

# **Appendix 1. Skolkovo Institute of Science and Technology:**

## **Learning Outcomes Framework for Science, Engineering and Innovation Leadership.**

### **1. DISCIPLINARY KNOWLEDGE AND REASONING**

*UNESCO PILLAR: LEARNING TO KNOW*

#### **1.1 KNOWLEDGE OF MATHEMATICS AND SCIENCES**

#### **1.2 KNOWLEDGE OF APPLIED SCIENCE AND ENGINEERING SCIENCE**

#### **1.3 KNOWLEDGE OF INNOVATION AND ENTREPRENEURSHIP**

#### **1.4 INTERDISCIPLINARY THINKING, KNOWLEDGE STRUCTURE AND INTEGRATION**

#### **1.5 KNOWLEDGE AND USE OF CONTEMPORARY METHODS AND TOOLS**

### **2. PERSONAL ATTRIBUTES – THINKING, BELIEFS AND VALUES**

*UNESCO PILLAR: LEARNING TO BE*

#### **2.1 COGNITION AND MODES OF REASONING**

- Analytical reasoning and problem solving
- System thinking
- Creative thinking
- Decision making (with ambiguity, urgency etc)
- Critical thinking and meta-cognition

#### **2.2 ATTITUDES AND LEARNING**

- Initiative and the willingness to take appropriate risks
- Willingness to make decisions in the face of uncertainty
- Responsibility, intensity, perseverance, urgency and will to deliver
- Resourcefulness, flexibility and an ability to adapt
- Self-awareness and a commitment to self-improvement, lifelong learning and educating

#### **2.3 ETHICS, EQUITY AND OTHER RESPONSIBILITIES**

- Ethical action, integrity and courage
- Social responsibility
- Equity and diversity
- Trust and loyalty
- Proactive vision and intention in life

### **3. RELATING TO OTHERS – COMMUNICATION AND COLLABORATION**

*UNESCO PILLAR: LEARNING TO WORK WITH OTHERS*

#### **3.1 COMMUNICATIONS**

- Communications strategy and structure
- Written, electronic and graphical communication
- Oral presentation and discussion
- Inquiry, listening and dialogue

#### **3.2 COMMUNICATIONS IN INTERNATIONAL ENVIRONMENTS**

- Communications in English in scientific, business and social settings
- Effective interaction in different cultural and international settings

#### **3.3 TEAMWORK**

- Forming effective teams
- Team operations and project management
- Team coordination, decision-making and leadership
- Team growth and evolution
- Technical and multidisciplinary teaming

#### **3.4 COLLABORATION AND CHANGE**

- Establishing diverse connections and networking
- Appreciating different roles, perspectives and interests
- Negotiation and conflict resolution
- Advocacy
- Bringing about intentional change

### **4. LEADING THE INNOVATION PROCESS**

*UNESCO PILLAR: LEARNING TO DO*

#### **4.1 MAKING SENSE OF GLOBAL SOCIETAL, ENVIRONMENTAL AND BUSINESS CONTEXT**

- Appreciating the potential and limitations of science and technology, their role in society and society's role in their evolution
- Taking responsibility for sustainable development, including social, economic, environmental and work environment aspects
- Understanding the technical products, systems and infrastructure of the sector
- Understanding the enterprise – culture, stakeholders, strategy and goals
- Understanding the business context – markets, policy and ecosystem of the sector

#### **4.2 VISIONING – INVENTING NEW TECHNOLOGIES THROUGH RESEARCH**

- The research process – hypothesis, evidence and defense
- Basic research leading to new scientific discovery
- Research aimed at developing new technologies
- Imagining utility of new science and technology
- Developing concepts and reducing to practice

#### **4.3 VISIONING – CONCEIVING AND DESIGNING SUSTAINABLE SYSTEMS**

- Identifying stakeholders need and wants
- Identifying and formulating objectives and goals
- Conceiving and architecting products and services around new technologies and identifying their impact
- Disciplinary and multidisciplinary design for sustainability, safety, aesthetics, operability and other objectives
- Understanding the technical context and ecosystem of the product or service
- Design process management, including planning, project judgment and effective decision-making

#### **4.4 DELIVERING ON THE VISION – IMPLEMENTING AND OPERATING**

- Designing and optimizing sustainable and safe implementation and operations
- Manufacturing and supply chain operations
- Supporting the system life cycle including evolution and disposal
- Implementation and operations management

#### **4.5 DELIVERING ON THE VISION –**

##### **ENTREPRENEURSHIP AND ENTERPRISE**

- New venture conceptualization and creation
- Financing product development and new ventures
- Building and leading an organization and extended organization
- Initiating engineering and development processes
- Selling, marketing and distributing products and services
- Understanding the value chain – the innovation system, networks and infrastructure
- Managing intellectual property and respecting the legal process