research strengths of Linköping. Such a strategy would ensure an alignment between practicalities (doing what, how and with whom) with a larger vision on what the inner city should and could be.

In addition, it was suggested that students could help to organize “introduction tours” for new companies or people in Linköping. This would increase their engagement for the city while contributing to the cities’ profile as city of knowledge and science, with a lively and committed student community.

It must be noted that the short time span of the peer review did not allow for a detailed account. It could be worthwhile to set up a working group to exploit the sketchy options mentioned above further.

2. Promote business development/attracting and retaining talent

Linköping is a thriving business city, the science park is performing well, and also in the wider region, there is a lot of knowledge-intensive business. Companies value the university as source of fresh skilled staff and (some) as research partner. Nevertheless, there is scope for improving the link between business and LiU. Here are some suggestions:

A first option is to find ways to open up “quality” summer jobs for LiU students. At summertime, many students leave the city for their hometown. But what if they would have a great summer job in one of Linköping’s high tech businesses? That would have several benefits: students learn from it, companies get acquainted with students in an early stage (and pick the best ones), and more students stay in Linköping during summer time, which benefits the urban economy in several respects. Also, more students might find a job in the regional industry after graduation.

A more general point is that companies in the region seem somewhat complacent concerning recruitment: They expect the university to “churn out” graduates they can use. It could make sense to have a round table in which the local/regional business community discussed with city and university about the issue of recruitment, communication and marketing; all the more because there are signals that a growing number of students don’t think that working for an industrial company is very “sexy”.

A related suggestion is to look, more in general, for an earlier engagement of business with students, not just by the end of study (as is typically the case). One example how this could work is the Handelsbanken: in a dedicated scheme, this bank employs students from their first year; the company pays the tuition fees and a (small) salary. They capture the talent in an early stage. Students learn on the job, but get sufficient time for studies; after graduation, they have not only acquired their academic qualification but also have built up a wealth of experience, and they are not burdened with a big study debt. Other firms could be encouraged to follow this example; The municipality itself (or the city- owned companies) could break the ground by employing students in comparable schemes. This would further strengthen Linköping’s profile as a place where studying at LiU gives you a big plus in the labour market.

In similar vein, it was noted that the university campus, with its concentration of highly talented young people, could become an attractor for companies. But to make it happen, a targeted strategic approach is needed. The strategy of the university of Aachen (RWTH) could serve as an example (see box 2).

Box 2 Aachen: New campus as business attractor

The RWTH campus in Aachen is the new campus concept of the University of Technology. The distinguishing feature of the campus (with a total investment of € 2 billion) is its concept, based on clustering academic institutes and companies around multi-disciplinary themes (e.g. Eco-friendly sustainable energy, photonics, bio-medical engineering, drive systems, etc). The developers hope to achieve synergies by co-locating business and academic institutes in a “sub-cluster” and nudge them towards co-operation. The sub-clusters are built on academic research strengths (multidisciplinary, with sufficient critical mass). The university created a special vehicle, the RWTH Aachen Campus GmbH, in order to realise the project. By the time of this writing, 92 firms had committed to locate at the campus. Most

of them were not located in Aachen before. The leading person behind the development of this vision is the Vice-Rector for Industry and Business Relations at RWTH; in his view, academia and business need each other to prosper and innovate, and physical proximity is a key condition for success.

Finally, internationalisation is an issue, with several aspects. It was noted that the integration of LiU's foreign students in Swedish society falls short; very few stay in Linköping and find a job in the regional labour market. Thus, the region does not capture the talent it attracts, and foregoes a lot of potential. Foreign students come to Linköping to study, and leave; most do not learn Swedish (its not necessary to complete the study successfully), which makes it hard to employ them in Swedish companies. Also, recruitment days at the university are not targeted towards foreign students. University and business sector could explore ways how to change this.

...Internationalisation is key challenge for medium sized knowledge cities



City, university and the business sector would be wise to rethink this issue, given the globalising labour market for talent and emerging labour shortages in an ageing society. A more international feel is important for the future of any knowledge city. In a practical sense, to facilitate international companies and expats, the city could consider to open a “welcome-center” that helps people and firms with paperwork and other practical/administrative issues.

3. Vallastaden Park as bridge

Vallastaden is being developed next to the campus. Many participants expressed doubts whether this development could function as physical bridge between city and university, given the remaining physical “gap” with the city that could only be filled in the very long run, despite the fact that Vallastaden could become an attractive and mixed city quarter. Vallastaden is meant to attract the creative class (among other groups), but these people usually like to be in the city-centre. The new development could be easily interpreted (by inhabitants and outsiders) as an extension of the university. In order to fulfill a bridge function, it is in need of some idea to attract other people already living in Linköping to this part of the city.

One suggestion is to develop the planned park near Vallastaden in this vein. The park could be a place where children and citizens meet science; all sorts of playful science-related

elements could be integrated in the park, and university groups can be involved in the park design. In particular, the park could become a playful showcase for key fields of expertise where LiU and Linköping stand out, like waste treatment or visualisation technology. Also, the park could be a place for all sorts of big and small events, (student) festivals etc. Thus, the park could become a place “where ideas come to life”, of surprise and unusual encounters, bringing people together who normally don’t go to the same place. If done well, the park could have appeal for all inhabitants of Linköping, not only for the new Vallastaden inhabitants. This would surely strengthen the emotional attachment of Linköping inhabitants to the university.

A precondition for this to happen is to ensure an easy and attractive access from the city centre. The short distance could be shortened, at least mentally/conceptually, by creating an adventurous nature trail through the forest that separates the city and the new park.

4. Optimise the marketing & branding strategy

Linköping was depicted as a “hidden secret”, but this can also be read as “a city that does not sell itself very well”. Some suggestions were made regarding marketing and branding.

First, more could be done to celebrate success stories (people who got very far, innovative companies, inventions), stressing the fact that they were “born in Linköping”. LiU is already doing this, highlighting successful alumni in its university magazine, but the idea could be stretched to reach Linköping citizens. That would further give substance to the slogan “where ideas come to life”: Linköping as a place where new things start, and where they are equipped to fly out (rather than stay).

Second, given the city’s qualities and the shortage of skilled staff in its business sector, the city could consider targeting alumni/professionals with families (from Sweden and abroad) in its marketing efforts. The participants saw unused potential in this respect. This would require a joint strategy process (with the involvement of companies), and a deeper analysis of target groups.

Third, city and university could engage in a joint strategy to attract branches of high-tech firms (“Aachen: be the first to pick our talent”, see box above). Having a thriving business sector, with career opportunities, is a key attractor for professional talent. Branding the city much more strongly as a thriving place to make a good career would certainly help to attract talent, not only from Sweden but also from abroad.

Annex 1 Programme of the meeting

Tuesday, 10 September

Theme: Linköping – where ideas come to life

09:00 Opening and welcome to Linköping, Paul Lindvall, City Commissioner

09:15 Expectations for the EUniverCities multilateral meeting in Linköping, Patrick van Geel, Lead Partner coordinator/Willem van Winden, Lead expert, EUniverCities project

09:30 The development of the City of Linköping, Joakim Kärnborg, CEO, City of Linköping

09:50 The city-university collaboration in Vallastaden/LinköpingsBo2016, Tommy Hultin, CEO, LinköpingExpo AB

10:10 Interaction with the audience, Brita Hermelin/ Willem van Winden

10:30 Coffee break

Theme: Reaching out from Campus

11:00 Collaboration for sustainable attraction, Anders Carlsson, Project Coordinator at LiU for Vallastaden and LiU Sustainable; Klas Gustafsson, Vice President, Tekniska Verken AB

11:45 LiU Sustainable – gathering for visibility, Jenny Palm, Professor, Dept of Thematic Studies, LiU

12:10 Interaction with the audience, Brita Hermelin/ Willem van Winden

12:30 Bus for lunch at Mjärdevi Science Park/Collegium – afternoon session at CreActive

Theme: Linköping – a permanent state of innovation

14:00 Innovation – a strong tradition in Linköping, EvaMarie Törnström, Director of Communication and Public Affairs, Mjärdevi Science Park

14:20 Growth and prosperity - The regional innovation system Jan Axelsson, MSc, PhD, Ass. Professor, Chief Strategy Officer, Manager East Sweden Business Region

14:40 City collaboration Marianne Lindh, CEO, Linköping City Samverkan AB

15:00 Interaction with the audience Brita Hermelin/ Willem van Winden

15:20 Coffee break

15:40 Reflection on the first meeting day and plans for tomorrow Willem van Winden, Lead expert

- 16:00 A guided bus tour to the hotels EvaMarie Törnström
- 17:00 A guided walking tour in the centre of Linköping Gunnar Elfström, City historian
- 18:45 Bus from the hotels to the university campus
- 19:00 Dinner at the University Club, Campus Valla hosted by Helen Dannetun, Vice-Chancellor LiU

Wednesday, 11 September

Theme: The qualities of Linköping

- 08:30 The City Hall of Linköping, registration and coffee
- 09:00 How can research contribute to the sustainability of cities and regions?, Stefan Anderberg, Professor in Industrial Ecology, LiU
- 09:20 Key note speech, Paul Bermingham, CEO, ARRIS in Sweden AB
- 09:40 Interaction with the audience, Brita Hermelin/ Willem van Winden
- 10:00 Peer Review session, part I (coffee break included), Willem van Winden, Lead expert
- 12:15 Poster session: preparing posters on ULSG development, Willem van Winden, Lead expert + five delegations
- 12:30 Lunch at First Hotel Linköping
- 13:30 Peer Review session, part II (coffee break included), Willem van Winden, Lead expert
- 16:30 Three poster presentations on ULSG development, Willem van Winden, Lead expert + three delegations
- 17:00 Reflection on the second meeting day and plans for tomorrow, Willem van Winden, Lead expert
- 18:45 Get together in the hotel lobby, a short walk to the dinner
- 19:00 Dinner at Östergötlands Museum, Restaurant Hagdahls Kök

Thursday, 12 September

On the last day the results of the group sessions will be presented. Furthermore the coordinators of the EUniverCities URBACT project will gather to discuss issues related to the project.

- 08:30 City Hall of Linköping, registration and coffee
- 09:00 Presentation of results from the Peer Review sessions and discussions and end of the Multilateral Meeting in Linköping, Willem van Winden, Lead expert

09:45 Two poster presentations on USLG development, Willem van Winden, Lead expert + two delegations

10:15 Coffee break

10:45 URBACT session:

- Discussion about ULSG and LAP (in general)
- Feedback URBACT Summer University
- Administrative issues: End of first reporting period
- Upcoming events: Aveiro, Lublin (?)
- National training seminars

Patrick van Geel, Lead Partner coordinator and Lise-Lotte W Järvinen, Coordinator, City of Linköping

12:15 End of the programme – closing remarks, Patrick van Geel/Lise-Lotte W Järvinen

12:30 Light lunch in the City Hall,

Departure to the airport, central station etc.

URBACT II

URBACT is a European exchange and learning programme promoting sustainable urban development.

It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants

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