Call: ERASMUS-EDU-2023-EUR-UNIV
(European Universities)

Topic: ERASMUS-EDU-2023-EUR-UNIV-1

Type of Action: ERASMUS-LS
(ERASMUS Lump Sum Grants)

Proposal number: 101124639

Proposal acronym: CU2030

Type of Model Grant Agreement: ERASMUS Lump Sum Grant

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This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

1 - General information

Field(s) marked * are mandatory to fill.

Topic	ERASMUS-EDU-2023-EUR-UNIV-1	Type of Action	ERASMUS-LS
Call	ERASMUS-EDU-2023-EUR-UNIV	Type of Model Grant Agreement	ERASMUS-AG-LS

Acronym: CU2030

Language: English

Proposal title: Circle U. 2030

Note that for technical reasons, the following characters are not accepted in the Proposal Title and will be removed: < > " &

Duration in months: *48*

Free keywords: *European Universities, Circle U. alliance, Higher Education, Research, Innovation, Transnational cooperation, University, Mobility, Inclusion, Climate, Democracy, Global Health*

How will your project contribute to the Priorities of the European Commission?

Please select at least one Priority or “not applicable”. For each Priority selected, indicate also at least one Domain and at least one Policy Area.
Visit the EC website https://ec.europa.eu/info/strategy/priorities-2019-2024_en for more information.

(●) Priorities are applicable ( ) Priorities are not applicable

1	**Priority:** 1 - A European Green Deal **Domain:** D-1-1 - Climate change **Policy area:** P-1-4 - Climate action
2	**Priority:** 1 - A European Green Deal **Domain:** D-1-1 - Climate change **Policy area:** P-1-8 - Sustainable mobility
3	**Priority:** 2 - A Europe fit for the digital age **Domain:** D-2-2 - Empowering people through education and skills **Policy area:** P-2-5 - The right environment for digital networks and services
4	**Priority:** 2 - A Europe fit for the digital age **Domain:** D-2-2 - Empowering people through education and skills **Policy area:** P-2-3 - Economy and Society
5	**Priority:** 3 - An economy that works for people **Domain:** D-3-5 - A union of equality **Policy area:** P-3-2 - Boosting jobs
6	**Priority:** 3 - An economy that works for people **Domain:** D-3-4 - Europe's social pillar **Policy area:** P-3-6 - Youth employment

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7	**Priority:** 4 - A stronger Europe in the world **Domain:** D-4-1 - The EU unique brand of responsible global leadership **Policy area:** P-4-2 - EU enlargement
8	**Priority:** 4 - A stronger Europe in the world **Domain:** D-4-1 - The EU unique brand of responsible global leadership **Policy area:** P-4-6 - International cooperation and development
9	**Priority:** 5 - Promoting our European way of life **Domain:** D-5-1 - Upholding the rule of law **Policy area:** P-5-2 - Fundamental rights
10	**Priority:** 6 - A new push for European democracy **Domain:** D-6-2 - A greater say for Europeans **Policy area:** P-6-1 - Future of Europe
11	**Priority:** 6 - A new push for European democracy **Domain:** D-6-2 - A greater say for Europeans **Policy area:** P-6-2 - Have your say on Commission initiatives
12	**Priority:** 6 - A new push for European democracy **Domain:** D-6-6 - Protecting our democracy **Policy area:** P-6-1 - Future of Europe
13	**Priority:** 6 - A new push for European democracy **Domain:** D-6-1 - Our democracy **Policy area:** P-6-1 - Future of Europe
14	**Priority:** 5 - Promoting our European way of life **Domain:** D-5-1 - Upholding the rule of law **Policy area:** P-5-4 - Migration

Abstract

Circle U. (CU) is an interdisciplinary alliance of nine like-minded, comprehensive and research-intensive universities. Through our Knowledge Hubs focusing on priority themes – climate, democracy and global health – we are providing outstanding education, research and innovation to contribute to more sustainable, democratic and healthier societies.In the pilot phase, we have established the essential conditions and infrastructure to fulfil our vision and mission. In the upcoming project, we will scale up our collaboration and develop new platforms and tools, using the full potential of digital and blended learning formats to foster the seamless mobility of an unprecedented number of students and staff across the alliance. CU is growing into a sustainable and inclusive European University. CU intends to scale up our commitment to inclusion by providing open educational opportunities accessible to students and learners from diverse backgrounds at every stage of their lives. International exchange and exposure, intercultural awareness and multilingualism are hallmarks of our educational initiatives, reflecting fundamental European values. Within our joint ecosystem, CU will provide trans- and interdisciplinary teaching and lifelong learning opportunities. We will co-develop several flagship initiatives such as Master's and PhD joint programmes, joint courses, summer schools, challenge-based learning opportunities, micro-credentials and other open, short-term and blended activities. Through these opportunities, CU will expand collaboration with associated partners including R&I organisations, public authorities, hospitals, NGOs and thus support student innovation and entrepreneurship to develop solutions for pressing societal challenges. Together, we are building an inclusive, sustainable, open, interdisciplinary and research-based alliance that provides outstanding opportunities to empower students, staff and researchers to contribute to a more sustainable future.

Remaining characters 5

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Has this proposal (or a very similar one) been submitted in the past 2 years in response to a call for proposals under any EU programme, including the current call?	○ Yes ◉ No

Please give the proposal reference or contract number.
Previously submitted proposals should be with either 6 or 9 digits.

Declarations

Field(s) marked * are mandatory to fill.

1) We declare to have the explicit consent of all applicants on their participation and on the content of this proposal. * ☒

2) We confirm that the information contained in this proposal is correct and complete and that none of the project activities have started before the proposal was submitted (unless explicitly authorised in the call conditions). ☒

3) We declare:
- to be fully compliant with the eligibility criteria set out in the call
- not to be subject to any exclusion grounds under the EU Financial Regulation 2018/1046
- to have the financial and operational capacity to carry out the proposed project. ☒

4) We acknowledge that all communication will be made through the Funding & Tenders Portal electronic exchange system and that access and use of this system is subject to the Funding & Tenders Portal Terms and Conditions. ☒

5) We have read, understood and accepted the Funding & Tenders Portal Terms & Conditions and Privacy Statement that set out the conditions of use of the Portal and the scope, purposes, retention periods, etc. for the processing of personal data of all data subjects whose data we communicate for the purpose of the application, evaluation, award and subsequent management of our grant, prizes and contracts (including financial transactions and audits). ☒

The coordinator is only responsible for the information relating to their own organisation. Each applicant remains responsible for the information declared for their organisation. If the proposal is retained for EU funding, they will all be required to sign a declaration of honour.

False statements or incorrect information may lead to administrative sanctions under the EU Financial Regulation.

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2 - Participants

List of participating organisations

#	Participating Organisation Legal Name	Country	Role	Action
1	UNIVERSITETET I OSLO	NO	Coordinator	
2	AARHUS UNIVERSITET	DK	Partner	
3	HUMBOLDT-UNIVERSITAET ZU BERLIN	DE	Partner	
4	UNIVERSITE PARIS CITE	FR	Partner	
5	UNIVERZITET U BEOGRADU	RS	Partner	
6	UNIVERSITE CATHOLIQUE DE LOUVAIN	BE	Partner	
7	UNIVERSITA DI PISA	IT	Partner	
8	UNIVERSITAT WIEN	AT	Partner	
9	Circle U. AISBL	BE	Partner	
10	AARHUS UNIVERSITETSHOSPITAL	DK	Associated	
11	City of Aarhus	DK	Associated	
12	Constructive Journalism Institute	DK	Associated	
13	Folkeuniversitetet i Århus	DK	Associated	
14	De Studerendes Hus i Aarhus	DK	Associated	
15	CENTRE MARC BLOCH EV - DEUTSCH-FRANZOSISCHES FO	DE	Associated	
16	DEUTSCH FRANZOESISCHE HOCHSCHULE	DE	Associated	
17	HUMBOLDT-INNOVATION GmbH	DE	Associated	
18	MUSEUM FUR NATURKUNDE - LEIBNIZ-INSTITUT FUR EVO	DE	Associated	
19	Centre d'Entreprises et d'Innovation de Louvain-La-Neuve	BE	Associated	
20	CHU UCL Namur ASBL	BE	Associated	
21	CLINIQUE UNIVERSITAIRE SAINT-LUC ASBL	BE	Associated	

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#	Participating Organisation Legal Name	Country	Role	Action
22	LOUVAIN COOPERATION AU DEVELOPPEMENT ASBL	BE	Associated	
23	VEREIN ZUR FOERDERUNG ASSISTIERENDER TECHNOLOGI	AT	Associated	
24	ASSOCIAZIONE CIMEA	IT	Associated	
25	COMUNE DI PISA	IT	Associated	
26	CONSIGLIO NAZIONALE DELLE RICERCHE	IT	Associated	
27	AZIENDA OSPEDALIERO UNIVERSITARIA PISANA	IT	Associated	
28	POLO NAVACCHIO SPA	IT	Associated	
29	GeoSphere Austria - Bundesanstalt für Geologie, Geophys	AT	Associated	
30	AustrianStartups - Verein zur Förderung von Entrepreneur	AT	Associated	
31	INTERNATIONALES INSTITUT FUER ANGEWANDTE SYSTEM	AT	Associated	
32	NATURHISTORISCHES MUSEUM	AT	Associated	
33	ASSISTANCE PUBLIQUE HOPITAUX DE PARIS	FR	Associated	
34	City of Paris	FR	Associated	
35	region ile de france	FR	Associated	
36	INSTITUT PASTEUR	FR	Associated	
37	PASTEUR NETWORK	FR	Associated	
38	City of Oslo	NO	Associated	
39	Nobel Peace Prize - Research & Information	NO	Associated	
40	OSLO UNIVERSITETSSYKEHUS HF	NO	Associated	
41	KLINICKI CENTAR SRBIJE	RS	Associated	
42	Innovation Fund	RS	Associated	
43	MINISTARSTVO PROSVETE, NAUKE I TEHNOLOSKOG RAZV	RS	Associated	
44	Science Technology Park Belgrade LLC	RS	Associated	
45	COIMBRA GROUP ASBL	BE	Associated	

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#	Participating Organisation Legal Name	Country	Role	Action
46	The Guild of European Research-Intensive Universities	BE	Associated	
47	International Association of Universities (IAU)	FR	Associated	
48	KING'S COLLEGE LONDON	UK	Associated	

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organisation data

PIC	Legal name
999975814	*UNIVERSITETET I OSLO*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*N OSLO01*	*31-12-2029*

Short name: UNIVERSITY OF OSLO

Address

Street PROBLEMVEIEN 5-7

Town OSLO

Postcode 0313

Country Norway

Webpage www.uio.no

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	31/08/2022 - no
SME self-assessment	unknown
SME validation sme	20/05/2008 - no

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Proposal ID **101124639**

Acronym **CU2030**

Short name **UNIVERSITY OF OSLO**

Departments carrying out the proposed work

Department 1

Department name: Department of Education Services ☐ not applicable

☐ Same as proposing organisation's address

Street: Problemveien 7

Town: Oslo

Postcode: 0313

Country: Norway

Links with other participants

Type of link	Participant

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Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **UNIVERSITY OF OSLO**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title Prof. Gender ○ Woman ◉ Man ○ Non Binary

First name **Bjørn** Last name **Stensaker**

E-Mail **bjorn.stensaker@admin.uio.no**

Position in org. Vice-Rector for Education

Department University Leadership Team ☐ Same as organisation name

☐ Same as proposing organisation's address

Street Problemveien 7

Town Oslo Post code 0316

Country Norway

Website https://www.uio.no/english/people/leadership-team/bjorste/index.h

Phone 0047 99707913 Phone 2 0047 22844472

Other contact persons

First Name	Last Name	E-mail	Phone
Magnus	Seierstad	magnus.seierstad@medisin.uio.no	*+4798180886*
Mette	Oftebro	m.k.oftebro@admin.uio.no	*0047 99550113*
Hanna	Ekeli	hanna.ekeli@admin.uio.no	*0047 99001817*
Sjur	Rynningen Bie-Lorentzen	s.r.bie-lorentzen@admin.uio.no	*+xxx xxxxxxxxx*

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Proposal ID **101124639**

Acronym **CU2030**

Short name **AU**

PIC	Legal name
999997736	*AARHUS UNIVERSITET*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*DK ARHUS01*	*31-12-2029*

Short name: AU

Address

Street NORDRE RINGGADE 1

Town AARHUS C

Postcode 8000

Country Denmark

Webpage www.au.dk

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	26/08/2022 - no
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: Rector's Office ☐ not applicable

☐ Same as proposing organisation's address

Street: Ndr. Ringgade 1

Town: Aarhus C

Postcode: 8000

Country: Denmark

Links with other participants

Type of link	Participant

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Proposal ID **101124639**

Acronym **CU2030**

Short name **AU**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title Prof. Gender (•) Woman ( ) Man ( ) Non Binary

First name **Berit** Last name **Eika**

E-Mail **be@au.dk**

Position in org. Pro-Rector

Department Rector's Office ☐ Same as organisation name

☐ Same as proposing organisation's address

Street Ndr. Ringgade 1

Town Aarhus C Post code 8000

Country Norway

Website https://pure.au.dk/portal/en/persons/berit-eika(d690fb4c-fc8a-4e8

Phone +4528992463 *Phone 2* *+xxx xxxxxxxxx*

Other contact persons

First Name	Last Name	E-mail	Phone
Grith Thagaard	Loft	gtl@au.dk	*+4527782860*
Maud Christina	Christensen	maud.christensen@au.dk	*+4587152302*

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Proposal ID **101124639**

Acronym **CU2030**

Short name **UBER**

PIC	Legal name
999850781	*HUMBOLDT-UNIVERSITAET ZU BERLIN*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*D BERLIN13*	*31-12-2029*

Short name: UBER

Address

Street UNTER DEN LINDEN 6

Town BERLIN

Postcode 10099

Country Germany

Webpage www.hu-berlin.de

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	12/07/2007 - no
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: International Department ☐ not applicable

☒ Same as proposing organisation's address

Street: UNTER DEN LINDEN 6

Town: BERLIN

Postcode: 10099

Country: Germany

Links with other participants

Type of link	Participant

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Proposal ID **101124639**

Acronym **CU2030**

Short name **UBER**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title Dr

Gender ◯ Woman ◉ Man ◯ Non Binary

First name **Yoan**

Last name **Vilain**

E-Mail **yoan.vilain@hu-berlin.de**

Position in org. Director of the International Department

Department International Department ☐ Same as organisation name

☒ Same as proposing organisation's address

Street UNTER DEN LINDEN 6

Town BERLIN

Post code 10099

Country Germany

Website https://www.international.hu-berlin.de/en

Phone +49 30 2093 20080

Phone 2 *+xxx xxxxxxxxx*

Other contact persons

First Name	Last Name	E-mail	Phone
Klaus	Wiehl	klaus.wiehl@hu-berlin.de	*+49 30 2093 46713*
Ina	Dieckmann	ina.dieckmann@hu-berlin.de	*+49 30 2093 12943*

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Proposal ID **101124639**

Acronym **CU2030**

Short name **UP**

PIC	Legal name
897691060	*UNIVERSITE PARIS CITE*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*F PARIS482*	*31-12-2029*

Short name: UP

Address

Street 85 BD SAINT GERMAIN

Town PARIS

Postcode 75006

Country France

Webpage https://u-paris.fr/

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: Strategy and International Relations office (SRI) ☐ not applicable

☐ Same as proposing organisation's address

Street: 85 boulevard Saint Germain

Town: Paris

Postcode: 75006

Country: France

Links with other participants

Type of link	Participant

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Proposal ID **101124639**

Acronym **CU2030**

Short name **UP**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title _____ Gender ○ Woman ◉ Man ○ Non Binary

First name **Antoine** Last name **Cazé**

E-Mail **antoine.caze@u-paris.fr**

Position in org. VP International

Department Presidency ☐ Same as organisation name

☒ Same as proposing organisation's address

Street 85 BD SAINT GERMAIN

Town PARIS Post code 75006

Country France

Website https://u-paris.fr/en/

Phone *+xxx xxxxxxxxx* *Phone 2* *+xxx xxxxxxxxx*

Other contact persons

First Name	Last Name	E-mail	Phone
Cécile	Leclercq	cecile.leclercq@u-paris.fr	*+xxx xxxxxxxxx*
Samira	Ben Touhami	samira.bentouhami@u-paris.fr	*+xxx xxxxxxxxx*

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Proposal ID **101124639**

Acronym **CU2030**

Short name **Univerzitet u Beogradu**

PIC	Legal name
999641843	*UNIVERZITET U BEOGRADU*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*RS BELGRAD02*	*31-12-2029*

Short name: Univerzitet u Beogradu

Address

Street STUDENTSKI TRG 1

Town BEOGRAD

Postcode 11000

Country Serbia

Webpage http://www.bg.ac.rs/en/index.php

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	19/04/2001 - no
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: Rector's office ☐ not applicable

☒ Same as proposing organisation's address

Street: STUDENTSKI TRG 1

Town: BEOGRAD

Postcode: 11000

Country: Serbia

Links with other participants

Type of link	Participant

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Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Univerzitet u Beogradu**

Main contact person

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Title Prof.

Gender ◯ Woman ◉ Man ◯ Non Binary

First name **Vladan**

Last name **Djokic**

E-Mail **vladan.djokic@rect.bg.ac.rs**

Position in org. Rector

Department UNIVERZITET U BEOGRADU ☒ Same as organisation name

☒ Same as proposing organisation's address

Street STUDENTSKI TRG 1

Town BEOGRAD

Post code 11000

Country Serbia

Website www.bg.ac.rs

Phone +381113207401

Phone 2 +381113207402

Other contact persons

First Name	Last Name	E-mail	Phone
Nikola	Savic	nikola.savic@rect.bg.ac.rs	*+381113207496*
Zorica	Vujic	zorica.vujic@rect.bg.ac.rs	*+381113207402*

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Proposal ID **101124639**

Acronym **CU2030**

Short name **UCL**

PIC	Legal name
999980664	*UNIVERSITE CATHOLIQUE DE LOUVAIN*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*B LOUVAIN01*	*31-12-2029*

Short name: UCL

Address

Street PLACE DE L UNIVERSITE 1

Town LOUVAIN LA NEUVE

Postcode 1348

Country Belgium

Webpage www.uclouvain.be

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	09/08/2022 - no
SME self-assessment	unknown
SME validation sme	13/01/2009 - no

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Departments carrying out the proposed work

No department involved

Department name *Name of the department/institute carrying out the work.* ☒ not applicable

☐ Same as proposing organisation's address

Street *Please enter street name and number.*

Town *Please enter the name of the town.*

Postcode *Area code.*

Country *Please select a country*

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

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Proposal ID **101124639**

Acronym **CU2030**

Short name **UCL**

Main contact person

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Title

Gender ◉ Woman ○ Man ○ Non Binary

First name **Dana** Last name **Samson**

E-Mail **dana.samson@uclouvain.be**

Position in org. Pro-Rector for International Affairs

Department Rector Office ☐ Same as organisation name

☒ Same as proposing organisation's address

Street PLACE DE L UNIVERSITE 1

Town LOUVAIN LA NEUVE Post code 1348

Country Belgium

Website www.uclouvain.be

Phone 0032(0)10 47 88 16 *Phone 2* *+xxx xxxxxxxxx*

Other contact persons

First Name	Last Name	E-mail	Phone
Annie	Ndaya-Kabundi	annie.ndaya@uclouvain.be	*0032(0)10 47 24 75*
Emilie	Vilcot	emilie.vilcot@uclouvain.be	*0032(0)10 47 88 72*

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **UNIPI**

PIC	Legal name
999862712	*UNIVERSITA DI PISA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*I PISA01*	*31-12-2029*

Short name: UNIPI

Address

Street LUNGARNO PACINOTTI 43/44

Town PISA

Postcode 56126

Country Italy

Webpage www.unipi.it

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	15/02/2022 - no
SME self-assessment	15/02/2022 - no
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Cooperation Unit ☐ not applicable

☐ Same as proposing organisation's address

Street: Piazza Torricelli 4

Town: Pisa

Postcode: 56126

Country: Italy

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **UNIPI**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title Prof.

Gender ◯ Woman ◉ Man ◯ Non Binary

First name **Giovanni Federico**

Last name **Gronchi**

E-Mail **giovanni.federico.gronchi@unipi.it**

Position in org. Vice rector for Cooperation and International Relations

Department UNIVERSITA DI PISA ☒ Same as organisation name

☒ Same as proposing organisation's address

Street LUNGARNO PACINOTTI 43/44

Town PISA

Post code 56126

Country Italy

Website www.unipi.it

Phone +393207226499

Phone 2 *+xxx xxxxxxxxx*

Other contact persons

First Name	Last Name	E-mail	Phone
Paola	Cappellini	pisa@circle-u.eu	*+39 050 2212380*
Martina	Calamusa	martina.calamusa@unipi.it	*+39 050 2212259*
Mauro	Bellandi	ricercaeuropea@unipi.it	*+39 050 2212594*

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **UNIVIE**

PIC	Legal name
999866883	*UNIVERSITAT WIEN*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*A WIEN01*	*31-12-2029*

Short name: UNIVIE

Address

Street UNIVERSITATSRING 1

Town WIEN

Postcode 1010

Country Austria

Webpage www.univie.ac.at

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	27/07/2021 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: UNIVERSITATSRING 1

Town: WIEN

Postcode: 1010

Country: Austria

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **UNIVIE**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title Dr

Gender ◉ Woman ○ Man ○ Non Binary

First name **Barbara**

Last name **Good**

E-Mail **barbara.good@univie.ac.at**

Position in org. Head of International Office

Department International Office

☐ Same as organisation name

☒ Same as proposing organisation's address

Street UNIVERSITATSRING 1

Town WIEN

Post code 1010

Country Austria

Website https://international.univie.ac.at/en/about-us/team/#c887556

Phone +43 1-4277-18216

Phone 2 *+xxx xxxxxxxxx*

Other contact persons

First Name	Last Name	E-mail	Phone
Viktoria	Menczel	viktoria.menczel@univie.ac.at	*+43 1-4277-18255*
Katy	Burgess	katy.burgess@univie.ac.at	*+43 1-4277-18221*

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Circle U. (European University Alliance)**

PIC	Legal name
884663378	*Circle U. AISBL*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: Circle U. (European University Alliance)

Address

Street Place de l'Université 1

Town Louvain-la-Neuve

Postcode 1348

Country Belgium

Webpage https://www.circle-u.eu

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	11/10/2022 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **Circle U. (European University Alliance)**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Place de l'Université 1

Town: Louvain-la-Neuve

Postcode: 1348

Country: Belgium

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Circle U. (European University Alliance)**

Main contact person

The name and e-mail of contact persons are read-only in the administrative form, only additional details can be edited here. To give access rights and basic contact details of contact persons, please go back to step - Manage your related parties of the submission wizard and save the changes.

Title Mr

Gender ◯ Woman ◉ Man ◯ Non Binary

First name **Kevin**

Last name **Guillaume**

E-Mail **secgen@circle-u.eu**

Position in org. Secretary General

Department Circle U. AISBL ☒ Same as organisation name

☒ Same as proposing organisation's address

Street Place de l'Université 1

Town Louvain-la-Neuve

Post code 1348

Country Belgium

Website https://www.circle-u.eu/

Phone +32476606972

Phone 2 *+xxx xxxxxxxxx*

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **AUH**

PIC	Legal name
999643880	*AARHUS UNIVERSITETSHOSPITAL*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: AUH

Address

Street PALLE JUUL-JENSENS BOULEVARD 99

Town AARHUS

Postcode 8200

Country Denmark

Webpage www.auh.dk

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	01/01/2004 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **AUH**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: PALLE JUUL-JENSENS BOULEVARD 99

Town: AARHUS

Postcode: 8200

Country: Denmark

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **City of Aarhus**

PIC	Legal name
951277934	*City of Aarhus*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: City of Aarhus

Address

Street Soeren Frichs Vej 36

Town Aabyhoej

Postcode 8230

Country Denmark

Webpage www.aarhus.dk

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Soeren Frichs Vej 36

Town: Aabyhoej

Postcode: 8230

Country: Denmark

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Constructive Journalism Institute**

PIC	Legal name
900946283	*Constructive Journalism Institute*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: Constructive Journalism Institute

Address

Street	Bartholins Alle 16
Town	Aarhus C
Postcode	8000
Country	Denmark
Webpage	

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	no
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Bartholins Alle 16

Town: Aarhus C

Postcode: 8000

Country: Denmark

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Folkeuniversitetet i Århus**

PIC	Legal name
948391408	*Folkeuniversitetet i Århus*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: Folkeuniversitetet i Århus

Address

Street	Skt. Clemens Stræde 1
Town	Aarhus C
Postcode	8000
Country	Denmark
Webpage	www.fuau.dk

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Skt. Clemens Stræde 1

Town: Aarhus C

Postcode: 8000

Country: Denmark

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Studenterhus AArhus**

PIC	Legal name
908824332	*De Studerendes Hus i Aarhus*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: Studenterhus AArhus

Address

Street Nordre Ringgade 3

Town Aarhus

Postcode 8000

Country Denmark

Webpage www.studenterhusaarhus.dk/

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Nordre Ringgade 3

Town: Aarhus

Postcode: 8000

Country: Denmark

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CENTRE MARC BLOCH EV - DEUTSCH-FRANZO**

PIC	Legal name
911073180	*CENTRE MARC BLOCH EV - DEUTSCH-FRANZOSISCHES FORSCHUNGSZENTRUM FUR SOZIALWISSENSCHAFTEN EV*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CENTRE MARC BLOCH EV - DEUTSCH-FRANZOSISCHES FORSCHUNGSZENTRUM FUR SOZIALWISSENSCHAFTEN EV

Street FRIEDRICHSTR. 191

Town BERLIN

Postcode 10117

Country Germany

Webpage www.cmb.hu-berlin.de

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **CENTRE MARC BLOCH EV - DEUTSCH-FRANZO**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: FRIEDRICHSTR. 191

Town: BERLIN

Postcode: 10117

Country: Germany

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **UNIVERSITE FRANCO ALLEMANDE**

PIC	Legal name
917867157	*DEUTSCH FRANZOESISCHE HOCHSCHULE*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: UNIVERSITE FRANCO ALLEMANDE

Address

Street KOHLWEG 7

Town SAARBRUCKEN

Postcode 66123

Country Germany

Webpage www.dfh-ufa.org

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: KOHLWEG 7

Town: SAARBRUCKEN

Postcode: 66123

Country: Germany

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **HUMBOLDT-INNOVATION GmbH**

PIC	Legal name
944397239	*HUMBOLDT-INNOVATION GmbH*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: HUMBOLDT-INNOVATION GmbH

Address

Street Ziegelstraße 30

Town Berlin

Postcode 10117

Country Germany

Webpage www.humboldt-innovation.de

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	no
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	15/06/2005 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Ziegelstraße 30

Town: Berlin

Postcode: 10117

Country: Germany

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **MFN**

PIC	Legal name
996854451	*MUSEUM FUR NATURKUNDE - LEIBNIZ-INSTITUT FUR EVOLUTIONS- UND BIODIVERSITATSFORSCHUNG AN DER HUMBOLDT-UNIVERSITAT ZU BE*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: MFN

Address

Street INVALIDENSTRASSE 43

Town BERLIN

Postcode 10115

Country Germany

Webpage https://www.museumfuernaturkunde.berlin/

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	01/01/1900 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: INVALIDENSTRASSE 43

Town: BERLIN

Postcode: 10115

Country: Germany

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CEI Louvain**

PIC	Legal name
940135932	*Centre d'Entreprises et d'Innovation de Louvain-La-Neuve SA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CEI Louvain

Address

Street Chemin du Cyclotron, 6

Town Louvain-La-Neuve

Postcode 1348

Country Belgium

Webpage www.ceilln.be

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	no
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Chemin du Cyclotron, 6

Town: Louvain-La-Neuve

Postcode: 1348

Country: Belgium

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CHU UCL Namur ASBL**

PIC	Legal name
917967067	*CHU UCL Namur ASBL*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CHU UCL Namur ASBL

Address

Street	Avenue Dr Gaston Thérasse, 1
Town	Yvoir
Postcode	5530
Country	Belgium
Webpage	

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Avenue Dr Gaston Thérasse, 1

Town: Yvoir

Postcode: 5530

Country: Belgium

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CLINIQUE UNIVERSITAIRE SAINT-LUC ASBL**

PIC	Legal name
998753226	*CLINIQUE UNIVERSITAIRE SAINT-LUC ASBL*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CLINIQUE UNIVERSITAIRE SAINT-LUC ASBL

Address

Street AVENUE HIPPOCRATE 10

Town BRUXELLES

Postcode 1200

Country Belgium

Webpage http://www.saintluc.be

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	25/01/2022 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: AVENUE HIPPOCRATE 10

Town: BRUXELLES

Postcode: 1200

Country: Belgium

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **LOUVAIN COOPERATION AU DEVELOPPEMEN**

PIC	Legal name
893641795	*LOUVAIN COOPERATION AU DEVELOPPEMENT ASBL*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: LOUVAIN COOPERATION AU DEVELOPPEMENT ASBL

Address

Street AVENUE DU GRAND CORTIL 15A

Town OTTIGNIES LOUVAIN LA NEUVE

Postcode 1348

Country Belgium

Webpage www.louvaincooperation.org

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: AVENUE DU GRAND CORTIL 15A

Town: OTTIGNIES LOUVAIN LA NEUVE

Postcode: 1348

Country: Belgium

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **AAATE - ASSOCIATION FOR THE ADVANCEME**

PIC	Legal name
940610359	*VEREIN ZUR FOERDERUNG ASSISTIERENDER TECHNOLOGIE IN EUROPA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: AAATE - ASSOCIATION FOR THE ADVANCEMENT OFASSISTIVE TECHNOLOGY IN EUROPE

Address

Street Altenberger Strasse 69

Town Linz

Postcode 4040

Country Austria

Webpage www.aaate.net

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **AAATE - ASSOCIATION FOR THE ADVANCEME**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Altenberger Strasse 69

Town: Linz

Postcode: 4040

Country: Austria

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CIMEA**

PIC	Legal name
948603741	*ASSOCIAZIONE CIMEA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CIMEA

Address

Street VIALE VENTUNO APRILE 36

Town ROMA

Postcode 00162

Country Italy

Webpage www.cimea.it

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: VIALE VENTUNO APRILE 36

Town: ROMA

Postcode: 00162

Country: Italy

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **COMUNE DI PISA**

PIC	Legal name
986462647	*COMUNE DI PISA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: COMUNE DI PISA

Address

Street PIAZZA XX SETTEMBRE

Town PISA

Postcode 56125

Country Italy

Webpage www.comune.pisa.it

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	no
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	27/09/2014 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: PIAZZA XX SETTEMBRE

Town: PISA

Postcode: 56125

Country: Italy

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CNR**

PIC	Legal name
999979500	*CONSIGLIO NAZIONALE DELLE RICERCHE*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CNR

Address

Street PIAZZALE ALDO MORO 7

Town ROMA

Postcode 00185

Country Italy

Webpage www.cnr.it

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	05/09/2022 - no
SME self-assessment	unknown
SME validation sme	05/12/2008 - no

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: PIAZZALE ALDO MORO 7

Town: ROMA

Postcode: 00185

Country: Italy

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **AOUP**

PIC	Legal name
988322040	*AZIENDA OSPEDALIERO UNIVERSITARIA PISANA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: AOUP

Address

Street VIA ROMA 67

Town PISA

Postcode 56123

Country Italy

Webpage http://www.ao-pisa.toscana.it/

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: VIA ROMA 67

Town: PISA

Postcode: 56123

Country: Italy

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Polo Navacchio S.p.A.**

PIC	Legal name
950466044	*POLO NAVACCHIO SPA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: Polo Navacchio S.p.A.

Address

Street VIA MARIO GIUNTINI 13 FRAZIONE NAVACCHIO

Town CASCINA PI

Postcode 56021

Country Italy

Webpage www.polotecnologico.it

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	no
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: VIA MARIO GIUNTINI 13 FRAZIONE NAVACCHIO

Town: CASCINA PI

Postcode: 56021

Country: Italy

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **GeoSphere Austria - Bundesanstalt für Geolog**

PIC	Legal name
883926178	*GeoSphere Austria - Bundesanstalt für Geologie, Geophysik, Klimatologie und Meteorologie*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: GeoSphere Austria - Bundesanstalt für Geologie, Geophysik, Klimatologie und Meteorologie

Address

Street Hohe Warte 38

Town Wien

Postcode 1190

Country Austria

Webpage www.geosphere.at

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	05/01/2023 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **GeoSphere Austria - Bundesanstalt für Geolog**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Hohe Warte 38

Town: Wien

Postcode: 1190

Country: Austria

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **AustrianStartups**

PIC	Legal name
889824845	*AustrianStartups - Verein zur Förderung von Entrepreneurship in Österreich*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: AustrianStartups

Address

Street Lindengasse 56

Town Vienna

Postcode 1070

Country Austria

Webpage https://austrianstartups.com/

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	08/08/2021 - yes
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Lindengasse 56

Town: Vienna

Postcode: 1070

Country: Austria

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **IIASA**

PIC	Legal name
999452596	*INTERNATIONALES INSTITUT FUER ANGEWANDTE SYSTEMANALYSE*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: IIASA

Address

Street Schlossplatz 1

Town LAXENBURG

Postcode 2361

Country Austria

Webpage www.iiasa.ac.at

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	18/01/2022 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Schlossplatz 1

Town: LAXENBURG

Postcode: 2361

Country: Austria

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **NHMW**

PIC	Legal name
998250863	*NATURHISTORISCHES MUSEUM*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: NHMW

Address

Street BURGRING 7

Town WIEN

Postcode 1010

Country Austria

Webpage www.nhm-wien.ac.at

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	27/01/2022 - yes
SME self-assessment	unknown
SME validation sme	06/08/2003 - no

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **NHMW**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: BURGRING 7

Town: WIEN

Postcode: 1010

Country: Austria

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **ASSISTANCE PUBLIQUE HOPITAUX DE PARIS**

PIC	Legal name
999645432	*ASSISTANCE PUBLIQUE HOPITAUX DE PARIS*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*F PARIS391*	*31-12-2029*

Short name: ASSISTANCE PUBLIQUE HOPITAUX DE PARIS

Address

Street 3 AVENUE VICTORIA

Town PARIS

Postcode 75000

Country France

Webpage www.aphp.fr

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **ASSISTANCE PUBLIQUE HOPITAUX DE PARIS**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: 3 AVENUE VICTORIA

Town: PARIS

Postcode: 75000

Country: France

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **City of Paris**

PIC	Legal name
938629619	*City of Paris*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: City of Paris

Address

Street 4, place de l'Hôtel de Ville

Town PARIS

Postcode f-75195

Country France

Webpage http://planclimat.paris.fr

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: 4, place de l'Hôtel de Ville

Town: PARIS

Postcode: f-75195

Country: France

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **REGION ILE DE FRANCE**

PIC	Legal name
939849588	*region ile de france*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: REGION ILE DE FRANCE

Address

Street 33 RUE BARBET DE JOUY

Town PARIS

Postcode 75007

Country France

Webpage www.iledefrance.fr

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	no
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	16/12/2009 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: 33 RUE BARBET DE JOUY

Town: PARIS

Postcode: 75007

Country: France

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **IP**

PIC	Legal name
999993080	*INSTITUT PASTEUR*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: IP

Address

Street RUE DU DOCTEUR ROUX 25-28

Town PARIS CEDEX 15

Postcode 75724

Country France

Webpage http://www.pasteur.fr

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	04/06/1887 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: RUE DU DOCTEUR ROUX 25-28

Town: PARIS CEDEX 15

Postcode: 75724

Country: France

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **PASTEUR NETWORK**

PIC	Legal name
891015908	*PASTEUR NETWORK*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: PASTEUR NETWORK

Address

Street 25 RUE DU DOCTEUR ROUX

Town PARIS

Postcode 75015

Country France

Webpage https://pasteur-network.org/

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: 25 RUE DU DOCTEUR ROUX

Town: PARIS

Postcode: 75015

Country: France

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **City of Oslo**

PIC	Legal name
939177766	*City of Oslo*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: City of Oslo

Address

Street City Hall

Town Oslo

Postcode NO-0037

Country Norway

Webpage www.oslo.kommune.no

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	no
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	29/08/1997 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: City Hall

Town: Oslo

Postcode: NO-0037

Country: Norway

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **NPPRI**

PIC	Legal name
909553966	*Nobel Peace Prize - Research & Information*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: NPPRI

Address

Street Henrik Ibsens gate 51

Town Oslo

Postcode 0255

Country Norway

Webpage www.nobelpeaceprize.org/Research

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Henrik Ibsens gate 51

Town: Oslo

Postcode: 0255

Country: Norway

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **OUS**

PIC	Legal name
991104000	*OSLO UNIVERSITETSSYKEHUS HF*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: OUS

Address

Street KIRKEVEIEN 166 TARNBYGGET

Town OSLO

Postcode 0450

Country Norway

Webpage www.oslo-universitetssykehus.no

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	01/12/2008 - no
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **OUS**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: KIRKEVEIEN 166 TARNBYGGET

Town: OSLO

Postcode: 0450

Country: Norway

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CCS**

PIC	Legal name
994898058	*KLINICKI CENTAR SRBIJE*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CCS

Address

Street Pasterova 2

Town Belgrade

Postcode 11000

Country Serbia

Webpage www.klinicki-centar.rs

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Pasterova 2

Town: Belgrade

Postcode: 11000

Country: Serbia

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Innovation Fund**

PIC	Legal name
949811876	*Innovation Fund*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: Innovation Fund

Address

Street Nemanjina 22-26

Town Belgrade

Postcode 11070

Country Serbia

Webpage www.innovationfund.rs

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Nemanjina 22-26

Town: Belgrade

Postcode: 11070

Country: Serbia

Links with other participants

Type of link	Participant

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Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **MPNTR**

PIC	Legal name
999821681	*MINISTARSTVO PROSVETE, NAUKE I TEHNOLOSKOG RAZVOJA*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: MPNTR

Address

Street Nemanjina 22-26

Town BELGRADE

Postcode 11000

Country Serbia

Webpage www.mpn.gov.rs

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	01/01/1900 - no
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Nemanjina 22-26

Town: BELGRADE

Postcode: 11000

Country: Serbia

Links with other participants

Type of link	Participant

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Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **Science Technology Park Belgrade LLC**

PIC	Legal name
891637290	*Science Technology Park Belgrade LLC*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: Science Technology Park Belgrade LLC

Address

Street Veljka Dugoševića 54

Town Belgrade

Postcode 11050

Country Serbia

Webpage https://ntpark.rs/en/

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	unknown
Secondary or Higher education establishment	unknown
Research organisation	unknown

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Proposal ID **101124639**

Acronym **CU2030**

Short name **Science Technology Park Belgrade LLC**

Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: Veljka Dugoševića 54

Town: Belgrade

Postcode: 11050

Country: Serbia

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **CG**

PIC	Legal name
947388816	*COIMBRA GROUP ASBL*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: CG

Address

Street RUE D'EGMONT 11

Town BRUXELLES

Postcode 1000

Country Belgium

Webpage www.coimbra-group.eu

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	23/05/2002 - no
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: RUE D'EGMONT 11

Town: BRUXELLES

Postcode: 1000

Country: Belgium

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **The Guild of European Research-Intensive Un**

PIC	Legal name
887017471	*The Guild of European Research-Intensive Universities*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: The Guild of European Research-Intensive Universities

Address

Street 98 rue du Trône

Town Bruxelles

Postcode 1050

Country Belgium

Webpage https://www.the-guild.eu/

Specific Legal Statuses

Legal person	yes
Public body	no
Non-profit	yes
International organisation	yes
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	10/03/2022 - no
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: 98 rue du Trône

Town: Bruxelles

Postcode: 1050

Country: Belgium

Links with other participants

Type of link	Participant

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Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **IAU**

PIC	Legal name
939179609	*International Association of Universities (IAU)*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education		

Short name: IAU

Address

Street 1 rue Miollis

Town Paris

Postcode 75015

Country France

Webpage www.iau-aiu.net

Specific Legal Statuses

Legal person	no
Public body	no
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	no
Research organisation	no

SME Data

Based on the below details from the Beneficiary Registry the organisation is unknown (small- and medium-sized enterprise) for the call.

SME self-declared status	unknown
SME self-assessment	unknown
SME validation sme	unknown

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Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: 1 rue Miollis

Town: Paris

Postcode: 75015

Country: France

Links with other participants

Type of link	Participant

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Application forms

Proposal ID **101124639**

Acronym **CU2030**

Short name **KING'S COLLEGE LONDON**

PIC	Legal name
999981052	*KING'S COLLEGE LONDON*

Accreditation type	Accreditation number	Expiration date
Erasmus Charter for Higher Education	*UK LONDON017*	*31-12-2023*

Short name: KING'S COLLEGE LONDON

Address

Street STRAND

Town LONDON

Postcode WC2R 2LS

Country United Kingdom

Webpage www.kcl.ac.uk

Specific Legal Statuses

Legal person	yes
Public body	yes
Non-profit	yes
International organisation	no
Secondary or Higher education establishment	yes
Research organisation	yes

SME Data

Based on the below details from the Beneficiary Registry the organisation is not an SME (small- and medium-sized enterprise) for the call.

SME self-declared status	28/10/2008 - no
SME self-assessment	unknown
SME validation sme	28/10/2008 - no

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Departments carrying out the proposed work

Department 1

Department name: International Office ☐ not applicable

☒ Same as proposing organisation's address

Street: STRAND

Town: LONDON

Postcode: WC2R 2LS

Country: United Kingdom

Links with other participants

Type of link	Participant

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

3 - Budget

No	Name of Beneficiary	Country	Requested grant amount
1	Universitetet I Oslo	NO	1 951 818.46
2	Aarhus Universitet	DK	1 815 482.42
3	Humboldt-universitaet Zu Berlin	DE	1 306 462.20
4	Universite Paris Cite	FR	1 222 882.20
5	Univerzitet U Beogradu	RS	1 012 830.79
6	Universite Catholique De Louvain	BE	1 534 324.72
7	Universita Di Pisa	IT	1 183 989.98
8	Universitat Wien	AT	1 370 613.07
9	Circle U. Aisbl	BE	1 401 596.16
10	Aarhus Universitetshospital	DK	
11	City Of Aarhus	DK	
12	Constructive Journalism Institute	DK	
13	Folkeuniversitetet I Ã®rhus	DK	
14	De Studerendes Hus I Aarhus	DK	
15	Centre Marc Bloch Ev - Deutsch-franzosisches Forschungszentrum Fur Sozialwissenschaften Ev	DE	
16	Deutsch Franzoesische Hochschule	DE	
17	Humboldt-innovation Gmbh	DE	
18	Museum Fur Naturkunde - Leibniz-institut Fur Evolutions- Und Biodiversitatsforschung An Der Humboldt-universitat Zu Berlin	DE	
19	Centre D'entreprises Et D'innovation De Louvain-la-neuve Sa	BE	
20	Chu Ucl Namur Asbl	BE	
21	Clinique Universitaire Saint-luc Asbl	BE	

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22	Louvain Cooperation Au Developpement Asbl	BE	
23	Verein Zur Foerderung Assistierender Technologie In Europa	AT	
24	Associazione Cimea	IT	
25	Comune Di Pisa	IT	
26	Consiglio Nazionale Delle Ricerche	IT	
27	Azienda Ospedaliero Universitaria Pisana	IT	
28	Polo Navacchio Spa	IT	
29	Geosphere Austria - Bundesanstalt Für Geologie, Geophysik, Klimatologie Und Meteorologie	AT	
30	Austrianstartups - Verein Zur Förderung Von Entrepreneurship In Österreich	AT	
31	Internationales Institut Fuer Angewandte Systemanalyse	AT	
32	Naturhistorisches Museum	AT	
33	Assistance Publique Hopitaux De Paris	FR	
34	City Of Paris	FR	
35	Region Ile De France	FR	
36	Institut Pasteur	FR	
37	Pasteur Network	FR	
38	City Of Oslo	NO	
39	Nobel Peace Prize - Research & Information	NO	
40	Oslo Universitetssykehus Hf	NO	
41	Klinicki Centar Srbije	RS	
42	Innovation Fund	RS	
43	Ministarstvo Prosvete, Nauke I Tehnoloskog Razvoja	RS	
44	Science Technology Park Belgrade Llc	RS	
45	Coimbra Group Asbl	BE	

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Proposal ID **101124639**

Acronym **CU2030**

46	The Guild Of European Research-intensive Universities	BE	
47	International Association Of Universities (Iau)	FR	
48	King's College London	UK	
	Total		12 800 000.00

This proposal version was submitted by **Magnus Seierstad** on **31/01/2023 11:44:23** Brussels Local Time. Issued by the Funding & Tenders Portal Submission System.

IMPORTANT NOTICE

What is the Application Form?

The Application Form is the template for EU grants applications; it must be submitted via the EU Funding & Tenders Portal before the call deadline.

The Form consists of 2 parts:.

- Part A contains structured administrative information
- Part B is a narrative technical description of the project.

Part A is generated by the IT system. It is based on the information which you enter into the Portal Submission System screens.

Part B needs to be uploaded as PDF (+ annexes) in the Submission System. The templates to use are available there.

How to prepare and submit it?

The Application Form must be prepared by the consortium and submitted by a representative. Once submitted, you will receive a confirmation.

Character and **page limits**:

- page limit normally 40 pages for calls for low value grants (60 000 or below); 120 pages for all other calls (unless otherwise provided for in the Call document/Programme Guide)
- supporting documents can be provided as an annex and do not count towards the page limit
- minimum font size — Arial 9 points
- page size: A4
- margins (top, bottom, left and right): at least 15 mm (not including headers & footers).

Please abide by the formatting rules. They are NOT a target! Keep your text as concise as possible. Do not use hyperlinks to show information that is an essential part of your application.

⚠ If you attempt to upload an application that exceeds the specified limit, you will receive an automatic warning asking you to shorten and re-upload your application. For applications that are not shortened, the excess pages will be made invisible and thus disregarded by the evaluators.

⚠ **Please do NOT delete any instructions in the document. The overall page limit has been raised to ensure equal treatment of all applicants.**

⚠ This document is tagged. Be careful not to delete the tags; they are needed for the processing.

ADMINISTRATIVE FORMS (PART A)

Part A of the Application Form must be filled out directly in the Portal Submission System screens.

TECHNICAL DESCRIPTION (PART B)

COVER PAGE

Part B of the Application Form must be downloaded from the Portal Submission System, completed and then assembled and re-uploaded as PDF in the system. Page 1 with the grey IMPORTANT NOTICE box should be deleted before uploading.

***Note:** Please read carefully the conditions set out in the Call document/Programme Guide (for open calls: published on the Portal).Pay particular attention to the award criteria; they explain how the application will be evaluated.*

PROJECT	
Project name:	Circle U. 2030
Project acronym:	CU2030
Coordinator contact:	Bjørn STENSAKER, Universitetet i Oslo

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#@APP-FORM-ERASMUSBBLSII@#
#@PRJ-SUM-PS@# [This document is tagged. Do not delete the tags; they are needed for the processing.]

PROJECT SUMMARY

Project summary *(in English)*

Circle U. (CU) is an interdisciplinary alliance of nine like-minded, comprehensive and research-intensive universities. Through our Knowledge Hubs focusing on priority themes – climate, democracy and global health – we are providing outstanding education, research and innovation to contribute to more sustainable, democratic and healthier societies.

In the pilot phase, we have established the essential conditions and infrastructure to fulfil our vision and mission. In the upcoming project, we will scale up our collaboration and develop new platforms and tools, using the full potential of digital and blended learning formats to foster the seamless mobility of an unprecedented number of students and staff across the alliance.

CU is growing into a sustainable and inclusive European University. CU intends to scale up our commitment to inclusion by providing open educational opportunities accessible to students and learners from diverse backgrounds at every stage of their lives. International exchange and exposure, intercultural awareness and multilingualism are hallmarks of our educational initiatives, reflecting fundamental European values.

Within our joint ecosystem, CU will provide trans- and interdisciplinary teaching and lifelong learning opportunities. We will co-develop several flagship initiatives such as Master's and PhD joint programmes, joint courses, summer schools, challenge-based learning opportunities, micro-credentials and other open, short-term and blended activities.

Through these opportunities, CU will expand collaboration with associated partners including R&I organisations, public authorities, hospitals, NGOs and thus support student innovation and entrepreneurship to develop solutions for pressing societal challenges.

Together, we are building an inclusive, sustainable, open, interdisciplinary and research-based alliance that provides outstanding opportunities to empower students, staff and researchers to contribute to a more sustainable future.

#§PRJ-SUM-PS§# #@REL-EVA-RE@# #@PRJ-OBJ-PO@#

1. RELEVANCE

1.1 Background and general objectives

Background and general objectives

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Relevance'.

Describe the background and rationale of the project.

How is the projectrelevant to the scope of the call? How does the project address the general objectives of the call? What is the project's contribution to the priorities of the call (if applicable)?

(1) Our vision and mission by 2030 and beyond

Building on Circle U.'s vision and mission 2025 endorsed by all universities before the pilot phase, following the successful experience of collaboration so far and after an extensive consultation of key stakeholders in all universities, a refined vision and mission 2030 endorsed by CU's general assembly will guide our actions during the roll-out phase.

CU is an alliance of like-minded, comprehensive and research-intensive universities – representing a variety of cultures, historical contexts, languages and geographical areas – from both within and outside the EU. Our vision by 2030 is to be a research-intensive and interdisciplinary alliance delivering outstanding interdisciplinary education, research and innovation through an innovative and adaptive ecosystem, in order to enable more sustainable, democratic and healthier societies. Our students, researchers, staff and partners from civil society, the private and public sectors will strengthen and shape our alliance through a process of co-creation to ensure they have the skillset, mindset and values to interact in meaningful ways to mobilise knowledge for impact.

We, Aarhus Universitet (AU), Humboldt-Universität zu Berlin (HU), King's College London (King's), Università di Pisa (UNIPI), Universität Wien (UW), Université catholique de Louvain (UCLouvain), Université Paris Cité (UParis Cité), Universitetet i Oslo (UiO) and Univerzitet u Beogradu (UB) are fully committed to pooling the resources, knowledge and expertise necessary to further develop and strengthen CU as an alliance that is key to the future of our universities and, more broadly, higher education, research and innovation in Europe and beyond.

Our ambition extends beyond the funding period as we are committed to fulfilling our vision and mission by 2030 and beyond. The expected results, outcomes and impacts we will achieve in this project and potentially other externally funded projects, will feed the ambition and make us progress together towards those goals.

(2) Key achievements in the pilot phase

Since the start of the pilot, CU has been building its joint ecosystem and core platforms. Together, we have trialled and tested the joint initiatives, activities and projects that will enable us to achieve our vision and mission for 2030 and beyond. Our key achievements include:

- The Academic Chair programme of 48 experienced academics and researchers from across the partner universities; three thematic Knowledge Hubs for Climate, Democracy and Global Health; the Open School of Public Governance and Interdisciplinary Thematic Networks;
- The Student Led Sustainable Innovation platform and the Think and Do Tank;
- Support for research and educational projects through the CU seed funding scheme and additional mechanisms for academic and scientific collaboration;
- Three joint and interdisciplinary annual summer schools for bachelor and master students as well as PhD level and early-career researchers (ECRs);
- The CU Challenge activity for student innovation; joint courses and learning activities in development including a joint master's programme in Public Governance;
- The Inter CU Prize and conferences for interdisciplinary research and the early-career researchers forum;
- Joint IT infrastructure and policy frameworks for mobility, recognition and quality assurance;
- The CU legal entity and joint governance framework;
- The CU Student Union (CUSU).

During the pilot phase, CU has successfully established a well-functioning governance and management structure. Joint educational offers have been developed. Several infrastructures have been set up to foster collaboration between students and staff, to co-create learning opportunities, to produce knowledge through research, and to develop solutions across disciplines in collaboration with partners from civil society, the private and public sectors. The activities of the alliance are mostly implemented as planned and a common scientific and teaching agenda for CU has emerged.

Looking back at the pilot phase, the different activities and projects developed in the framework of the work programme remains relevant and consistent with our vision and mission. In addition, CU has developed other activities outside of what was planned that will provide major benefits in the future, such as hackathons, additional summer schools, staff weeks, change maker programme, etc. Furthermore, the activities performed by CU demonstrate that academic freedom and autonomy are fully compatible with a centralised strategy. Our model presents a unique and successful feature in our alliance. This feature is based on a very high level of trust across the partners and efficient communication and information

channels. In the next phase, we will build on the structures and processes established during the pilot phase. We will focus on optimising and deepening the integration of our services to enable further co-creation of resources and wider involvement of the academic community in our activities across all 9 universities.

(3) Anticipating the roll-out phase and beyond

CU will build on the achievements of the pilot phase and lessons learned, as well as the ERIA project (H2020 SwafS action) and the InnovEd4TS (Erasmus+ strategic partnership) by enhancing its existing infrastructure, further coordinating our shared resources and launching new activities. The main objective for the next phase is to build on our common vision and widen and deepen our collaboration. For this purpose, we will:

- Fully integrate the two new partner universities - Università Di Pisa and Universität Wien;
- Embed CU within each university's academic communities through inclusive bottom-up processes;
- Consolidate and further develop our joint ecosystem to drive our vision towards a truly European university;
- Scale up and strengthen our flagship learning offers based on bottom-up initiatives and co-creation with students and associated partners;
- Reach a larger and more diverse student and staff population by offering new collaborative opportunities, global perspectives and more diversified international exposure opportunities;
- Continue reinforcing the linkages between learning, research, innovation and service to society.

Since the start of the project, our alliance has grown from 7 to 9 members strong in its path towards becoming a truly European university. With representation from all geographical regions in Europe, each partner is equally committed to ensuring the future of CU. In the next phase, we will continue to consolidate the integration of UW and UNIPI and draw on the complementary strengths of the alliance to contribute effectively to the fulfilment our vision and mission. Our alliance is grounded in existing and solid bilateral partnerships however, CU represents a considerable shift in our commitment to each other as it provides a comprehensive and integrated collaboration ecosystem to set the foundations of long-term and ambitious partnerships. The different platforms of this ecosystem bring together existing infrastructures allowing CU to be fully integrated within all 9 universities. Since the initial Memorandum of Understanding was signed in October 2018, our diverse communities, including our students have been involved in the co-design of this ecosystem. In the next phase, student partnership and involvement in the co-construction of CU's future will be further developed and refined through a new Student Fellows programme.

From 2023, a new **CU Open Campus** will be established that builds on the Open School of Public Governance. The Open Campus will offer open and flexible learning and teaching opportunities to students and provide a unique entry point that will ensure all opportunities are accessible. Overall, the Open Campus is envisioned as a space to foster diversity and inclusion, openness to other cultures and to other disciplines.

In addition to strengthening our existing Knowledge Hubs, our ambition is to develop a supplementary new Hub to increase our educational and research capacity. Through the Hubs, we will continue to provide a space for the development of inter- and transdisciplinary research-based activities. We will offer a range of joint programmes at Master's or PhD level, as well as modules on sustainability (leading to honours certificates) aimed at Bachelor students. Drawing on the experiences from the pilot phase we will continue, scale up and develop several short-term and blended learning initiatives such as the summer schools.

CU will also develop and test four support platforms in order to maximise the impact of the activities developed by the Knowledge Hubs and beyond. The **Teaching Innovation Lab (CU.til)**, the **Multilingualism, Interculturality and Language Lab (CU.mil)**, the **Community of Practice for early-career researchers (CU.ecr)** and the **inCU.bator** will be designed to complement one another, focusing respectively on education, research, innovation and service to society.

- Building on the results of the Think and Do Tank, the CU.til aims to support the development of innovative and creative teaching and learning formats that focus on research-based, trans- and interdisciplinary knowledge and societal engagement. Practically, it will connect teaching and learning support units across our universities to provide a bigger pool of expertise to enable a more ambitious teaching and learning innovation agenda within the alliance.
- Building on the experience of the French Hub during the pilot phase, the CU.mil will offer informal and formal learning opportunities, aiming to develop international and intercultural knowledge, skills and attitudes for all students, regardless of their participation in mobility opportunities.

Through the CU.mil, we will share courses and other language and intercultural learning experiences, including for lesser spoken languages, to diversify the opportunities given to CU students to learn and practice other languages and experience different cultures.

- To host and further develop the student-led sustainable innovation initiatives initiated during the pilot, the inCU.bator will offer a structured space and concrete support opportunities for students in developing innovative projects with a societal impact. It will thus put the students at the centre of societal innovation and, with the support of external partners, help them to foster an entrepreneurial mindset.
- Built on the forum established in the ERIA project, the CU.ecr aims to share and diversify training opportunities - including internships - based on those successfully developed during the pilot.

For our staff, we will focus on the provision of 'sandpits' as training grounds for carrying out trans- and interdisciplinary projects, seed funding and specific mobility schemes to promote networking across the alliance. We will also focus on the organisation of events such as scientific conferences, seminars, conversations and workshops as spaces to engage in debates with various stakeholders and test new research-based teaching opportunities linked to public engagement activities.

Through the CU AISBL, we will coordinate communication activities amongst and in collaboration with partners' own communications departments, as well as funding support offices.

Through our activities and our programmes, CU has become a visible part of academic life across all our partner universities. In the pilot phase, we have developed a communication and dissemination plan for engaging with target audiences, including a central CU website and social media channels. In the next phase, we aim to strengthen our communication activities within the alliance as well as externally, raising its visibility.

We anticipate the added value of CU to students, staff and associated partners to be:

For our students:
Students will benefit from access to unique opportunities for diverse and innovative learning (not necessarily available at their home university), international experiences and cultural knowledge exchange as well as language training in an inclusive, intercultural and interdisciplinary skills learning environment fostering European values. Students will also be in the driving seat to co-create CU and more globally the future of higher education in Europe.

For our researchers:
Access to unique and diverse doctoral training and international exposure opportunities in an environment that fosters intercultural and interdisciplinary skills development as well as inclusion.

For our teachers:
Opportunities to diversify teaching and international exposure opportunities in an environment that provides tools for deploying innovative teaching methods, including those necessary to train interdisciplinary and intercultural skills, to deliver research-based learning and to foster innovation skills to better use knowledge and make an impact.

For administrative staff:
Networking and knowledge exchange through events and activities to allow staff to learn from one another and share best practice.

For CU associated partners:
Access to leading academic expertise and an interdisciplinary pool of students and future co-workers with the ability and ambition to solve real world challenges.

1.2 Needs analysis and specific objectives

Needs analysis and specific objectives

Please address the specific conditions/objectives set out in the Call document/ Programme Guide, if applicable.

Describe how the objectives of the project are based on a sound needs analysis in line with the specific objectives of the call. What issue/challenge/gap does the project aim to address?

The objectives should be clear, measureable, realistic and achievable within the duration of the project. For each objective, define appropriate indicators for measuring achievement (including a unit of measurement, baseline value and target value).

(1) Needs analysis: major challenges identified in the pilot phase

A broad, participative and iterative consultation process was initiated in December 2021 to assess and define the strategic, sustainable and structural trajectory of our alliance. The full version of the assessment is in ***annex 5***.

- **Learning, teaching and research collaborations.** Through our joint ecosystem (in particular the Knowledge Hubs, the Open School of Public Governance, the Think and Do Tank, the Student Led Sustainable Innovation), we have been able to foster new collaborations between our students, academics, researchers, staff and partners. Many new opportunities have been developed, including challenge-based learning, joint courses, modules and programmes, new research activities. We need to consolidate this ecosystem. We will provide and mutualise additional resources so that our ecosystem is sustainable beyond the project. In the same perspective, we need to push the development of shared and/or coordinated IT infrastructure to make the alliance a tangible reality for all students and other learners, academics, researchers, staff as well as our partners.
- **Mobility.** If we have been able to foster mobility and international exposure opportunities across the alliance during the pilot phase, the actual number of mobile or internationally exposed students, academics, researchers and staff has remained quite low. We need to embed seamless mobility and international exposure at all levels, by better coordinating our administrative processes, by diversifying our joint offer and by integrating all components of our universities.
- **Governance.** If the pilot project has been managed very efficiently and the governance framework has been very satisfactory, we need to strengthen our joint capacity to further develop the alliance. We need to consolidate the joint ecosystem and its platforms, to further integrate our joint resources, to ensure the linkages between the project dynamic and the strategic development of the alliance.
- **Communication and dissemination.** During the pilot phase, all essential tools have been developed and have been functioning well, making our alliance visible, open and vivid internally and externally. We need to increase the visibility and credibility of our alliance, by enhancing the coordination across universities, by further developing the existing tools and developing new ones, by mutualising our resources where appropriate.

(2) Our renewed strategic objectives in the next phase

Based on the needs analysis briefly presented above and the large consultation and co-creation process explained in section 2.1.1, our alliance aims at achieving **6 strategic objectives and corresponding operational SMART objectives**, to meet the specific objectives listed in the call and ultimately fulfil our vision and mission.

1. Consolidate **an inter-university and embedded ecosystem** connecting partner universities in the long-run
2. Increase the **international exposure** of students, academics, researchers and staff
3. Co-develop **joint, flexible and innovative (including challenge-based) learning opportunities** for students and other learners
4. Foster **cooperation in research support** with specific focus on inter- and transdisciplinarity as well as career development of researchers
5. Empower students, academics, researchers and staff with the skills to **engage meaningfully with the society**
6. Raise the visibility and assert the credibility of **CU as an open, vivid and leading alliance** in Europe and beyond

The objectives will be pursued in one or more specific work packages. We have defined some preliminary indicators based on the MEL strategy and the results framework developed in the pilot phase. Those indicators will be refined once the work packages have launched their activities.

1. Consolidate an inter-university and embedded ecosystem connecting partner universities in the long-run

With this strategic objective, we intent to fulfil the **specific objective 1** (“Develop and implement an integrated long-term joint strategy for education”) defined in the call.

This strategic objective will be translated into the **following SMART objectives**:

- Consolidate and support adaptations of the governance framework and the legal entity governing bodies, when relevant
- Further develop the CU Office

- Set up, develop and launch the new platforms of the CU ecosystem
- Set up, develop and launch the joint funding schemes
- Expand the Academic Chair programme to the Fellow programme

Indeed, we have developed an integrated long-term joint strategy for education through an unprecedented, transversal, systemic and sustainable institutional cooperation at all levels. This strategy is built on the complementary strengths of each partner and aims to reduce duplication of efforts. CU represents a unique opportunity for students and staff to access the extensive pool of resources that is available at the partner sites. Through this collective accessibility to resources, CU will reach a critical mass to provide inclusive and high-quality education. CU is a European higher education inter-university campus where faculties, departments and the professional services are connected. Communication and exchange among students and staff are based on physical mobility, emails, online meetings and common internal IT platforms.

We are consolidating and further developing our joint ecosystem and its platforms, in particular with the establishment of the Open Campus, the reinforcement of the existing Knowledge Hubs and the creation of a new one, the expansion of the Academic Chair programme to a Fellow programme and, the development of specific support platforms.

In order to increase our joint capacity to coordinate and further develop the alliance, beyond the projects funded by the EU (or other potential external funders), to co-create and share resources and to ensure the sustainability of the alliance, we will strengthen the CU Office using a stepwise approach.

The tasks, activities, deliverables and milestones corresponding to this strategic objective will be developed mainly by WP1, WP3 and WP6.

INDICATOR DESCRIPTION	BASE LINE VALUE (2022)	TARGET VALUE (2027)
1.1 Number of staff members working in CU Office	1,7 FTE	Min. 3 FTE
1.2 Internal regulations of the platforms	n/a (qualitative indicator)	n/a (qualitative indicator)
1.3 Number of academic chairs and fellows appointed	48	96 academic chairs and 24 fellows in total
1.4 Number of CU applications to other funding calls submitted by at least 3 CU members	1 (Horizon 2020 SwafS action)	4
1.5 Number of seed-funded projects funded by CU	25 projects (call 2021 and call 2022)	60 projects
1.6 Composition of the students, academics, researchers and staff participating in CU activities, based on gender and other demographics	n/a (qualitative indicator)	n/a (qualitative indicator)

2. Increase the international exposure of students, academics, researchers and staff

With this strategic objective, we intend to fulfil the **specific objective 2** (“Establish a European higher education inter-university campus”) defined in the call.

This strategic objective will be translated into the **following SMART objectives**:

- Develop joint frameworks, policies and funding schemes to increase the access to a wide of mobility formats (including mobility windows) and ensure inclusive and sustainable mobility
- Set up, develop and launch the CU.mil
- Strengthen the preparation of students for learning in a multilingual and intercultural setting
- Multiply the networking opportunities, communities of practice and staff exchanges in various formats for academics, researchers and administrative staff

We will increase the international exposure of students and staff by coordinating, embedding and providing the required institutional and administrative infrastructures and frameworks. Furthermore, we will expand exchange agreements to offer various formats of long- and short-term mobility for students from all subject areas and from diverse background. Those offers will be made available via the Open Campus. We will make automatic recognition of academic qualifications and learning periods abroad, a prerequisite for the development and implementation of the mobility and international exposure opportunities. We will

continue to support the involvement of academics from all fields, in mobility and international exposure initiatives, to rekindle the focus on curriculum and learning outcomes in physical as well as virtual mobility.

CU will set up the **Multilingualism, Interculturality and Language Lab (CU.mil)** which will work in the footstep of the Think and Do Tank and its taskforce on multilingualism set up in the previous phase. The CU.mil will develop offers to promote multilingualism, intercultural skills and language learning. With this new support platform, we will make students and staff – also those not taking part in physical mobility opportunities – acquire the necessary international, multilingual and intercultural knowledge, skills and competences to cooperate and work within different European and global cultures, in different languages, and across borders, sectors and academic disciplines.

The tasks, activities, deliverables and milestones corresponding to this strategic objective will be developed mainly by WP2.

INDICATOR DESCRIPTION	BASE LINE VALUE (2022)	TARGET VALUE (2027)
2.1 Percentage of students spending at least 2 days in another partner university (virtual and physical)	< 1%	Increase by 20% on annual basis
2.2 Percentage staff members spending at least 2 days at a university in another partner university (virtual and physical)	< 1%	Increase by 20% on annual basis
2.3 Number of students participating in multilingual, intercultural and language learning opportunities offered by the CU.mil	83	Increase by 20% on annual basis

3. Co-develop joint, flexible and innovative (including challenge-based) learning opportunities for students and other learners

With this strategic objective, we intent to fulfil the **specific objectives 2 and 3** ("Establish a European higher education inter-university campus" and "Build European knowledge-creating teams") defined in the call.

This strategic objective will be translated into the f**ollowing SMART objectives**:

- Develop three flagship joint programmes across and beyond the Knowledge Hubs
- Develop a set of joint learning modules on sustainability at bachelor level
- Develop, scale up and continue existing and new short-term and blended flagship learning formats to increase the number of students participating in a CU educational activity
- Set up, develop and launch the Open Campus
- Set up, develop and launch the CU. Teaching and Innovation Lab (CU.til)

Through our consolidated and expanded joint ecosystem (in particular the Open Campus), we will co-develop new learning and teaching activities. The **CU Open Campus** will be instrumental in fulfilling this objective, as this platform will provide detailed information on all available learning opportunities present at CU and serve as the entry point for students, researchers and staff who wish to enrol in different training opportunities. But the Open Campus will also be the back office providing all necessary administrative and technical support, as well as coordination between partners.

The **Academic Chair programme** will be continued and expanded to a new Fellows programme. The new Chairs will be appointed from the different partner universities. Through the **Knowledge Hubs** and the support platforms, chairs and fellows will co-develop new, joint flexible and innovative learning opportunities, including joint programmes, a set of modules on sustainability and a wide range of open, short-term and blended learning opportunities.

Based on the successful experience of the pilot phase, we will multiply and scale up the existing collaborative challenge-based learning initiatives with more participants in diversified formats (hackathons, games, bootcamps, etc.). This will be supported by the activities of the CU.til that will develop training offers for teachers to help them implement "CU signature pedagogies".

The tasks, activities, deliverables and milestones corresponding to this strategic objective will be developed mainly by WP3 and WP5.

INDICATOR DESCRIPTION	BASE LINE VALUE (2022)	TARGET VALUE (2027)
3.1 Number of joint programmes developed within CU	0	3
3.2 Number of CU conversations	n/a (no such opportunity in the pilot phase)	At least 10 new CU conversations organised annually
3.3 Number of students participating in joint summer/winter schools	Around 150	Increase by 20% on annual basis
3.4 Number of joint modules on sustainability developed	n/a (no such opportunity in the pilot phase)	35

4. Foster cooperation in research support with specific focus on inter- and transdisciplinarity as well as career development of researchers

With this strategic objective, we intent to fulfil the **specific objective 2** ("Establish a European higher education inter-university campus") defined in the call.

This strategic objective will be translated into the following SMART objectives:

- Develop the activities within the Knowledge Hubs to foster inter- and transdisciplinarity
- Set up, develop and launch the Community of Practice for Early-Career Researchers (CU.ecr)
- Scale up and continue existing and new transversal training opportunities for researchers
- Multiply the number of awareness-raising initiatives about Open Science
- Promote gender in research and innovation activities

In general, we will continue to foster inter- and transdisciplinary research within the Knowledge Hubs and promote and valorise diverse career paths through specific support mechanisms, specifically targeting (but not limited to) early-career researchers.

The **Knowledge Hubs** are the key CU infrastructure for inter- and transdisciplinary research-based activities. Activities will include training for the development of an inter- and transdisciplinary mindset as well as networking and project incubation support through conferences and sandpits initiatives.

The **Community of Practice for early-career researchers** (CU.ecr) will be central as it will be a permanent structure with increased resources, providing a unique opportunity for the early-career researchers and the whole researchers community, to share best practices and discuss issues and challenges related to ECR training, mobility, and careers faced in our universities.

We will develop and launch mobility schemes within and outside academia. A seed funding scheme will also foster bottom-up initiatives from researchers and students to make CU a thriving and sustainable alliance and we will promote gender equality and inclusiveness through networking and research on gender balance in CU. Last but not least, considering the engagement of our universities towards Open Science and in continuation of the initiatives taken during the pilot phase, we will disseminate the common guidelines and ensure that Open Science is central in all our research collaborations.

The tasks, activities, deliverables and milestones corresponding to this strategic objective will be developed mainly by WP4.

INDICATOR DESCRIPTION	BASE LINE VALUE (2022)	TARGET VALUE (2027)
4.1 Number of training activities or workshops conducted by the CU.ecr	1	Min. 6
4.2 Number of mobility placements for ECRs funded by CU (postdoc scholarships and intersectoral mobility)	10 placements awarded in total	80 placements awarded in total
4.3 Number of projects that have emerged from the sandpits and have been then supported by CU	n/a (no such opportunity in the pilot phase)	4 projects in total
4.4 Number of researchers participating in the transversal training supported by the CU.ecr	28 in total	200 in total

5. Empower students, academics, researchers and staff with the skills to engage meaningfully with the society

With this strategic objective, we intent to fulfil the **specific objective 3** ("Build European knowledge-creating teams") defined in the call.

This strategic objective will be translated into the following SMART objectives:

- Set up, develop and launch the InCU.bator
- Develop, scale up and continue existing and new innovative educational activities that equip students to make a societal impact
- Provide mentoring opportunities on innovation to aspiring student entrepreneurs
- Provide capacity-building training on innovation and entrepreneurship for staff ("train the trainers")
- Provide financial support for student innovation and entrepreneurship ideas in the InCU.bator

In general, we will strengthen our engagement with society and external stakeholders in education, research and innovation, fostering entrepreneurship across the alliance. In this perspective, we will continue to collaborate systematically with our associated partners but also other partners that might show interest in the future. In this perspective, we will expand the Academic Chair programme with a Fellow programme, including associated partners.

In continuation of the many initiatives developed in the pilot phase, we will go a step further and establish the **InCU.bator**, as sustainable and support platform to empower students to have a societal impact through entrepreneurship and innovation. In the same perspective, we will further develop and scale up all challenge-based learning initiatives to equip students with the skills and competences to make a societal impact. New ideas developed by students will be supported through the InCU.bator.

We will boost the societal impact of research and innovation in the Knowledge Hubs and expand the initiatives developed in the pilot phase to better involve citizens and society and make "citizen science" a reality of our alliance and our universities. We expect those initiatives, in particular those led by students, to build up new knowledge in our alliance, community feeling and ownership, and more broadly to reinforce European identity.

The tasks, activities, deliverables and milestones corresponding to this strategic objective will be developed mainly by WP5.

INDICATOR DESCRIPTION	BASE LINE VALUE (2022)	TARGET VALUE (2027)
5.1 Number of associated partners contributing to challenge-based learning activities	5 in total	15 in total
5.2 Number of students participating in the innovative (mainly challenge-based) educational activities offered by the InCU.bator	Around 250	Increase by 10% annually
5.3 Number of staff members participating in the capacity-building training opportunities offered by the InCU.bator	n/a (no such opportunity in the pilot phase)	75 in total
5.4 Number of student-led projects funded by the InCU.bator	n/a (no such scheme in the pilot phase)	At least 4 projects a year

6. Raise the visibility and assert the credibility of Circle U. as an open, vivid and leading alliance in Europe and beyond

With this strategic objective, we intent to fulfil the **specific objective 4** ("Act as models of good practice to further increase the quality, international competitiveness and attractiveness of the European higher education landscape") defined in the call.
This strategic objective will be translated into the following SMART objectives:

- Develop, use and maintain the most relevant, efficient and up-to-date communication and dissemination tools
- Further develop and support the Academic Chair Academy

- Establish and support the CU Ambassadors
- Support the organisation of CU Get Together events

We will further develop our communication and dissemination strategy, and will strengthen our possibility of exploitation of our outcomes and results by third parties. We aim to reinforce our position of open, vivid and leading alliance within our own institutions, in our region and countries (in particular towards higher education, research and innovation actors), in Europe and beyond.

This will be done by increasing our resources both at the level of the CU Office and in each university. We will also reinforce the coordination across the alliance and increase our communication and dissemination capacity through tailored-made tools. We will also use our students and our academics as well as our partners as communication and dissemination multipliers.

The tasks, activities, deliverables and milestones corresponding to this strategic objective will be developed mainly by WP7.

INDICATOR DESCRIPTION	BASE LINE VALUE (2022)	TARGET VALUE (2027)
6.1 Monitoring of our communication and dissemination tools via webometrics	230.000 unique visitors for CU website 1.400 subscribers to CU newsletter 1.400 followers on CU Twitter account 600 followers on CU LinkedIn account	20% increase on average per year
6.2 Number of CU Ambassadors	n/a (no such tool in the pilot phase)	At least 5 CU Ambassadors per university
6.3 Number of CU Get Together events	n/a (no such tool in the pilot phase)	At least one main event per year
6.4 Publication of the CU annual report	n/a (no such "tool" in the pilot phase)	One annual report from 2024 on

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1.3 Complementarity with other actions and innovation — European added value

Complementarity with other actions and innovation

Explain how the project builds on the results of past activities carried out in the field, and describe its innovative aspects (if any).

Explain how the activities are complementary to other activities carried out by other organisations (if applicable). Illustrate the trans-national dimension of the project; its impact/interest in the EU area; possibility to use the results in other countries, potential to develop /cross-border cooperation among Programme countries and Partner countries, if applicable, etc.

If your proposal is based on the results of one or more previous or ongoing projects, please provide precise references to these projects.

CU 2030 will build on the results of past activities realised through the following projects funded from 2019:

- Erasmus+ European Universities pilot project "Circle U." (2020-2023, grant n°101004062)
- H2020 project "Circle U. ERIA" (2021-2024, grant n°101035814)
- Erasmus+ Strategic Partnership project "InnovEd4Ts" (2019-2022, grant n°060281)

In the next phase of the project, CU will scale-up the activities developed in the framework of the above listed projects in order to contribute to the European Education Area (EEA), the European Strategy for Universities, the European Research Area (ERA) and the corresponding strategies adopted by the European Council, European Commission and the UN Sustainable Development Goals.

(1) Our contribution to the European Education Area (selected strategic priorities)

Reinforcing European higher education and further implementing the Bologna process

- CU's ecosystem established in the pilot project has forged sustainable links between member universities' communities through platforms that will be expanded in the roll-out project.
- CU is working towards automatic recognition. Besides developing a policy framework for recognition, identifying obstacles at each partner and tackling these challenges, considerable

advocacy work is being undertaken to change university and national legislations that currently hinder recognition.
- CU will continue supporting student participation in internal quality assurance and beyond through the involvement of CU student representatives.
- CU will continue promoting student-centred learning by developing, implementing and upscaling innovative teaching & learning methods.
- CU will continue encouraging internationalisation of teaching and service support staff though enhanced training opportunities as well as mobility and other collaboration opportunities.

Improving quality, equity, inclusion and success for all in education and training
- CU will develop and implement a mainstreaming overarching strategy for equality, diversity and inclusion (ED&I), ensuring that ED&I are anchored in the alliance as a management responsibility and are a transversal focus across the work packages and the various activities developed and implemented. We will support and monitor the implementation of the strategy and its objectives in all initiatives and actions that CU is developing.
- CU will make mobility accessible to all through the enhanced use of digital and blended mobility options and by building on the inter-institutional multilateral agreements developed in the pilot phase, which are crucial foundations for improving access to quality mobility opportunities for all.
- CU will increase mobility of students and staff by offering a wider range of mobility options and joint courses, leading to a more internationalised education environment and strengthening 'Internationalisation at Home.'

Lifelong learning and mobility for teachers and staff
- Based on the results of InnovEd4TS and other activities of the pilot phase, CU will empower and inspire teaching staff in CU to include the acquisition and development of transferable skills in their teaching that students need to face future challenges. In particular, the Teaching and Innovation Lab (CU.til) will provide training offers for CU 'signature pedagogies'.
- CU will continue offering a wide range of thematic staff weeks and workshops to teaching and service support staff, as well as an interdisciplinary forum for collaboration for teachers and researchers through the Academic Chair programme.

Supporting the green and digital transitions in and through education and training

CU will offer more virtual and blended courses, enhance teaching, training and research especially related to the thematic areas of democracy, climate and global health, and support environmentally sustainable mobility formats.

(2) Our contribution to the European Strategy for Universities

We have built on our existing mechanisms and developed new methods to reinforce inter-university collaboration across Europe. We are thus contributing to the European Strategy for Universities launched by the European Commission in 2021, with four key objectives and four flagship initiatives:

Strengthen the European Dimension in Higher Education and Research
- CU has been working towards the development of a joint European degree to offer students a truly European educational experience
- CU has established an independent legal entity to establish a joint legal statute, which simplifies common decisions, facilitates the mobilisation of joint resources and demonstrates the readiness of the partners to collaborate in the long term.
- CU has been working towards the implementation of the European Student Card initiative.

Support Universities as Lighthouses of our European Way of Life
- CU will provide educational and training opportunities and contribute to strengthening its research environment to pave the way towards the creation of breakthrough knowledge to address large societal challenges.
- CU will utilise partnerships with new and existing external stakeholders such as accelerators, science parks, and other industrial actors and will provide complimentary, future-proof training in areas related to innovation and entrepreneurship among others.
- CU will stimulate pedagogical innovation through the development of a Teaching Innovation Lab (CU.til).
- Building on the linguistic and cultural diversity of its members, CU will establish a dedicated Multilingualism, Interculturality and Languages Lab (CU.mil), which will bring together academic experts in this area and make accessible language courses and intercultural learning experiences for students and staff.

- CU will promote equality, diversity and inclusion across the alliance through the development of a joint ED&I strategy.
- CU will promote European democratic values, including through inclusive participation in the alliance (for example via CUSU and other initiatives), education and research in the Knowledge Hub on Democracy, third mission activities relating to democracy, and the continuation of the Democracy in Schools programme developed through the ERIA project.

Empower Universities as Actors of Change in the Twin Green and Digital Transitions

- Building on the success of the Knowledge Hubs, CU will set up the Open Campus to allow access for students, researchers and staff from within and beyond CU to benefit from research and education activities.
- Through the Open Campus, CU will provide digital and blended training opportunities that will increase learners' and teachers´ competencies and skills.
- CU will develop joint modules in sustainability at BA level and equip students with skills linked to green transition and sustainable development. The existing Knowledge Hub Climate will develop education and research activities (e.g. summer schools) for BA, MA and PhD students in the same field.

Reinforce Universities as Drivers of the EU's Global Role and Leadership

- CU universities already have many students and staff from outside Europe and collaborate with various non-European partners. The unique opportunities that CU offers to its students and staff will further strengthen our members´ attractiveness, contributing to increasing the visibility and competitiveness of European higher education at large.
- The existing Knowledge Hubs will be expanded with a focus on fostering collaboration with non-European partners, particularly from the Global South. This activity will be driven by the nomination of 'Global Fellows', who will be able to offer a global perspective and extend our reach globally beyond Europe.

(3) Our contribution to the European Research Area

Activities implemented under the pilot Erasmus+ and the ERIA (Horizon 2020) project are contributing to reaching the objectives of the ERA policy agenda.

- Promoting attractive research careers, talent circulation and mobility & promoting international cooperation:
    - The Community of practice for early-career researchers (CU.ecr) to promote opportunities and develop new training content and mobility schemes both within and outside academia is to be continued and developed further under WP4 of CU2030;
    - The Knowledge Hubs established to foster collaboration in education and research on our flagship areas: will be expanded with a fourth Hub launched;
    - The Academic Chair programme, which allows academics to initiate and drive forward education and research collaborations across CU will be scaled up and a new Fellows programme launched;
    - Capacity building for partner universities' research support units (for example by offering thematic workshops and staff weeks) will be scaled up under WP4;
    - A seed funding scheme to foster bottom-up initiatives from researchers and students to make CU a thriving and sustainable alliance will also be expanded after the pilot phase.
- Promoting gender equality and fostering inclusiveness: CU will build on specific activities initiated during the pilot phase such as the establishment of a 'Women in Science' group and research into gender issues in research & innovation. A new joint ED&I strategy will be designed to strengthen gender equality and inclusion in the next phase.

(4) Our contribution to the European Innovation Agenda

CU has successfully piloted activities that are helping to foster innovation at their member universities. These activities - designed with some of the key objectives of the new European Innovation Agenda in mind - will be scaled up and expanded (see WP5).

- Innovative educational activities such as student challenges and hackathons, allowing students to develop innovative solutions to local issues posed by local/regional partner organisations;
- A focus on supporting female innovators, including through CU's female entrepreneurship network that will be further developed;
- Seed funding to improve access to start-up funding for student innovation;
- Sandpits and Interdisciplinary Thematic Research Networks to foster the development of new research and innovation collaboration initiatives among early-career researchers in relation to climate change, democracy and global health (started under ERIA/Horizon 2020 project).

(5) Collaboration with external stakeholders and regional development

We collaborate and share our good practices and project results to benefit other higher education institutions and European University Alliances in multiple fora: we have regularly attended meetings with key European higher education stakeholders~~,~~ such as The Guild and the Coimbra Group as well as FOREU2. Our members have been active at the regional and national level and actively collaborate with local universities who are members of other alliances. Knowledge sharing covers a broad range of activities such as international educational activities, credit recognition, developing IT solutions for virtual mobility, and how to effectively foster synergies with other EU actions. CU promotes Open Science and Open Education, meaning that its resources and initiatives will benefit partners in programme and partner countries. For example, publicly accessible educational activities will be a key element of CU's educational offer from 2023 onwards.

We have established a network of more than 30 associated partners, including regional governments and authorities, hospitals, businesses and innovation ecosystems in our core regions, and involved them in several activities during the pilot phase (e.g. CU Challenge and, ERIA inter-sectoral mobility scheme). Besides largely building on these collaborations, we are also expanding this network with new partners with special regard to Austria and Italy - the home of our two new partners UW and UNIPI. In this way, our engagement with external stakeholders from programme and partner countries in the field of higher education, research & innovation and beyond will be further strengthened by the current project based on our past successes and newly developed activities. Associated and other external partners will be involved in WPs through various activities. They will have a relevant role as host institutions for student internships and/or research mobility, and they are expected to contribute to certain joint educational activities (e.g. summer and winter schools, hackathons, challenge-based activity and so on) as trialled during the pilot. Conferences and other communications activities will bring together external stakeholders to raise the visibility of CU results and impact more widely. A Global and Associated Partner Fellows scheme (to be financed from in-kind contributions of partners) will also be launched to ensure the contribution of external perspectives to the alliance and to act as ambassadors for CU.

We will contribute to regional development through the Knowledge Hubs for Climate and Global Health, which are highly relevant to building on our regions' Smart Specialisation Strategies: Health is central in the S3 of Paris, Walloon Brabant and Berlin regions. Central Denmark, Berlin and Walloon Brabant regions respectively focused their S3 on renewable energies, clean technologies, sustainable energies/materials and green chemistry. One third of our member universities are in non-EU member states which will enable us to strengthen a more international character, contributing to interregional cooperation and a wider outreach of the alliance.

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2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

Concept and methodology

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the project design and implementation'.

Outline the approach and methodology behind the project. Explain why they are the most suitable for achieving the project's objectives.

(1) Overall concept underpinning the project

The overall concept underpinning the project is to make CU a catalyst for change and transformation, building on our common values, our shared vision and mission, our joint ecosystem and our people together with our communities. CU will change the way our university partners fulfil our four main missions – education, research, innovation and service to society. The project will feed our alliance with concrete tools and structures during the next four years and will allow us to further consolidate the strategic, sustainable and structural development of alliance.

The European Universities initiative allows us to take the lead and full responsibility for shaping the future of our nine universities to transform higher education and research in Europe and beyond. As described under point 3 below, we will make use of four levers to bring about the transformational process we are looking to achieve. These levers are the "four P's", namely:

- Our Platforms as building blocks of our joint ecosystem
- Our People and partners as co-creators of our alliance
- Our Programmes and activities as impactful realisations for our communities and beyond
- Our Policies and framework as a key enabler for our transformational cooperation and contribution to the future of higher education and research

(2) Preparing the next phase

The preparation of this project proposal began in December 2021 and consisted of three main stages:

- Defining the future strategic trajectory of our alliance.
- Translating the findings from pilot phase into a project proposal
- Proposal writing in close collaboration with the Management Board (MB), CUSU, work package (WP) coordinators/leads, Academic Chairs and our associated members.

The first phase aimed to define the strategic, sustainable and structural trajectory of our alliance. A task force (TF) 'CU 2030' organised a series of meetings, workshops and other consultations within CU to plan the next steps. The consultation was focused on four main topics, namely:

- Updating/revising the CU vision and mission
- Assessing the implementation of pilot project
- Further developing of our ecosystem and its platforms
- Identifying the resources needed to fulfil our vision and mission

The outcome of this consultation process was presented, discussed and fully endorsed by both the MB and the General Assembly of CU. The overview of this first phase is available in ***annex 5***.

The second phase aimed to define and agree on the writing process, including the division of tasks and responsibilities, timeline, resources and so on. CU established a TF chaired by Bjørn Stensaker (Vice-Rector for Education at UiO), and a writing team coordinated by Professor Eivind Engebretsen (CU Chair of Global Health) with representatives from all CU partner universities.

In the third phase, the TF has ensured the involvement of the MB, providing feedback, offering guidance and insight to ensure that all suggestions are endorsed by partner universities, associated members and other stakeholders such as CUSU. This process means that all the suggestions presented in the proposal will be implemented without delay.

(3) Implementing the next phase through the "four P's" – Platforms, People and partners, Programme of activities, Policies and framework

We envision CU as a research-intensive and interdisciplinary alliance committed to excellence and providing outstanding interdisciplinary education, research and innovation towards sustainable, democratic and healthier societies. Our alliance is based on the following principles, which we apply in both our governance and in the development of our initiatives during this new project phase and beyond.

- We are committed to inclusivity, providing equal access to opportunities for our diverse communities including students, researchers and staff.
- We value and foster diversity, promoting dialogues and encouraging the plurality of views and identities throughout the alliance, while respecting our institutional autonomy.
- We foster and value an environment of co-creation: students, researchers and staff, and non-academic partners all play a crucial role in the process of shaping CU.
- Our alliance is built on academic freedom, integrity, and responsibility. Each university plays a key role in the national and regional higher education and research landscapes and strives to guarantee open access to its scientific contributions and resources.
- CU will create strong links between research and education and integrate the latest research finding into education to improve knowledge transfer.

The overall aim of the project is to establish CU a catalyst of change by, for and in our communities and beyond. Our alliance is more than a project; it is a process of transformation. To make the concept a reality, we are using four levers.

(3.1) Our platforms

We will consolidate the **three Knowledge Hubs**, by appointing dedicated staff, including an academic director. Each hub will be led by one university that will provide additional resources to increase the scope of the Hubs. In line with the pilot phase, HU will continue to lead the KH "Climate", with UiO overseeing the KH "Democracy" and UParis Cité the KH "Global Health". Each KH will also have an operational

budget (through EU funding and own contributions) to host, develop and implement activities created with and for various stakeholders (academics, students, global partners, associated partners) to empower them to have societal impact.

The pilot phase has demonstrated the necessity to further develop the existing KH and identify the priority themes we want to collaborate on. Furthermore, we plan to establish **one new KH** in the next phase. We will proceed with an alliance-wide consultation to ensure a democratic and transparent process and that the development of the new KH fits within the strategic vision of our alliance, secures research and teaching excellence, complements the existing KH and valorises the European identity of CU Furthermore, the KH will provide a clear link between research and education and integrate research into CU education.

A flagship initiative in the new phase will be the creation and implementation of the **CU Open Campus**. UiO will coordinate the development of this platform. The CU Open Campus will serve as a unique entry point to all CU international learning opportunities. The CU Open Campus portal will be easily accessible and provide an environment that fosters diversity and inclusion, openness to other cultures and to other disciplines. This portal front window will consist of a website with all the relevant information for learners who want to participate in a CU. learning experience, including a joint course database (development started in the pilot phase) and IT solutions to facilitate the delivery of digital content. The Open Campus will also include a shared back office to support the administrative and technical implementation of all learning initiatives, through the various ad hoc support committees. The Open Campus will be led by a CU Dean, whose main responsibility, with the support of the Academic and Scientific Council will be to ensure that the learning initiatives provided fit with the CU mission and vision.

Considering the achievements of the pilot phase, in particular those of the Think and Do Tank and the Student Led Sustainable Innovation, we will expand our joint support platforms and reinforce their support role by mutualising resources. Each platform will be led by one or two partner universities and dedicated staff will be appointed including a coordinator.

- The **CU Teaching Innovation Lab (CU.til)** will be chaired by UCLouvain and will support the development of innovative and creative teaching and learning formats that focus on research-based, trans- and interdisciplinary knowledge and societal engagement. Practically, the The CU.til will connect teaching and learning support units across our universities to provide a bigger critical mass of expertise to facilitate collaborations, join forces and enable a more ambitious teaching and learning innovation agenda in the alliance.
- The **Circle U. Multilingualism, Interculturality and Language Lab (CU.mil)** will be chaired by UCLouvain and aims to support the development of a multilingual, plurilingual and intercultural environment within CU and beyond. We will share courses and other language and intercultural learning experiences, including for less frequently used languages, in order to diversify the opportunities given to CU students to learn and practise other languages and cultures.
- The **Circle U. InCU.bator** will be chaired by AU and will offer a structured space and concrete support opportunities for students in developing innovative projects with a societal impact. It will thus put the students at the centre of societal innovation and, with the support of external partners, foster an entrepreneurial mindset in the broad sense.
- Built on the forum established in the ERIA project, the **Community of Practice for Early-Career Researchers (CU.ecr)** will be chaired by UW and aims to mutualise and diversify the training opportunities including internships based on and extending the successful activities developed during the pilot phase.

All CU platforms will be designed to provide extensive digital and blended mobility teaching opportunities to promote mobility (virtual and blended) and, in addition, ensure that students from all geographic regions and societal sectors have the opportunity to benefit from CU. Through digitalisation of CU teaching, we aim to reach a wide student body from many different social contexts.

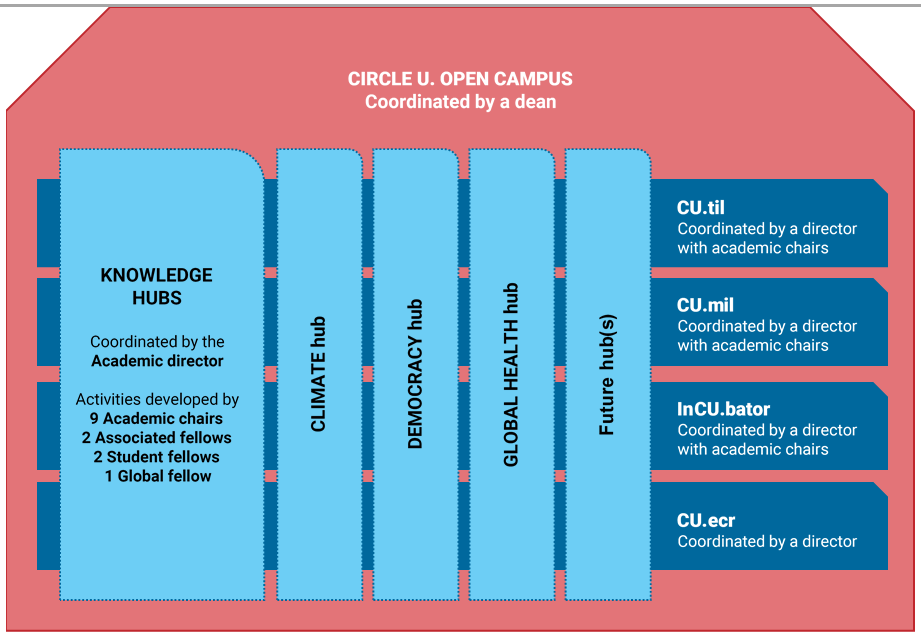


Figure 1. Circle U. ecosystem and main platforms

(3.2) Our people and partners

The **Academic Chair programme** is the backbone of our ecosystem, as it ensures strong and sustainable connections between individuals across our universities: academics, researchers, students, staff and our partners. The Academic Chair programme further reinforces the links between research and education. The Academic Chairs have been recruited among the permanent staff of our universities and dedicate 20 percent of their working time to CU, while remaining employed by their home institution. The Academic Chair programme will expand to at least 96 Chairs (two rounds of 48 chairs with a 2-year-mandate) and 24 Fellows in the next project phase.

We will consolidate the Academic Chairs' appointment process and make sure that, through the Academic Chair Academy, we reinforce a sense of belonging as well as the continuity between previous and new chairs.

In the next phase, we are committed to further reinforcing the role of students and our partners in the development of the KHs, complementing the Academic Chair programme. We will create a new **Fellow programme** in order to ensure that these key actors can effectively co-create new learning, teaching and research opportunities. The Fellow programme will include students, associated partners and global partners and will strengthen CU's links to these groups through concrete actions:

- In close cooperation with the CU student association (CUSU), the Student Fellows will initiate, support, facilitate or coordinate joint student activities and foster student participation in CU initiatives. The student fellows will be funded by their home university.
- The Associated Fellows will initiate, support, facilitate or coordinate new types of collaboration involving non-academic stakeholders. They will be proposed by our associated partner organisations and appointed by the KHs.
- The Global Fellows will systematically bring a global perspective to CU initiatives and contribute to the implementation of the global strategy of the alliance.

In addition, the Open Campus will simplify the development of new bottom-up initiatives not limited to the KH. Through the back office and the administrative and technical support offered, as well as the potential seed-funding schemes, academics, researchers and students who are not part of a KH or of the Academic Chair and Fellow programmes will have the opportunity to propose new CU activities. The Open Campus will be in charge of "validating" these initiatives through a clear and transparent process based on established principles that will be developed for this purpose.

(3.3) Our programme and activities

Many different learning opportunities have been successfully implemented in CU, both within and outside the KHs. To ensure coordination and complementarity between the various initiatives, we will develop a broad spectrum of learning and teaching activities that will be built on two main factors:

- the target audience(s): from a specific group of students enrolled in our universities, to a large audience of learners, including non-traditional learners
- the intensity of collaboration: from fully integrated joint programmes to open courses, modules or lectures.

We will expand the **CU flagship joint programmes**. The joint master's programme on Public Governance initiated during the pilot phase will be launched in the next phase, and two new master's programmes and a set of modules at bachelor level will be developed. Overall, we will offer the following programmes:

- **Public Governance (Master's programme).** This is programme, which is currently under development within the Democracy Hub, will focus on questions of public governance with a special emphasis on climate governance and global health governance.
- **Climate (Master's or PhD programme).** This new programme will be developed by the Climate Hub and will be based on existing and new courses developed by the participating universities in the area of climate.
- **Global Health (Master's or PhD programme).** This new programme will be developed by the Global Health Hub and will be based on existing and new courses developed by the participating universities.
- **Set of modules on sustainability and Sustainable Development Goals (Bachelor level)**. This set of modules will take an interdisciplinary approach and be oriented towards empowering students to work on solutions to today's global development challenges in light of the SDGs. It will make use of challenge-based education and innovative teaching. Sustainability will be defined according to the UN definition. These modules will be offered to all undergraduate students. The modules could be taken separately or as blocks of several modules leading to certificates within a particular specialisation (sustainability teaching, sustainability medicine, sustainability law, sustainability humanities etc).

The CU Open Campus Dean will coordinate the development of the programmes and will work with the Academic Directors of the KHs to evaluate existing educational content in the relevant area and design and select a course curriculum, based primarily on available courses at CU member universities. However, if necessary, the program might also draw upon and establish collaboration with associated partner organisations.

We will also develop, scale up or continue **short-term and blended flagship learning formats** such as:

- **CU summer/winter schools**. Scaling up the existing summer schools with more participants and possible summer/winter schools "outside" the KHs
- **CU Conversations.** Offering online, blended and physical open "lectures" or seminars to a large audience where academics and researchers engage with (non-academic) partners on a specific topic linked to our priority themes
- **CU Open Courses.** Offering online courses or modules to CU students and other learners that could lead to a certificate of participation or completion, or credits (similar to small MOOCs)
- **CU challenge-based learning.** Multiplying and scaling up CU's existing initiatives with more participants, diversified formats (hackathon, bootcamp, etc.) that could lead to a certificate of participation or completion, or credits
- **CU language and intercultural skills modules.** Through the CU.mil, offering online and blended modules to CU students and other learners to reinforce their linguistic and intercultural competencies

Through these new CU programmes, we will not only provide novel training opportunities to learners within and outside CU, but we will also be able to strengthen the alliance for the long term, secure further institutional commitment, and increase the added value of CU as a European University. In addition, CU will develop micro-credentials for students who participate in various training opportunities, and in addition, CU will promote the development of the European Student Card at the European level through different communication activities.

(3.4) Our policies and frameworks

Our joint policies and frameworks are a key enabler to make our transformational cooperation a reality in each of our universities, to maximise the impact of our cooperation within and beyond CU, and to ensure that our joint activities are fully embedded in our universities.

In the pilot phase, we have developed (initial) joint policies and frameworks for mobility, recognition, quality assurance, and open science and open education. We have started to develop a joint infrastructure framework to foster mobility opportunities within the alliance and to support the development of joint digital learning activities. A MEL framework has also been developed and implemented to foster a common

approach to continuous monitoring and evaluation within the alliance. Last but not least, with the establishment of the legal entity, we have set up efficient, transparent and sustainable joint governance structures and processes.

As CU offers increasing numbers of opportunities to students, academics, researchers and other staff members, we will also use these opportunities to check that our policies and frameworks are fit for purpose.

The CU.mil will also reinforce our joint approach towards multilingualism by producing a language policy paper, in line with our educational initiatives, our internationalisation strategies and sustainability policies and the national language policies of each of our countries.

In line with our ED&I strategy, we will develop and support concrete actions to make equality, diversity and inclusion a reality within the alliance. We will, for example, scale up the activities to ensure the inclusion of 1st year students and focus on specific underrepresented student groups. In the same perspective, we will foster bottom-up initiatives by launching an annual call for proposals covering all dimensions of the ED&I strategy.

During our initial work on IT infrastructure, we have established common ground and laid the foundations for a fully functional inter-university digital campus. However, we are committed to going a step further. We will consolidate these results into a digital strategy that will encompass all the IT developments necessary for implementing our activities. An IT steering committee will be responsible for developing and implementing, and will also help us to anticipate our needs in CU, both at the level of the alliance and the partner universities.

(4) Our methodology

(4.1) Identify, share and potentially integrate best practices from one partner university to the whole alliance

CU will use the extensive teaching and learning experience that is available across the alliance and in addition, we will take advantage of the experience and lessons learned during the pilot phase. For this purpose, we will extend the inventory of the available teaching courses at the different sites and compile the courses into a database. The database will provide valuable information regarding the available courses, the teaching topics, the availability of the individual courses in digital, blended and face to face format, language just to mention a few. The database will be structured in a format that will support easy searching, for example by structuring course and training opportunities according to the teaching areas (complementary skills development, research skill development, etc). In addition, we will also include information on how credits for these courses are awarded for the development of microcredits for course recognition.

(4.2) Foster flexibility in the development and implementation of different activities

A key objective for CU is to secure and further evolve the long-term participation of all partners in the activities of our alliance. Through this, we aim to streamline the individual partner working routines and thus secure long-term involvement and commitment in CU teaching activities. During the pilot phase, we focused on ensuring institutional commitment and involved all partners in the planning process. At this point, CU has reached a high degree of internal cohesion and we will thus change the procedure. From originally involving all partners in the planning process, we will adapt our focus and involve key partners in the individual courses. However, we will keep the guiding principle that all activities must involve at least three partner sites. The new planning process will thus include the following steps:

- Partners or staff will, together with CU Knowledge Hubs and/or the CU Dean, develop a proposal for different teaching activities.
- The Academic and Scientific Council will submit a suggestion for new CU activities including information of partners involved, budget and resources required, timeframe to the Management Board.
- The suggestion will be discussed among all partners and additional contributions from other partners may be included.
- The Management Board will decide and allocate funds and administrative support towards the suggested activity.

We will expand this approach to include students, staff and researchers to ensure that they are also able to provide suggestions and become involved in the co-creation of new training opportunities.

(4.3) Harmonising our institutional activities

CU will perform a detailed inventory of the current activities that can be performed under the auspice of the alliance. We will identify areas that will benefit from institutional coordination. We envision that considerable gains can be obtained by streamlining activities and avoid duplication.

For example, in the communication area, we will recruit a dedicated communication and dissemination Officer at the level of the CU office. The communication coordinator will interact closely with the partners' communication departments and ensure widespread outreach of CU and of CU activities. In addition, the Communications and dissemination Officer will also have an operational role and establish connections with other European Universities Alliances and other stakeholders to explore possible joint activities and events that may result in further streamlining of the European Education Area.

To achieve maximal harmonisation, CU will conduct a careful analysis to identify specific areas where CU activities can be harmonised. This will be performed together with all partners and will include a careful analysis of the possible legal implications alternatively legal obstacles to harmonisation. This analysis will be presented to European and National authorities and utilised to pave the way forward for the European University concept.

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2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management, quality assurance and monitoring and evaluation strategy

Describe the measures foreseen to ensure that the project implementation is of high quality and completed in time.

Describe the methods to ensure good quality, monitoring, planning and control.

Describe the evaluation methods and indicators (quantitative and qualitative) to monitor and verify the outreach and coverage of the activities and results (including unit of measurement, baseline and target values). The indicators proposed to measure progress should be relevant, realistic and measurable.

(1) Ensuring efficient and high-quality project implementation

Building on the experience, successes and challenges of the pilot phase, we will secure the following enabling components and measures to ensure the efficiency, high quality and completion of the project:

- **Dedicating sufficient human resources**: we will allocate the resources needed to execute the project, according to internal resource planning. More precisely, considering the work plan as well as the long-term ambition for CU, we have identified key roles for managing the project and are committed to fulfilling the requirements of those positions. Based on the experience of the pilot phase and considering the work plan elaborated for this project, profile descriptions of those key actors will be updated by partner universities, so that the required expertise, competences and skills are met in those positions. Moreover, throughout the project development and implementation, each university will ensure continuity in those respective positions:
    - **CU coordinators** (in the pilot phase, project coordinator): each university will appoint a CU Coordinator equivalent to at least 1 FTE. CU coordinators are expected to support and coordinate the contribution of their university to the project and the alliance, as well as to facilitate the implementation of the project within their university. Considering their central role in the alliance, CU coordinators will work closely with the Secretary General.
    - **Work Package coordinators**: each university will appoint a coordinator to the Work Package they are leading. Work Package coordinators will ensure the performance and progress of the work package with regard to the overall work plan. Considering the subsidiarity principle on which the project management is built, it is essential that Work Package coordinators are working closely with the CU coordinators to ensure timely guidance and support, when needed.
    - **Work Package members**: each university will appoint representatives to all Work Packages according to their expertise required in the individual work packages.

- **Division of responsibilities:** based on the governance framework of the alliance (see ***annex 3***), the division of responsibilities will facilitate the project implementation. In this new phase, the Management Board will see its strategic role reinforced while the operational responsibility in developing and implementing the project will be the prime responsibility of the Work Package coordinators, with the support of the CU coordinators.

- **Subsidiarity, flexibility and transversality:** subsidiarity will continue to guide us in how the project is run. Project-related issues will be escalated where necessary. Teams will be given

enough autonomy and time to address challenges where they arise and seek to resolve them. The links between Work Package coordinators and administrative senior management will be reinforced through the ad hoc support committees, with the support of CU coordinators, to ensure that the potential impacts within each partner university and their functioning are anticipated.

Considering the size of the alliance, we will provide flexibility in the project implementation and potential contribution of each university. In other terms, it is not expected that all partner universities contribute in all project activities and tasks with the same intensity, as long as all partners agree on their strategic commitment through the Management Board and their authorities.

Based on the experience in the pilot phase, we will reinforce the transversality in the project activities and tasks, through different mechanisms including the monitoring and reporting processes and efficient communication/information channels between Work Package coordinators as well as between Work Package coordinators and CU coordinators. More specifically, the project coordinator, with the support of the MEL officer, will organise learning review meetings at least every month, to facilitate cross-work package collaboration and to reduce siloed approaches and encourage a space for critical reflection on activities within the alliance as a whole.

- **Streamlining the work plan:** following the pilot phase and as described in section 4, university partners have elaborated a work plan that is less process-oriented but more output-oriented with a clearer link between the outputs, the expected outcomes and the contribution to the vision and mission of CU In this perspective, if the work plan is more precise in the activities, deliverables and milestones, the work plan is still offering room for initiatives and creativity for the partners and their communities, in particular academics and students.

(2) Systematising the MEL strategy as the main approach for project and alliance management

During the pilot phase, a MEL framework was developed and implemented to facilitate continuous monitoring and evaluation of the alliance, for both learning and (upwards and downwards) accountability. A system of frameworks and processes – the building blocks for effective MEL – was developed iteratively with key project stakeholders across our institutions and has since been implemented to facilitate adaptive project management within CU.

This system has been ultimately established to ensure that CU activities are aligned with the alliance's vision and mission. With the high-quality evidence generated through the MEL system, built on the Theory of Change (TOC), we have developed a systematic and structured approach to assess the progress and results of our activities. For the next phase, we are committed to build on this system and use MEL as the main tool for ensuring adaptive project management including learning and adaptation.

The pilot phase has shown challenges in embedding MEL within the project particularly monitoring at the outcome level, which have stemmed in part from an almost exclusive focus on project deliverables (outputs). In this perspective, partner universities have agreed to focus on the elements below so as to embed MEL in all aspects of the project's management and reinforce its relevance to the alliance's long-term and sustainable impact.

- **Elaborating an initial roadmap for each Work Package:** from the start of the project, work package coordinators and leads will elaborate an initial roadmap of how they plan to develop, implement and perform the different activities, tasks and deliverables. This roadmap will facilitate a common understanding of the activities and deliverables and it will ensure the feasibility of these activities and deliverables both in terms of resources and timing. Communication and dissemination aspects will also be included in the roadmap.

- **Implementing a quality timeline:** based on the work package roadmaps, the project coordinator, with the support of WP1 and the MEL officer, will implement a timeline including various checkpoints and other feedback loops. This process should not be seen as a "one-size-fits-all", since the project entails a diversity of activities and deliverables and implies various levels of resources, effort and time investment. The process is certainly not applicable to all project activities and deliverables. But it will be a useful tool for Work Package coordinators and members to manage efficiently and transparently their activities and deliverables.

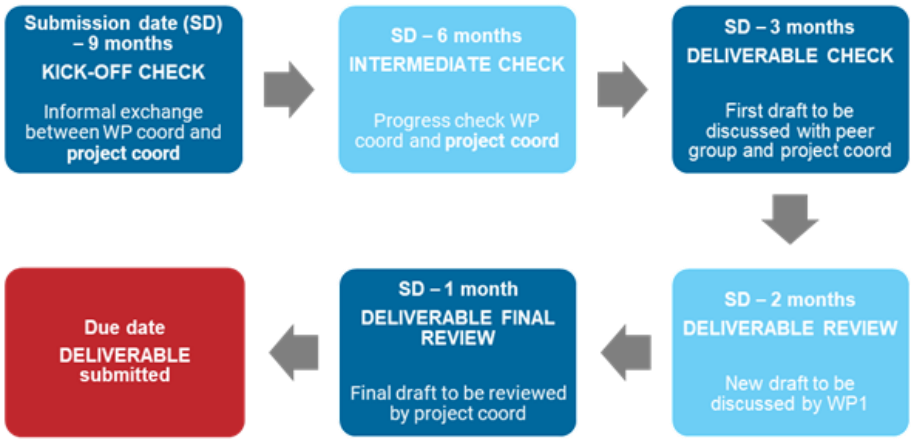


Figure 2. Deliverables development, review and finalisation process

- **Revising the Theory of Change**: in the pilot phase, a TOC (see ***annex 4***) was developed with Work Package coordinators and leads as well as members of the MB as a central component of the MEL system. The TOC is a visual for how change is predicted to happen, and it sets out what we aim to achieve in the short, medium to long-term. It thus determines the key results to be captured and measured through a set of indicators defined in the impact measurement (or results) framework. As the vision and mission statement of the alliance has been updated and further development and consolidation of our joint ecosystem are planned in the next period, as well as new activities, the TOC will be revised accordingly.

- **Defining the results framework:** based on the TOC, a set of clear and measurable qualitative and quantitative indicators will be defined. The framework will provide a platform for each work package to assess the progress of their planned activities in line with key targets, and their contribution to CU's outcomes and impact on European higher education systems. In addition, a limited number of qualitative and quantitative indicators, will be used to evaluate the long-term impact of the alliance.

- **Deciding at the "lowest" level:** in complementarity with the subsidiarity principle, we will guarantee a high level of autonomy for key stakeholders such as the Work Package coordinators and leads, Academic Chairs and Fellows in developing and implementing project activities and deliverables. This will also imply that each work package takes all the necessary decisions on activities and deliverables. The role of WP1 will be instrumental in escalating potential strategic questions to CU management level.

- **Systematising student and staff feedback on CU activities:** based on the models of standardised student and staff satisfaction surveys developed in the pilot phase, we will systematise their use for all CU activities, where relevant. The results and information collected by the organisers of these activities, will be fed into the MEL strategy and will foster adaptive management of the project and of CU activities.

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2.1.3 Project teams, staff and experts

Project teams and staff

Describe the project teams and how they will work together to implement the project.

List the staff included in the project budget (budget category A) by function/profile (e.g. project manager, senior expert/advisor/researcher, junior expert/advisor/researcher, trainers/teachers, technical personnel, administrative personnel etc — use the same profiles as in the detailed budget table, if any (n/a for prefixed Lump Sum Grants)) and describe briefly their tasks. Provide CVs of all key actors (if required by the Call document/Programme Guide).

Name and function	Organisation	Role/tasks	Professional profile and expertise

Vincent Blondel, Rector	UCLouvain	CU President	Vincent is Professor of applied mathematics and has been Rector of UCLouvain since 2014. He holds an MSc in mathematics from Imperial College London, a degree in philosophy, a master's degree in engineering and a PhD in applied mathematics from UCLouvain. At the General Assembly in November 2022, Vincent Blondel was elected President of the alliance. Succeeding Svein Stølen, he will steer the strategic development of Circle U. for the next 2 years.
Manuela Baccarini, Vice-rector for Research and International Affairs	UW	MB member	Manuela is Professor of Cell Signaling and coordinator of two PhD programmes. She is EMBO member and corresponding member of the Austrian Academy of Sciences. She previously worked at the Max-Planck-Institute for Immunobiology, Albert Einstein College of Medicine, New York, and has been a group leader at the Fraunhofer Institute among others. She was Deputy Director of the Center for Molecular Biology at the Max F. Perutz Laboratories from 2007 to 2017.
Antoine Cazé, Vice-President International	UParis Cité	MB member	Antoine is Professor of American Literature and Translation at UParis Cité. He devotes his research to American poetry, in particular Emily Dickinson. He co-directs the Master's degree in Professional Literary Translation and is co-founder of the Centre d'études de la traduction of Université Paris Cité. He has been VP International since 2015.
Berit Eika, Pro-Rector	AU	MB member	Berit holds an MSc and PhD in Medicine from Aarhus University, a Master of Health Informatics from Aalborg University and Master of Health Professions Education from Maastricht University. Berit has been Pro-Rector since 2014and was previously Vice-Dean at the Faculty of Health from March 2011. She attained the responsibility of developing medical teaching and education, which led to, in example, the establishment of the AU Centre for Health Sciences Education.
Giovanni Federico Gronchi**,** Pro-Rector for Cooperation and International Relations	UNIPI	MB member	Giovanni is current President of SIMCA and vice-President of IAU Commission A4. He has been coordinator for the evaluation of the Italian research in Mathematics and Computer Science (VQR 2015-19) His primary research areas include orbit determination, celestial mechanics, Hamiltonian perturbation theory, solar system dynamics.
Ratko Ristić, Vice Rector	UB	MB member	Ratko is a member of the Academy of Engineering Sciences of Serbia, full Professor of the Faculty of Forestry (Dean from 2015 to 2021) and Vice Rector of the University of Belgrade (from 2021). He has published over 150 bibliographic units dealing with erosion and torrent control, hydrology, sustainable use of watersheds, natural disasters prevention, and has implemented 150+ domestic and international projects.
Dana Samson, Pro-Rector for International Affairs	UCLouvain	MB member	Dana is a cognitive neuropsychologist who has worked both as clinician and researcher. She completed her PhD at the UCLouvain in 2001 and moved to the UK where she worked as a postdoctoral researcher and then Associate Professor. Since 2010, she has been Professor in the Faculty of Psychology and Educational sciences at UCLouvain. Since 2016, she has held the role of Pro-rector for international affairs.
Björn Stensaker, Vice-Rector for Education	UiO	MB Chairperson	Björn is Vice-Rector for Education at the University of Oslo. His expertise is within governance, reform and organisational change in higher education, including organisation and governance of educational institutions, Internationalisation, educational reforms, quality assurance, innovation and ICT and learning. He has

			served in a range of domestic and international boards and strategic advisory functions.
Yoan Vilain, President's Representative for International and European affairs	HU	MB member	Yoan, PhD, LL.M., is a scholar of French and German law. He obtained his doctorate at the Sorbonne and is experienced in setting up and managing international MA and doctoral programmes. His previous roles include Academic Director at the European Law School and the Graduate Centre of Humboldt-Universität's Faculty of Law.
Erlend D. Aag, Student	UiO	CUSU representative	Erlend has recently completed a master's in Religion and Society at the University of Oslo. He joined CU in 2019 and took an early initiative to create the CU Student Union. Erlend represents CUSU as a deputy representative at the General Assembly (GA).
Puk Jensen, Student	AU	CUSU representative	Puk is an MA student in International Studies at Aarhus University. She is active in the development of the educational environment at AU from her local department to the board of the AU Research Foundation. Puk has had responsibility as President of the Arts Council and is a founding member of CUSU. She is completing her final term as Coordinator of Legal Matters in CUSU and GA.
Kevin Guillaume, Secretary General of Circle U.	AISBL	Secretary General	Kevin has been Secretary General of CU since September 2021. He started his career at the Ministry for Higher Education and Research in the French-speaking Community of Belgium. As a head of unit, he oversaw European and international policy developments in HE and research. He was director for international relations at the Academy of Research and Higher Education in the French-speaking Belgium. He has extensive knowledge and experience in internationalisation, mobility, quality assurance, recognition and governance.
Katy Burgess, Project Manager, CU European University Alliance	UW	WP1 Co-Lead	Katy has worked at UW since June 2020 and held the role of Project Manager for CU since October 2021. She was previously Policy Adviser at the UK Department for Environment, Food & Rural Affairs, Ministry of Justice, and Department for Business, Energy & Industrial Strategy in London. She has a BA in French & German and an MA in EU International Relations & Diplomacy Studies.
Paola Cappellini, Head of International Cooperation	UNIPI	WP1 lead	Paola has a post graduate specialisation in Public and Political Communication. She oversees the promotion and strengthening of collaboration with international partners and diplomatic/consular representatives, student exchange agreements, staff mobility for teaching/training, joint/double degrees and PhDs, among others.
Grith Thagaard Loft, Chief Consultant, Rector's Office	AU	WP1 lead	Grith holds a Master of Arts in Classical Archaeology from Aarhus University and a diploma, single course, in Business Economics from the School of Business. Grith has been part of the Rector's Office at AU since 2006. During this time, she has been responsible for several strategic projects, including drafting AU's latest strategies and the coordination of CU.
Viktória Menczel, Project Manager, CU European University Alliance	UW	WP1 Co-Lead	Viktória has several years of experience in higher education. She served as an education, R&I and sustainability attaché at the EU Delegation to Colombia, worked at the Hungarian National Agency, the UNICA network and as a freelance HE project consultant, among others. She holds a master's in International Relations and in Trilingual Conference Interpretation respectively.

Mette Oftebro, Senior Adviser, Department of Education Services, CU project manager	UiO	WP1 lead	Mette is Senior Advisor at the Department of Education Services. She has more than 17 years' experience in management of international cooperation in higher education. She has been International Coordinator at the UiO, Head of International Office and Institutional Erasmus coordinator at the Norwegian School of Sport Sciences and Institutional Erasmus Coordinator at UiO.
Nikola Savić, Project Coordinator	UB	WP1 lead	Nikola has been project coordinator at the UB since 2013 (Erasmus Mundus, Erasmus + KA103, KA107, and KA2). With the support of the King Baudouin Foundation, Nikola has designed and implemented a soft skills training programme for young academics. He was previously involved in projects for CeSID (NGO), OSCE Mission to Serbia and the University of Zurich.
David Sitbon, CU Coordinator	UParis Cité	WP1 lead	David has a PhD in Life Sciences from Paris Sciences et Lettres University. After a short post doc, he worked as a Policy Officer in INSERM on projects related to research assessment and support. He joined Université Paris Cité as coordinator of the CU ERIA project. David will continue as WP1 lead and will keep working on research and innovation within the CU2030 project.
Emilie Vilcot, Project Coordinator, Rector's Office	UCLouvain	WP1 lead	Emilie has a degree in Information and a Master's in History. She joined UCLouvain in 2010 and the administrative team of the Rector's Office in 2020. She has been coordinator of CU since January 2022.
Klaus Wiehl, International Office	HU	WP1 lead	Klaus is the Project Coordinator for CU and Humboldt4 Europe at HU. Previously, he was the academic research coordinator of the bi-national PhD-Net 'The Knowledge of Literature' and the Thematic Network Literature-Knowledge-Media as well as the Graduate Centre of the Faculty of Language, Literature and Humanities at HU, where he received his PhD.
Eivind Engebretsen, Professor of Interdisciplinary Health Science	UiO	Dean of the Open Campus	Eivind is a professor of interdisciplinary health science and an Academic Chair of the KH Global Health. He was previously the Vice-Dean of Education at the Faculty of Medicine. He specialises in sustainability in health care and health professional education and leads Norway's first Centre of Excellence in medical education.
Tobias Bach, Professor of Political Science	UiO	Democracy Hub	Tobias is Professor of Political Science at the UiO, specialising in Public Policy and Public Administration. He leads the research group Policy, Bureaucracy, and Organization. Bach has held positions at the Hertie School, Hannover University, and Potsdam University, where he obtained his PhD. His research addresses politics-administration relations and bureaucratic politics in an internationally comparative perspective.
Jean Philippe Empana, INSERM Principal Investigator	UParis Cité	Global Health Hub	Jean-Philippe is an MD PhD and PI of an INSERM team in Paris, France. Within the framework of CU, he is Chair of the KH Global Health at UParis Cité and coordinates the activities of the hub such as the organisation of the CU summer school in Paris, international seminars on GH teaching (Berlin, Paris,) and dissemination activities to the general public (Belgrade, 2023).
Marcel Robischon, Professor of Agricultural Ecology	HU	Climate Hub	Marcel is Head of the division of agricultural ecology at HUB and Director of the Berlin Institute of Cooperative Studies. He joined CU as Academic Chair in the Climate Hub in 2021. His academic training includes degrees at the University of Freiburg and Oxford and a PhD in plant development at Cambridge University.
Hanna Ekeli, Director of Education Services	UiO	WP1 lead	Hanna holds a Master's in Educational Sciences and has been working at UiO with administrative support functions in education, including project and HR management and extensive national collaboration on digitalisation for 25 years. She will be the Project Legal

			Signatory in CU with responsibility for overseeing tasks related to student and staff mobility and the Open Campus.
Lotte Skovborg, Project Manager	AU	WP2 lead	Lotte holds a supplementary degree in Organisational Anthropology from AU and an MA in Ethnography and Social Anthropology. She has been working on internationalisation in education at the International Office at AU since 2011. She has experience with both student and staff mobility, management of exchange agreements, summer schools, internships and Erasmus KA1 projects.
Øystein Moen, Senior Adviser, Department of Education Services	UiO	WP3 lead	Øystein will be the main coordinator of WP3 at the UiO. He is a senior advisor at the Department of Education Services at the UiO. He has been working with the development of interdisciplinary education since 2013 and has organised several interdisciplinary PhD and master courses – in particular on sustainable energy and energy transition.
Lucas Zinner, Director of the Research Services and Career Development	UW	WP4 lead	Lucas has 25 years of experience in research and research support at UW. He contributed to the establishment of the research services and technology transfer unit and oversaw setting up the Centre for Doctoral Studies. Lucas participated in the ERA WG on Innovative Doctoral Training and EUA-CDE Thematic Peer Group Career Development and Tracking in Doctoral Education.
Alessio Cavicchi, Rector's Delegate for the Promotion of Entrepreneurial Culture and innovation	UNIPI	WP5 lead	Alessio's key research interests include rural development and branding strategies, innovation in agriculture and rural areas, university-business collaboration. He has served as an external expert and consultant in the fields of food, rural and regional development, and innovation for several DGs the European Commission and other international institutions.
Slavko Gajin, director of Belgrade University Computer Centre	UB	WP6 lead	Slavko is Associate Professor and a Director of the Belgrade University Computer Centre, where he began a professional career as a network engineer. Here, he contributed as one of the key players in developing the NREN of Serbia (AMRES) and digital services for science and education.
Nanette Richards, Communication Officer for International Relations	UParis Cité	WP7 lead	Nanette is the university's liaison Communications Officer for CU. She drives the communication and dissemination of activities held in Paris and has contributed to the creation and implementation of the alliance's corporate identity and branding guidelines.

Outside resources (subcontracting, seconded staff, etc.)

If you do not have all skills/resources in-house, describe how you intend to get them (contributions of members, partner organisations, subcontracting, etc).

If there is subcontracting, please also complete the table in section 4.

CU partner universities will largely cover activities from their own, in-house resources, making funding available through project resources, membership fees or in-kind contributions including beyond the 20% own contribution required by the present call. Subcontracting costs will be kept to a minimum.

The funding sources beyond the available project funding will be as follows:

- **WP1:** The positions of the Secretary General and the project finance officer will be partially covered from the membership fee to be introduced in January 2024. This contribution is expected to exceed 420.000 EUR over the project period. The ad hoc committees' work will be in-kind contributions.

- **WP2:** The majority of mobility staff responsible for coordinating and managing student and staff mobility schemes will be funded in-kind. HR needs will vary at each member but are expected to reach at least 1 FTE per university. Recognition support will be also in-kind, around 0,25 FTE, which will amount to 578.000 EUR in total. Similarly, Academic Chairs will be in-kind, amounting to over 820.000 EUR. It should also be noted that partners will use their own Erasmus+ mobility funds wherever possible.
- **WP3:** The work of the Education Committee in the Open Campus, as well as the activities involving Academic Chairs in the Knowledge Hubs will be in-kind, reaching 3,4 million EUR in total. (Academic Chairs receive a 20% reduction of their teaching time at each partner university).
- **WP4:** The activities of the Research Committee will be an in-kind contribution of universities with an estimated value of more than 330.000 EUR.
- **WP5:** The work of Academic Chairs in WP5 will be an in-kind contribution with an estimated value of 820.000 EUR (based on 9 chairs, although this might be lower if not all universities appoint a Chair in this WP). For task 5.3 in the InCU.bator, we foresee offering "capacity-building & training for staff in the form of a joint course with modules targeted at each university to create sustainable in-house expertise ("train the trainers") in topics such as entrepreneurship (see WP5), which will be a subcontracted task. As universities lack such expertise, this training should be provided by external trainers most likely to be associated partners of UW or AU. The new Fellow programme will be an-kind contribution with an estimated cost of 630.000 EUR.
- **WP6:** The work of the IT Steering Committee will be considered in-kind with an estimated value of 330.000 EUR. Additionally, WP6 foresees subcontracted services. These include the development of the digital campus will require a) purchasing a server for the development and testing of the application, tools and services created and piloted within the current project by UB; b) a cloud service (virtual server) to host the services which will be used by CU students and staff, once they are fully operational. Based on calculations, the total price will be over 50.000 EUR.
- **WP7:** Communications officers will use the facilities of the universities, which is considered as in-kind contribution. The CU Ambassadors programme will be supported through own contributions, amounting 64.000 EUR.

Given that King's College London is not allowed to benefit from project resources under current Erasmus+ rules, their involvement in CU will be funded entirely from their own resources. Our network of associated partners is expected to make in-kind contributions.

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2.1.4 Cost effectiveness and financial management

Cost effectiveness and financial management *(n/a for prefixed Lump Sum Grants)*

Describe the measures adopted to ensure that the proposed results and objectives will be achieved in the most cost-effective way.

Indicate the arrangements adopted for the financial management of the project and, in particular, how the financial resources will be allocated and managed within the consortium.

⚠ *Do NOT compare and justify the costs of each work package, but summarize briefly why your budget is cost effective.*

(1) Our budget framework as strategic management tool

As in the pilot phase, a budget framework will be prepared annually to be discussed by the Management Board and approved by the General Assembly. With the support of the project coordinator, the project finance officer, the Management Board member appointed treasurer, and the Secretary General will be responsible for preparing the budget framework.

The main objective of the budget framework is to link CU's vision and mission, as well as the objectives and activities defined in the ongoing project and in any future projects, with the budget and resources available. This will allow us to ensure we will have the capacity to fulfil the vision and mission of the alliance and meet the objectives set out in projects. The budget framework is a strategic tool for the governing bodies of CU to monitor expenditure and to make realistic decisions about the development of the alliance.

The budget framework provides an overview of all resources available for the development of the alliance and we anticipate that it will initially consist of three main components: EU funding, universities' own funding and National or regional funding.

As regards EU funding, in year 1 of the next phase, CU will have two main budgets allocated through the Erasmus+ programme and the Horizon 2020 (today Horizon Europe) programme. The universities' own funding comprises the funds that partner universities are making available to support CU developments. This includes the costs related to the Academic Chairs, who will dedicate 20 per cent of their time to developing educational and academic cooperation between partner universities, as well as all other in-kind contributions. At the time of writing the application, we have no clear overview of the national or regional funding that will potentially be made available by national or regional authorities (depending on the institutional structure of the country) to support their universities in participating in an alliance. In the pilot phase, the universities primarily supported by their public authorities were HU, UParis Cité, UCLouvain, UB and UiO.

Based on the roll-out project budget proposal, universities' own projected funding, and projections of possible national/regional support (considering the current situation), the total budget of the alliance could reach approximately 24,5 million euros for the project period 2023-2027.

(2) Cost reporting exercise related to the project

Although a lump sum grant facilitates financial management and reporting and fosters responsibility at the level of each individual university, we will perform a cost reporting process every six months. This process aims to provide a better picture of the use of EU funding and our own efforts in the project. This will allow us to anticipate possible under- or overuse of funds and to discuss and decide on possible transfers, according to the provisions defined in the grant agreement. This cost reporting exercise will be coordinated by the project finance officer, in close cooperation with the CU coordinators and the Secretary General.

In parallel to the budget framework, as explained in a previous section, the MEL strategy will be further developed and systematised as part of our project management. Through the Theory of Change – from which indicators (outputs, outcomes and impact) for the performance of the alliance are derived – MEL should also inform discussions about the future developments of the budget framework to ensure closer alignment between our budgets and goals.

(3) Financial obligations for the legal entity

In accordance with the statutes of CU AISBL, the Secretary General will prepare for the Management Board the draft annual accounts for the past financial year, as well as the draft budget for the following financial year. Within the six months following the end of the financial year, the Management Board will submit those documents to the General Assembly for approval. The General Assembly may also appoint an external auditor or accountant to audit the annual accounts. The external auditor or accountant, as the case may be, will draw up an annual report on the AISBL's annual accounts. This report will be submitted to the ordinary General Assembly meeting prior to the approval of the annual accounts.

In the pilot phase, the legal entity had no operational budget and therefore those obligations did not have to be fulfilled. With the introduction of a membership fee from January 2024 and the fact that the legal entity will be a beneficiary of the project and receive EU funds, the CU AISBL will have a dedicated operational budget and will thus comply with the financial obligations described above.

During the next phase, we will clarify the roles and responsibilities of the treasurer and the project finance officer.

- The **treasurer** will be appointed by the Management Board from among its members. The treasurer will mainly assist the Secretary General in the preparation and presentation of the budget and accounts at the Management Board and General Assembly and will offer an additional perspective on the financial management of the AISBL. Alongside the Secretary General and the Chair of the Management Board, the treasurer will be the bank account holder and will support the daily management of the bank account, according to the financial rules adopted by the Management Board in October 2021.
- The **project finance officer** will be recruited by the project coordinator, UiO. The officer will monitor the state of expenditure of the project through the cost reporting exercise described above. He or she will liaise with and assist the CU coordinators at the partner universities on all financial issues linked to the project. He or she will also assist the Secretary General and treasurer in developing the budget framework.

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2.1.5 Risk management

Critical risks and risk management strategy

Describe critical risks, uncertainties or difficulties related to the implementation of your project, and your measures/strategy for addressing them.

Indicate for each risk (in the description) the impact and the likelihood that the risk will materialise (high, medium, low), even after taking into account the mitigating measures.

***Note:** Uncertainties and unexpected events occur in all organisations, even if very well-run. The risk analysis will help you to predict issues that could delay or hinder project activities. A good risk management strategy is essential for good project management.*

Risk No	Description	Work package No	Proposed risk-mitigation measures
1	Major disagreement about the strategic direction of the alliance, including budget allocation **Risk level: low**	All	Regular meetings and consultations at all levels between representatives of the partner universities will help to establish bottom-up consensus, and lower the risk of major disagreements that need to be solved at the top level. Regular evaluation of the relevance and applicability of the governance framework will allow us to anticipate possible disagreements and other blocking situations. Regular informal consultations between the Secretary General and the key actors in the alliance at all levels of the governance structure will prevent problematic situations from escalating. In the pilot phase, the governance framework has been successful in ensuring a consensus-oriented approach to strategic and operational decisions in our alliance.
2	Partners unable to meet their responsibilities and project goals because of insufficient resources and funding, changes in university leadership, etc. **Risk level: medium**	All	Ensuring flexibility in project participation, considering the resources available for each university. Developing and updating the budget framework will provide a clear view of the resources available and potential needs at the level of the alliance and individual universities. Sharing resources through the legal entity will enable an indirect solidarity mechanism between partners. Based on the experience of the pilot phase, we are in a better position to anticipate the necessary resources and divide responsibilities accordingly.
3	Difficulty mobilising engagement with communities in each university **Risk level: medium**	All	Ensuring effective internal and external communication and regular dissemination of results and outcomes will foster

			engagement and a sense of belonging among our communities. Increasing the number of concrete opportunities for bottom-up initiatives and showcasing successes within the alliance will ensure stronger engagement.
4	Difficulty engaging with external stakeholders, in particular associated partners **Risk level: high**	WP3, WP4, WP5	Multiple associated partners will be involved in specific activities, and therefore no activity will rely exclusively on one associated partner. The appointment of Associated Fellows, linked to the Academic Chairs and the Knowledge Hubs, will ensure that we are engaging meaningfully and in a structured way with our associated partners. Regular meetings and consultations with associated partners – both at the level of the alliance and individual universities – will allow us to anticipate any risk of disengagement or disinterest.
5	Institutional and legislative barriers prevent collaboration between partner institutions, particularly in the areas of recognition, quality assurance, accreditation and mobility **Risk level: medium**	WP2, WP3, WP4, WP5	Any issues arising due to incompatible legal or regulatory frameworks will be raised directly with the national ministries of education, and in dialogue with the European Commission.
6	Barriers to IT interoperability are not addressed within partner institutions **Risk level: high**	WP6	The IT steering committee will anticipate any barriers or areas of incompatibility by carrying out in-depth mapping of the relevant IT systems at our universities. Regular meetings and consultations will enable us to monitor and share information on future IT developments at each university.
7	Difficulties, constraints or discrepancies in data management, processing and storage linked to differences in the European and national legal provisions and their implementation **Risk level: high**	WP6	The IT steering committee will facilitate the drafting of a joint controllership agreement and its applications. The Data Protection Officers (DPOs) of the partner universities will meet regularly to anticipate any challenges.
8	External events (pandemics, conflicts, natural disasters) preventing physical mobility or leading to loss of time due to the need for crisis management at our universities **Risk level: low**	All	Prioritising the development of solutions for virtual mobility and digital learning cooperation. This will be facilitated by the fact that all the institutions will have to further develop such mechanisms for their own students. Sharing expertise and experience in crisis management across our universities will help decrease the potential burden on individual universities. In the pilot phase, we dealt with the COVID pandemic, as well as the consequences and uncertainties

			linked to Brexit. Our governance framework, and more generally the trust built across the alliance, have allowed us to overcome those external events.

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2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

Consortium cooperation and division of roles (if applicable)

Please address all guiding points presented in the Call document/Programme Guide under the award criterion 'Quality of the partnership and the cooperation arrangements'.

Describe the participants (Beneficiaries, Affiliated Entities, Associated Partners and others, if any) and explain how they will work together to implement the project. How will they bring together the necessary expertise? How will they complement each other?

In what way does each of the participants contribute to the project? Show that each has a valid role and adequate resources to fulfil that role.

(1) Building our alliance

Since the very first discussions about building our alliance in 2018 and the subsequent launch of the pilot phase, we have been committed to establishing a long-lasting, sustainable and strategic form of transformational cooperation, which will go beyond the scope of a typical EU-funded project that is generally limited in time, scope and resources. We are more than a project consortium: we are building an alliance of nine equally committed universities with a strong shared vision and mission.

Our alliance has the following five key characteristics, underpinning the rationale behind our cooperation.

- **We are leading universities.** We have a long tradition of excellence that has fuelled our successful contributions to our societies for centuries: we foster the highest quality standards in research; teach critical thinking and scientific methods; develop new insights by crossing disciplinary boundaries and by bridging the past and the present; and reach out to external partners to transfer our knowledge.
- **We are like-minded universities.** We are nine comprehensive, research-intensive universities firmly built on fundamental values of academic freedom, integrity and responsibility. Our universities play a key role in shaping national and regional higher education, research and innovation systems. As role models, we share the awareness of our special responsibility to inclusiveness and to society at large.
- **We are diverse universities.** We are evolving and interacting in diverse regional or national contexts, systems and legislative frameworks. We are benefitting from various kinds of support from our policy-makers. We have differences in our organisations, structures, and academic and scientific cultures. But we see these differences as a key strength for the alliance. We will continue to share our learning, experiences and expertise, and make the best use of them to transform our universities and be a role model in the European Higher Education and Research areas.
- **We are European and international universities.** We connect Northern, Southern, Western and Eastern Europe. We are from European countries within and outside the European Union. We have agreed on a global strategy (see ***annex 9***) and will develop concrete tools to engage with global partners. We aspire not just to bring together the European Union, but also more broadly to draw together the European Union, the rest of Europe and the world. Regardless of the formal status of our universities in EU funded programmes, we are building a truly European university. We embrace European identity in all its diversity and we are committed to developing a multifaceted community anchored in shared European democratic values.
- **We are complementary and stronger together.** We already share strong partnerships thanks to a great variety of collaborative projects, frameworks and networks. The pilot phase has been central in fostering trust among the partners, enabling us to identify and work on each of our universities' strengths, complementarities and also shortcomings, spanning all areas related to education, research, innovation and service to society. Through our membership in various European networks (The Guild, Coimbra Group, UNICA and EUA), we are shaping common interests and approaches to policy development at European and global level.

(2) Expanding our alliance

As indicated in our application to the pilot call, our alliance has been planning to expand with new full members quite rapidly. Our expansion strategy aims not only to **cover all regions of Europe, but most importantly, to bring complementary strengths** into the alliance, to contribute effectively to the fulfilment of our vision and mission, and to reach a critical size so that our alliance can effectively act as a role model within and outside our universities and shape the future of higher education and research.

The expansion was conducted during the pilot phase, in three phases:

(1) Following expressions of interest from several universities, a TF, led by HU, carried out a SWOT analysis. The main objective of the analysis was to examine CU's potential to integrate new full members, and in particular the potential members' commitment to the long-term development of the alliance. The SWOT analysis was complemented by interviews and exchanges between the senior management of the potential new members and the Management Board of our alliance. These discussions were carried out with the Vice-Rector for International Relations, Prof. Francesco Marcelloni, and the Vice-Rector for International Relations and Research, Prof. Jean-Robert Tyran, representing UNIPI and UW respectively. In parallel, bilateral discussions took place between rectors/presidents and the CU President to ensure the commitment of potential new members at the highest level of the university. This phase took place between April and September 2021.

(2) The TF was then mandated to prepare the formal framework that would allow for this expansion. While it was unanimously decided that CU would not integrate the two universities in the ongoing project (as it would have entailed a tremendous amount of work to amend the grant agreement), it was decided that the expansion strategy would be implemented through three main instruments:
- The seven "founding" universities of CU and the two new members signed a bilateral memorandum of understanding (MoU, see ***annexes 7 and 8***). In the MoUs, UNIPI and UW committed to contribute with their own resources to the activities of their choice in the pilot phase. And the nine universities have committed to apply jointly to the "roll-out" call, with UNIPI and UW becoming full project partners.
- The seven "founding" universities of CU revised the statutes of the legal entity (see ***annex 2***) in order to ensure that UNIPI and UW could participate and contribute equally to the strategic development of the alliance. Through this revision, UNIPI and UW automatically became full members of the alliance, being represented at all levels of our governance.
- As the highest decision-making structure, the General Assembly (composed of the rectors and presidents) had to formally approve the expansion. This decision was taken by the General Assembly at its ordinary meeting on 12 November 2021, with effect from 1 January 2022.

(3) With the support of the TF, the Management Board, and the WP coordinators, the CU Office developed an intensive onboarding programme for UNIPI and UW in the pilot phase. Over two months, both new members had the opportunity to familiarise themselves with all aspects of the alliance, in particular the ongoing project and the activities within each WP. This onboarding programme was also intended to allow UNIPI and UW to decide on their priorities for participation in the ongoing projects, as explained below.

Considering that the expansion strategy was mostly developed and implemented during the pilot phase, we will now focus on its full implementation at project level, as UNIPI and UW are full project beneficiaries. Through the management and coordination of the project, WP1 will ensure that all partners, including UNIPI and UW, are effectively contributing to the realisation of the project.

(3) Nine equally committed universities

Building on the strengths, expertise, experience and interests of each of our universities, and considering our roles in the pilot phase, we are equally committed to the long-term development of the alliance and we will contribute individually and collectively to the full implementation of this new phase. As described in the next section, we have developed a joint governance framework, based on shared principles – subsidiarity, unity in diversity, flexibility and consensus. We are convinced that this framework, alongside our governance structures and processes, will allow us to further develop our alliance and fulfil our vision and mission.

Our nine universities are described below, along with their roles in the pilot phase and the roles they intend to play in the new phase.

Aarhus Universitet. Founded in 1928, AU is a dynamic, modern and highly international university that has grown to become a leading public university with international impact and reach across the entire research spectrum. AU is consistently ranked as one of the world's top universities. It was ranked number 69 in the latest Shanghai ranking and is among the world's 100 best universities in 18 out of 48 subjects in the latest QS World University Rankings by Subject.

AU is a founding member of CU and joined the alliance with the desire to be at the forefront when knowledge crosses borders and connects the world. In the pilot phase, AU has led the work to develop the necessary conditions and framework to boost seamless mobility and increase international exposure of students, academics, researchers and staff in the alliance. AU also coordinated the Erasmus+ strategic partnership "InnovEd4TS", whose focus was on transferable skills, and which has served as a first step in creating our joint campus, improving our teaching practices and developing joint programmes.

As a continuation of the pilot phase, AU will coordinate WP2, with a strong focus on developing new innovative and flexible mobility formats, as well as multiplying the opportunities for international exposure within our alliance. AU will be leading the InCU.bator and will contribute to the development of the CU.til. AU will also lead work to develop a transparent and participative process to establish a new Knowledge Hub.

Humboldt-Universität zu Berlin. Founded in 1810, HU is one of the leading international universities in Germany, in Europe and in the world. As one of the first universities to introduce the unity of research and teaching, HU continues to uphold the ideal of research without restrictions and to provide a comprehensive education for its students.

HU is a founding member of CU. For HU, the alliance offers a unique opportunity to transcend the current modes of mostly bilateral, limited and temporary international collaboration in favour of a truly shared and student-centred European framework for teaching and learning. In this light, HU has played a central role in facilitating the establishment of the Knowledge Hubs as unique platforms for developing new academic and scientific opportunities. HU has also led the development and implementation of the expansion strategy in only 10 months. And the university has also coordinated the reflection on the global strategy for the alliance.

In the next phase, HU will pursue its leading role in the Knowledge Hub Climate and will coordinate our joint actions and initiatives through WP1 in making equality, diversity and inclusion a reality for our alliance. With the experience of the bologna.lab and Humboldt-Innovation GmbH, the university will contribute significantly to WP3 and WP5.

King's College London. Founded in 1829, King's is an internationally renowned university delivering exceptional education and world-leading research. King's is dedicated to driving positive and sustainable change in society and realising its vision of making the world a better place. With its "Strategic Vision 2029", King's sets out an ambition plan in five key areas, including to educate the next generation of change makers and to foster global citizens with an international perspective.

As a founding member of CU, King's sees in the alliance the possibility to expand the channels for delivery of education and the scale of its reach, thus linking students with a broader cross-section of European students. Being a member of CU will ensure that King's students remain connected to their colleagues in the EU and thoroughly embedded in European values. In the pilot phase, King's has been instrumental in developing the core leverage of our joint ecosystem, the Academic Chairs.

Although King's will no longer be a full project member, the university remains fully committed to the alliance and will secure the necessary internal resources, as clearly stated in King's letter of intent (see ***annex 10***). Building on its experience and strategic priorities, King's will be involved in the cross-cutting theme of equality, diversity and inclusion. Moreover, King's will continue playing a central role in coordinating the Academic Chairs Academy in the next phase and will contribute to the Multilingualism Lab.

Université catholique de Louvain. As one of the oldest universities in Europe, founded in 1425, and one of the top French-speaking universities worldwide, UCLouvain prioritises universal access to high-quality education and makes innovation the governing principle of its teaching and research activities.

As founding member, UCLouvain has been instrumental in the launching of our alliance. In the pilot phase, UCLouvain led the process to foster sustainability in our collaboration process, with the

establishment of the legal entity as well as the communication and dissemination of our achievements. UCLouvain has fully integrated CU into its institutional strategic plan. In particular, CU has been embedded in the human resources action plan, in light of the alliance's potential to increase staff mobility and training. CU has also been fully embedded into the university's "Sustainability Transition Plan". This ensured broad support for UCLouvain's involvement in activities related to inter- and transdisciplinary research.

Continuing this role, UCLouvain will work to structurally reinforce the joint ecosystem of CU. Building on its strong experience of the Louvain Learning Lab and of open education and open science, the university will support the establishment of the CU.til within the alliance. UCLouvain will also lead the CU.mil, as it has a strong research group as well as a language institute already involved in the alliance in this area. UCLouvain will also continue to play a key role in support and activities related to inter-and transdisciplinary research.

Università di Pisa. Founded in 1343, the University of Pisa is one of the oldest universities of Europe, deeply rooted in its region and fully integrated into the international scientific community. From UNIPI's perspective, excellence in research and teaching is never produced in isolation, but by bringing together different skills, experiences and points of view.

As a new member of the alliance, UNIPI has already contributed significantly and effectively to the various activities developed in the pilot phase, with its own resources. The university has appointed Academic Chairs to the Knowledge Hubs, and has actively participated in the Think and Do Tank. In the next phase, as a full member of the project, UNIPI will lead our joint efforts in fostering societal engagement in our educational and scientific activities. The university will also contribute its expertise to the development of advanced digital skills.

Universität Wien. Founded in 1365, UW is one of the oldest and largest universities in Europe with more than 90.000 national and international students and 7.400 academics. UW is home to a broad range of excellent research, and aims to strengthen its position in innovative, interdisciplinary and internationally visible research fields. The university's research priorities include sustainability and climate change, democracy and governance, data science and digital humanities, health and microbiome, society and communication, molecular biology and cognitive neuroscience, and materials and quantum science.

In the pilot phase, UW has been closely involved in the Knowledge Hubs, in particular the climate hub. UW has contributed its experience and expertise to facilitating and boosting mobility to the alliance. UW has also been engaged in relevant ERIA initiatives (the ECR Forum, Inter CU Prize, ECR training, etc.) and is committed to scaling up its engagement in 2023, drawing on its extensive expertise in research support and in supporting early-career researchers. In light of this, UW will lead WP4 in the next project period.

Université Paris Cité. Resulting from the merger of Paris-Descartes and Paris-Diderot universities and the incorporation of the Institut Physique du Globe de Paris (IPGP), UParis Cité was officially founded in March 2019. One year after earning the "Initiative of Excellence" label from the French authorities, UParis Cité has developed thanks to a joint effort between its founding institutions and is transforming the higher education landscape in Paris. It is ranked 1st in France, 8th in Europe and 35th worldwide for publication impact (top 1% citations, CTWS Leyden 2022).

UParis Cité has been engaged in the process of building the alliance since its very beginning in October 2018. In the pilot phase, the university coordinated the Knowledge Hub Global Health, being a world-leading university in health sciences and biological sciences. UParis Cité has led WP6 on the future of higher education, bringing the experience of its Learning Planet Institute. The university is also coordinating the "Empowering Research and Innovation Actions in Circle U. (ERIA)" project. The project, which is still ongoing, aims to pilot initiatives that broaden and deepen our interactions with society and move towards a common scientific agenda through the joint ecosystem we are building.

In the next phase, while ensuring the finalisation of the ERIA project, UParis Cité will concentrate its efforts on supporting early-career researchers within WP4. The university will continue coordinating the Knowledge Hub "Global Health", working closely with the Academic Chairs to promote research-based education, innovative teaching, student experience and societal engagement. In addition, UParis Cité will lead WP7 and coordinate related activities, in close cooperation with the CU communication and dissemination officer.

Universitetet i Oslo. Founded in 1811, UiO is Norway's leading university and consistently ranked among the world's top universities. UiO has a strong focus on interdisciplinary research, particularly in the university's strategic initiatives on life sciences, energy and the Nordic model.

For UiO, since the very first discussions on CU, the alliance has always been more than a three-year project. CU is an alliance of nine equally committed universities with a shared dedication to CU's long-term future. With this mindset, UiO has coordinated the project in the pilot phase and has pushed the project to become an effective transformational process for all partners. The university has successfully managed and coordinated the alliance, dedicating the necessary resources to it, and has also coordinated the Knowledge Hub Democracy.

Although UiO was open to have another partner coordinating this new project, there was unanimous support for UiO to continue its coordination and management role in the next phase. UiO will therefore lead WP1 in close cooperation with the CU Office. While continuing to coordinate the Knowledge Hub Democracy, UiO will be responsible for setting up the CU Open Campus, which will become the central platform of CU where all learning, teaching, research and other collaboration opportunities are showcased.

Univerzitet u Beogradu. Founded in 1808, UB is the oldest and largest university in Serbia and in the South-eastern European region. UB is also the largest university in the alliance, with almost 100.000 students and 8.500 staff members, spread over 31 faculties and 11 research institutes. The university has a long tradition of academic exchange, and has so far developed extensive partnerships with numerous HEIs around the globe in the field of scientific research, within many international educational and research programmes.

For UB, CU offers a unique opportunity to learn from the best European universities and be the forerunner for the advancement not only of Serbian universities, but also of universities across the Western Balkans and South-eastern Europe, thus bringing about a larger positive impact in these regions. In the pilot phase, UB has coordinated activities in the area of Student Led Sustainable Innovation, including developing and scaling up challenge-based learning activities. It is a strategic priority for the university to promote student innovation, the development of transferable and entrepreneurial skills, and sustainable education.

In the next phase, UB will play a crucial role in setting up the InCU.bator, based on the lessons learnt in the pilot phase. UB will also reinforce its engagement in the Knowledge Hub Climate and will support the further development of a joint programme. Last but not least, UB will lead WP6 and coordinate all the tasks related to the further development and implementation of the IT infrastructure that will make CU a reality for our communities.

(4) Co-creating our alliance

In order to fulfil a vision and mission that imply strong societal engagement, our cooperation with associated partners outside academia is key. In the pilot phase, we have been working with 34 associated partners from local and national authorities, hospitals, innovation organisations, businesses and NGOs. Collaborating with these 34 associated partners has allowed us to expand and deepen our interactions with society. These interactions have ensured that knowledge is both co-created with societal actors, and mobilised into transformative actions for society. This is a key component in expanding the knowledge triangle into a knowledge square, placing service to society at the heart of our endeavours.

In the next phase, we want to go a step further. associated partners will continue to play an active role in the various activities defined in our work plan, in particular by: creating new learning and teaching opportunities, supporting the development of entrepreneurial skills and competences, engaging in policy dialogue to shape the future of our communities, co-developing solutions to the challenges of today and tomorrow, and supporting and benefitting from our research collaborations and results in accordance with Open Science principles.

Beyond these activities, we want to engage structurally with our associated partners. We will therefore create an associated partners' fellowship programme, linked to the Academic Chair programme. In each of the current (and future) Knowledge Hubs and potentially in the other platforms, we will appoint and financially support Associated Fellows, who are expected to contribute to the educational and scientific opportunities we offer in these platforms.

Moreover, we will also explore the possibility of establishing an advisory board in support of the General Assembly, comprising associated partners, representatives of other key higher education and research stakeholders, and renowned experts in the field of higher education. The main purpose of the board would be to offer an external perspective on the progression of our alliance and make recommendations for its future development.

For this new phase, each university was asked to assess the engagement with their own associated partners in the pilot phase, consult their chairs and WP leads on potential engagement with new partners, and decide which partners to keep or to add. The Management Board then discussed and agreed on the list of associated partners for the next project (see ***annex 11***).

In total, **44 associated partners** have formally and enthusiastically undertaken to play an active role in CU to help us reach our goals. The associated partners can be grouped into six main categories: local, regional or national public authorities, hospitals and health institutions; research institutions; business and innovation institutions; cultural institutions; NGOs; and university networks. We expect our associated partners to contribute directly to the development and consolidation of our ecosystem in accordance with their profile, in particular in the existing three Knowledge Hubs. While engaging more structurally with our associated partners, we will also leave some flexibility in their engagement during the project period and ensure that they find added value in their contribution to our alliance. At the same time, we anticipate engaging with other external partners that have not been formally identified in the preparation of the project – as has been the case during the pilot phase.

2.2.2 Consortium management and decision-making

Consortium management and decision-making (if applicable)

Explain the management structures and decision-making mechanisms within the consortium. Describe how decisions will be taken and how regular and effective communication will be ensured. Describe methods to ensure planning and control.

Note: *The concept (including organisational structure and decision-making mechanisms) must be adapted to the complexity and scale of the project.*

1) Our governance framework in the next phase

In March 2021, during the pilot phase, we officially established a legal entity under Belgian law, thus granting our alliance legal personality as an international non-profit association (*association internationale sans but lucratif*, AISBL). The AISBL has been set up for an indefinite period but can be dissolved at any time. The AISBL rests on legally binding written statutes (see ***annex 2***) as well as legally binding written internal regulations, as referred to in the statutes.

With the establishment of the 'CU AISBL', a joint governance framework was developed and approved by the Management Board in March 2022. It was then adopted by the General Assembly in June 2022. The governance framework aims to explain, in a single document, the whole governance structure and functioning of our alliance. The document sets out the roles, rules, and regulations that govern CU, and it also defines the cooperation principles that should guide all those taking part in the activities of the alliance at any given time. It therefore includes all management structures, decision-making and communication processes. Through the joint governance framework, we have secured efficient, transparent and sustainable structures and processes that will form a solid foundation for the development of our alliance, including in ongoing and future externally-funded projects.

During the next phase, our main objective is to consolidate and adapt our governance where necessary. Three elements of change will be considered:

- Due to the expansion of our alliance to UNIPI and UW, we have already revised the statutes of the CU AISBL so that both universities are full members of the legal entity. In the new project, they are now becoming full project partners, which will have the capacity to contribute fully to the management and coordination of the project.
- With King's not being eligible to receive EU funds in the framework of the Erasmus+ programme, the university can only participate as an associated partner in the new project. However, the statutes of the CU AISBL secure the status of King's as a full member of the alliance, allowing the university to contribute to the strategic development of the alliance on an equal footing.
- We anticipate adapting and revising the governance framework in accordance with the further development of our joint ecosystem, particularly the creation of the CU Open Campus and the reinforcement of the Knowledge Hubs and other platforms.

(2) The guiding principles for our transformational cooperation

Within our alliance, we strive to work in agile, participatory, open, respectful and innovative ways, with four core principles cutting across the governance framework.

First, **subsidiarity** should guide us in running the alliance. Problems will be escalated only if no solutions can be found at the relevant level. Teams will be given enough autonomy and time to address challenges where they arise and to resolve them.

Second, "**unity in diversity**" is key to what CU stands for, and this guides us when we try to find the best solutions to overcome the hurdles that we encounter. It also implies that we are not aiming to make our ideas and perspectives uniform. Our diversity is our strength.

Linked to this principle and considering the changes of "status" of King's, UW and UNIPI, **flexibility** will be required to maintain the commitment of partner universities and a sense of belonging and ownership at university and inter-university level. While we are equally committed to the fulfilment of our vision and mission, we also acknowledge the fact that not all partner universities should be involved to the same extent in all our activities.

Fourth, our alliance's decision-making process is **consensus-driven**. We aim to foster inclusive participation and ownership, creating a common understanding and supporting universities' commitments to take action for the benefit of the alliance.

Fifth, we share the **ownership** of the alliance. Individually and collectively, our universities have full responsibility for the strategic, long-term and sustainable development of the alliance through a joint governance framework. The CU Office supports the alliance and the partner universities in this ownership role by ensuring the well-functioning and efficient governance and management of the alliance.

(3) Managing our alliance

In accordance with the statutes of our legal entity, the **General Assembly** (GA) is the highest decision-making structure of the alliance. The GA is composed of the rectors, presidents or vice-chancellors of the university members and two students nominated by the CU Student Union. Associate members and any honorary partners nominated by CU can also be invited, but without voting rights. The GA is chaired by the CU President, who is elected among the rectors, presidents or vice-chancellors of the alliance for a one-year mandate, renewable once. Beyond his/her powers in the GA, the CU President also represents the alliance externally.

Formally, the GA has all the powers necessary to achieve the AISBL's aims and ultimately the alliance's vision and mission. This includes powers linked to the strategic direction of our alliance, the financial management of the AISBL (including decisions on membership fees) and its administrative management.

The **Management Board** (MB) is responsible for the strategic management and oversight of the alliance. It is composed of one representative per university member, generally at the level of vice-presidents, or vice- or pro-rectors. The MB elects a Chairperson among its members for a one-year mandate, renewable once. The Chairperson must belong to a different university to the President of the GA. Their mandates will not exactly coincide in order to ensure continuity in the leadership of the alliance, and to provide the opportunity for all partner universities to take a leading position.

Formally, the MB is responsible for implementing the decisions of the GA. The MB therefore manages and supervises the strategic development of the alliance. More specifically, the MB ensures that the activities developed in our joint ecosystem are in line with our shared ambition and fulfil our joint vision and mission. To this end, the MB works closely with the CU Office and the CU coordinators.

Since the inception of the alliance, student engagement and participation have been crucial to our collaboration. Back in March 2021, our universities' student organisations formally established the **Circle U. Student Union** (CUSU) through an MoU and terms of reference. CUSU consists of two elected student representatives from each member university. CUSU representatives must be elected by a democratic body at their home university. Representatives should be elected for at least one year if possible to ensure continuity in student engagement.

CUSU is a democratic body that represents the student perspective in CU. The Union protects students' interests and makes recommendations for the strategic steering of our alliance. To this end, CUSU appoint two members to the GA and coordinates student participation in the different work packages of ongoing projects. Close cooperation and open dialogue between the MB and CUSU have been ensured through regular meetings between the MB and CUSU, with the support of the Secretary General and joint MB/CUSU workshops on strategic issues. Moreover, discussions are currently ongoing about formally including CUSU representatives in the MB.

As part of the alliance's development and growth, we will establish a new body to contribute to the management of the alliance in the roll-out phase. Chaired by the Dean of the Open Campus, the **Academic and Scientific Council** will consist of the Academic Directors of the Knowledge Hubs and of the support platforms. The Academic and Scientific Council will be the executive body of the joint ecosystem of the alliance and will thus play a key role in developing and implementing our joint academic and scientific agenda.

The Academic and Scientific Council will be chaired by the Dean of the Open Campus, who is responsible for the executive steering of the Open Campus and its activities. The Academic and Scientific Council will also include the Academic Directors of the three Knowledge Hubs, the academic coordinators of the support platforms and the Academic Chairs. The Academic and Scientific Council will meet at least twice a year and will present the annual work plan and budget of the various platforms to the Management Board, as well as reporting on key achievements.

The Academic and Scientific Council will consolidate our commitment to strengthen the academic impact of CU. It will anchor the strategic goals of the alliance within a council, which will provide strategic input on academic questions, challenges and opportunities within the Open Campus and elsewhere in the alliance. It will also provide a high-level meeting space for the Dean and the academic directors of the Knowledge Hubs and support platforms. This will ensure clear communication between these actors, as well as facilitating information-sharing with regard to various academic aspects of the alliance.

Through the management structure of the alliance, we demonstrate our equal commitment by including each partner university in all bodies. This enables all nine universities to have an equal role in the management and decision-making process at the highest strategic level.

(4) Managing our project

Efficient management is key to ensure that we deliver our activities and tasks and achieve our goals at an operational level. In order to meet our operational goals, as well as maximising the impact of our activities, we have developed a project management structure with close links to the management structure of the alliance. The guiding principles of this project management structure are good communication, high-quality deliverables, autonomy and flexibility.

The operational role of **Work Package coordinators and leads** is key in this management structure. Each Work Package Coordinator is appointed by the university that has the coordination of a given work package, taking into consideration the expertise that is best suited to coordinate and support the implementation of the work package activities. The Work Package Coordinator ensures the performance and progress of the work package with regard to the overall work plan.

The Work Package Coordinator will lead a Work Package Network. The Work Package Network comprises the Work Package Coordinator, a Work Package Lead from some or all partner universities as relevant, and one student representative appointed by CUSU. In addition, the Work Package Network meetings may include a communications officer from the university leading the WP as an observer.

The Work Package Networks set up task forces as needed to undertake activities. They are responsible for sourcing additional expertise on specific topics if needed. Finally, they cooperate with other Work Package Networks on specific tasks that require alignment across Work Packages, and liaise with the communication officers' network in order to effectively communicate and disseminate information about the actions of the Work Package. To ensure autonomy and flexibility, decisions about procedures and meetings are left to the Work Package Coordinator, in order to focus on those best suited to meet the needs of the work package.

We will also establish a set of **ad hoc support committees** which will support the development and implementation of the activities, tasks, deliverables and milestones; contribute to their strategic dimensions; and ensure consistency with internal rules. These ad hoc support committees will act as thematic peer groups so to ensure stronger integration of the different administrative services, foster more systematic involvement of senior management, and enable peer review of the tasks, activities and deliverables. This will ensure better integration of our services and a more robust governance, decision-making and communication process.

At the moment, we plan to establish four ad hoc support committees, each responsible for one topic and connected to a WP. These are:

- Mobility and international exposure committee, linked to WP2
- Education committee, linked to WP3
- Research committee, linked to WP4

- Privacy committee, linked to WP6

By consolidating and adapting the project management structure, we will provide flexibility, which ensures autonomy in the execution of tasks within each WP. Through this project management structure, we acknowledge that not all partners have to participate in all activities, but the impact of the project and its WPs and services will be shared by all. This represents a key improvement on the pilot phase.

The Management Board is not expected to play an operational role in alliance management. In preparation for and throughout the next phase, the Management Board will ensure that strategic decisions and project activities can be implemented by the Work Packages, and that the expected outputs and outcomes are fully embedded in our universities.

(5) Linking the management of the alliance and the project through the CU Office and CU coordinators

During the pilot phase, the CU Office, composed of the Secretary General, the MEL Officer and the Treasurer, was established to ensure the day-to-day operational management of the alliance as a legal entity. As the number, variety and complexity of the activities developed within the alliance have increased (including bottom-up initiatives that were not initially foreseen in the pilot phase), the role of the CU Office has been of crucial importance.

In continuous dialogue with the CU coordinators, the Management Board and the General Assembly, the CU Office has been making sure that the activities and resources invested in the project are sufficient and consistent with the long-term strategic development of the alliance. The CU Office and the CU coordinators have been at the nexus of the implementation of the project and activities and the development of the alliance.

In the next phase, we are committed to reinforcing our joint capacity and capability to manage the alliance and to ensuring the impact of our project-led activities at the level of the alliance, our individual universities, our communities and our partners. This commitment will imply a series of structural measures and developments – some of which have already been initiated:

- Fully implementing and, where relevant, adapting the legal entity of the alliance, established under Belgian law
- Introducing annual membership fees from January 2024 and providing an operational budget for the CU Office
- Pooling and, where relevant, centralising resources, in particular human resources (CU officers), digital and communication tools and services (website, social media, collaborative platforms), and financial support for students, researchers, academics and staff (seed funding calls)
- Staffing the CU Office step by step and ensuring adequate office functions for the needs of the alliance
- Reinforcing the strategic role of the Secretary General, specifically in order to increase the profile and visibility of the alliance vis-à-vis external partners (including regional, national and European policy-makers) and to search for and obtain additional funding and development options for the alliance

Concerning the staffing options for the CU Office, several scenarios have been discussed at the time of writing that will potentially depend on the EU funding granted during the next phase. The positions of Secretary General (1 FTE), MEL officer (0,5 FTE), an office manager (1 FTE) and a communication and dissemination officer (1 FTE) are confirmed. In the future, we could consider hiring an external funding officer (0,5 FTE) and/or a policy officer (0,5 FTE). The CU Office will offer regular internship opportunities for our students.

During the pilot phase and as described in the governance framework, we have made a distinction between the project coordinators, whose main responsibility has been to coordinate the participation of their universities in the project, and the intra-university coordinators, whose main responsibility has been to support the dissemination and implementation of the project outcomes and outputs in their universities. In light of our commitment to consolidate long-term, sustainable and transformational cooperation across our 9 universities, in which both the alliance and the project dynamics are rooted, these distinct roles and responsibilities are no longer relevant. We will therefore reinforce the roles and responsibilities of the CU coordinators in each of our universities. In close connection with the CU Office, the Management Board and the WP coordinators, CU coordinators will play an even more central role in supporting internal implementation, linking internal services within and across the alliance, coordinating their universities' contributions to the project(s) and the alliance.

With the alliance's extension to UW and UNIPI and these universities' participation as full partners in the project, the CU Office and the coordinators will facilitate onboarding with possible job shadowing opportunities, where relevant.

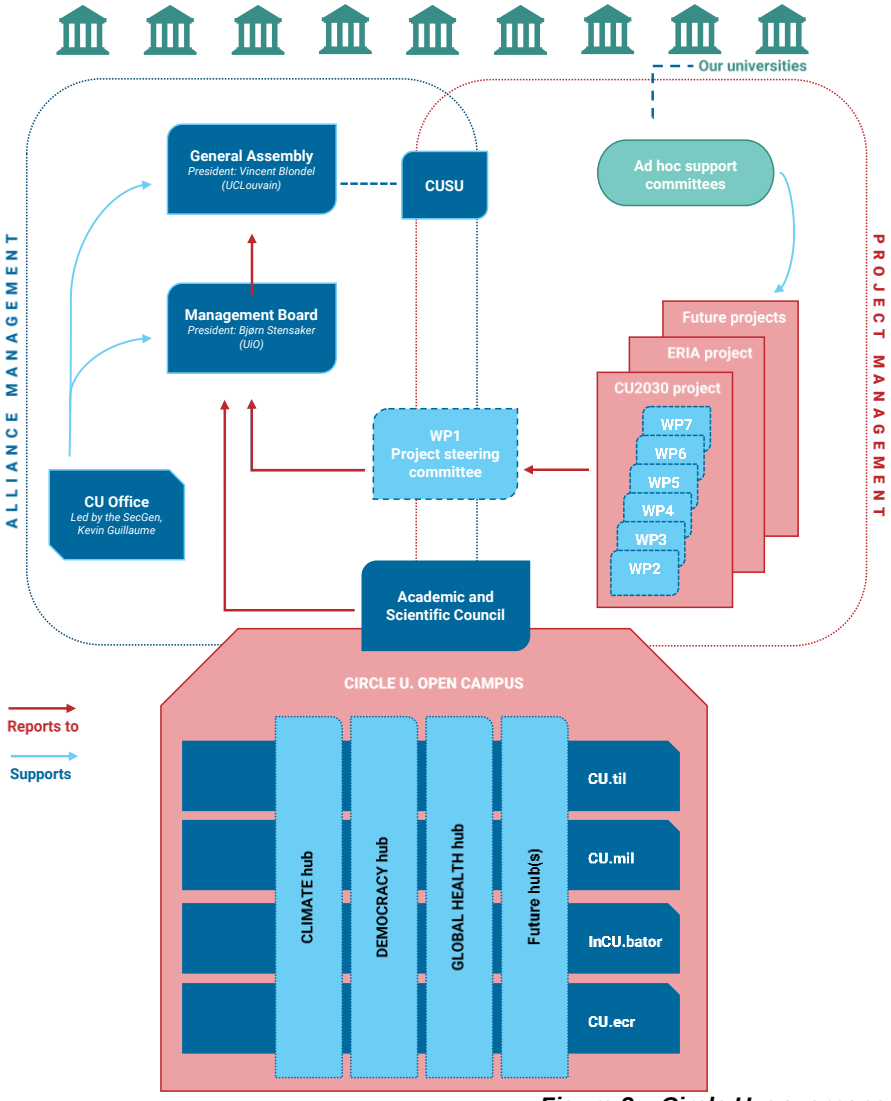


Figure 3 – Circle U. governance diagram

(6) Streamlined, interlinked and shared decision processes

As described above, we can distinguish between decision-making processes at the level of the alliance and at the level of the project.

At the level of the alliance:

- The General Assembly, chaired by an elected President and composed of university members, student members (appointed by CUSU), associate and honorary members, is the highest decision-making structure of the alliance. The Secretary General acts as secretary and has no voting power.
- The Management Board, led by an elected Chairperson and composed of one representative per university member, is responsible for the strategic management and oversight of the alliance. The Management Board prepares the decisions to be taken by the General Assembly. The Secretary General acts as secretary and has no voting power.
- The Academic and Scientific Council, led by the Dean of the Open Campus and composed of directors and coordinators of the Knowledge Hubs and the support platforms as well as Academic Chairs, is the executive body of the joint ecosystem of the alliance.

At the level of the project:

- Work Package 1, led by the project coordinator, acts as a project steering committee. It ensures the advancement of the project and its tasks and activities; approves, when necessary, the submission of deliverables and milestones; and decides whether issues related to project implementation should be escalated to the Management Board.
- Work Packages, led by WP coordinators, are the operational bodies responsible for developing and implementing the activities, tasks, deliverables and milestones.
- Ad hoc support committees, composed of members of the senior management of the universities' administrative services, will act as advisory bodies. When necessary, they will support the development and implementation of the activities, tasks, deliverables and milestones; contribute to their strategic dimensions; and ensure consistency with internal rules.

It is important to stress that there is no clear division between alliance management and project management, as both feed into one another. Once we launch the new project and fill the different roles in our ecosystem, we expect that key figures – such as the Dean of the Open Campus and the directors of the Knowledge Hubs and other platforms – will potentially have double roles, both at the level of the alliance and project management. This will ensure consistency between short-term developments (mostly linked to the project implementation) and long-term developments (mostly linked to the joint ecosystem).

(7) Communication processes

We intend to achieve a more coordinated and centralised approach to communication and dissemination by reinforcing the CU Office. At the level of the alliance, the CU Office will facilitate the communication and information flows between the General Assembly, the Management Board, CUSU, and the platforms in our joint ecosystem.

With the support of the communication and dissemination officer and the MEL Officer, the CU Office will disseminate our alliance's key outputs and outcomes to our external partners, so that CU can act as a role model for future policy and institutional developments in higher education, research and innovation. The project coordinator, with the support of the CU Office, will facilitate the communication and information flows between WP coordinators, leads, and the ad hoc support committees.

The CU communication and dissemination officer will support the WP7 coordinator and the network of communication officers at individual universities during the new project phase. WP7 will thus enable a coordinated approach to external and internal communication, as well as to the dissemination of activities, outputs, outcomes and results of the project. This joint approach will be aligned with each partner university's approaches, modalities and "cultures" in terms of communication and dissemination. Equally, WP7 will facilitate exchanges of experience and best practices, and therefore contribute to the enhancement of individual capacities.

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3. IMPACT

3.1 Impact and ambition

Impact and ambition

Please address each guiding points presented in the Call document/Programme Guide under the award criterion 'Impact'.

Define the expected short, medium and long-term effects of the project. Who are the target groups? How will the target groups benefit concretely from the project and what would change for them?

(1) Play a critical role in promoting the European way of life, and in achieving the European Education Area and the European Research Area, in synergy with the European Higher Education Area

CU will organise activities that promote understanding and respect of the European way of life and of European values such as democracy, respect for the rule of law and equality. Through CU's educational opportunities, governance structure and commitment to equality, diversity and inclusion of all students, researchers and staff, CU will contribute towards this European policy goal.

One of the three CU **Knowledge Hubs** focuses specifically on democracy. This **KH Democracy** is the focal point for providing teaching on European democratic systems, values and challenges. This **KH** gathers leading researchers and educators to share their expertise with students across Europe.

Importantly, teaching opportunities will include an emphasis on democracy and European values through **annual summer/winter schools** on democracy and through the CU **master's programme** on Public Governance that is currently under development.

On an organisational level, inclusion and openness will be ensured through the CU **Open Campus**. The **Open Campus** will provide a web-based entry point for all teaching and training opportunities developed through the project and potentially also to additional opportunities provided by the individual partners. The CU Open Campus will be co-developed with CUSU to ensure a well-designed portal that uses an easily understandable, intuitive interface.

- **Short-term effects (end 2024)**: the CU Open Campus will have made it easier for students and other learners to find, access and participate in educational opportunities offered by CU, with opportunities presented in a user-friendly way.
- **Medium-term effects (end 2026)**: the portal will have been further developed and further expansion will be in progress to expand the range and types of learning opportunities available. More students, researchers and staff will have begun collaborating across disciplines in an international and multicultural environment, and initial feedback from users will have helped further improve the user-friendliness of the platform.
- **Long-term effects (end 2028 and beyond):** The CU Open Campus will have become well-known and will be utilised by students, staff and other learners from CU and across Europe. This will help internationalise the learning experience of a range of learners and open up learning opportunities to a wider audience (e.g. lifelong learning). The Campus will be perceived by national, regional and European authorities and stakeholders as a model for other open learning platforms.

The CU **governance structure** is also founded in democratic principles. CU management is based on a collaborative structure where all partners can make their voices heard on key decisions. Through the CU Open Campus, researchers and students that are not part of a KH or the Academic Chair and Fellow programmes will have the opportunity to contribute new activities. This will lead to increased institutional involvement in CU and accelerate institutional integration into CU.

The **CU Multilingualism, Interculturality and Language Lab** (CU.mil) will also support European values through an emphasis on multilingualism, and more specifically by:

- promoting collaboration among academic experts on multilingualism in education and research;
- acting as a network for exchange of best practices on didactic techniques to integrate multilingualism into education;
- sharing language-learning and intercultural education resources;
- developing training and information materials to help teachers to integrate multilingualism into their teaching;
- providing training to teachers to become multipliers of research-based good practices;
- piloting innovative educational methods relating to multilingualism;
- sharing and promoting language learning experiences for students, including for less frequently used languages;
- advising on how to foster a plurilingual working environment within CU, including using digital technology.

Moreover, CU will develop an Equality, Diversity and Inclusion (ED&I) Strategy. The strategy will be developed and presented to the CU Management Board adoption. Importantly, the ED&I Strategy will be based on core European values, including values of respect for human rights, as described in the Treaty of the European Union articles 2-3.

(2) Achieving the European Education Area and the European Research Area in synergy with the European Higher Education Area

CU is rooted in European Commission policy objectives, in particular the European Education Area (EEA), the European Research Area (ERA) and European Higher Education Area (EHEA) cooperation processes. The EEA outlines that cooperation between universities should lead to improvement and enrichment of '*the quality, inclusiveness, digital and green dimension*' of the education system. In the follow-up phase, CU will further expand the activities of the three existing KHs (Democracy, Climate and Global Health) and also plan and implement a process for developing an additional KH. The KHs will serve as a focal point to integrate research and education in line with European policy priorities. Learning opportunities will be scaled up and disseminated through the CU Open Campus. In addition, the CU Teaching Innovation Lab (CU.til) will develop innovative teaching methods based on pedagogical research, which will contribute towards further increasing teaching excellence within the alliance.

CU has also a strong focus on **gender and equality**, which will be systematically addressed in a number of ways, which will be presented in the CU ED&I strategy. This document will set out planned activities to reach out to under-represented groups, ensuring that they also benefit from CU. Building on the study on gender issues in research and innovation already conducted within CU, the "women in science" group, comprising representatives from every CU university, will continue its activities to promote gender equality in science.

CU will contribute towards the **digital and green transition,** in line with the EU Communication on the future of the EEA and the EU Communication on Shaping the EU Digital Future. During the pilot phase, CU has focused on providing a range of learning opportunities through digital means, and this work will be further expanded. This includes flagship programmes provided through the KHs with support of the CU.til, which will advise on how to best exploit digital technologies for teaching. CU will foster the development of a high-performing digital education ecosystem and (ii) enhance competencies for the digital transformation, as stated as the EEA's main objectives.

Through digitalisation, CU will increase **collaboration between the partner universities,** as highlighted by the EEA. Jointly developing new digital and blended learning opportunities will provide extensive opportunities for collaboration and networking among administrative services from the partner universities. Students will also have more opportunities to collaborate with colleagues from other universities across Europe through increased short-term (e.g. summer/winter schools, hackathons) and longer-term mobility.

This collaboration and mutual engagement between our universities will improve the **visibility and the international position** of CU as a European University and of the individual members of the alliance.

- **Short-term effect (end 2024):** CU's KHs will serve as models for better integrating research and education, serving as an impetus for new links between CU universities' students, researchers and administrative services. The CU.til will begin to develop innovative teaching methods and develop new ways to integrate aspects of research into education.
- **Medium-term effects (2026):** Diverse students and other learners will have completed the educational activities and programmes and be benefitting from, and disseminating, their knowledge in relation to addressing societal challenges. More staff and students are better equipped with skills for the digital transition, which will then reach the European employment market, thanks to CU's digital and blended teaching and learning initiatives.
- **Long-term effects (2028 and beyond):** CU's approach to integrating research and education through KHs is seen as best practice for bringing student learning closer to societal challenges. CU universities and the CU alliance are more internationally visible as positive examples, advancing the development of the EEA and ERA.

(3) Contribute to a more united, innovative, digital, connected, and green Europe, open to the wider world, by increasing the resilience, excellence, geographical and social inclusiveness of European higher education institutions.

CU's work is in line with the EEA's main objectives and with the EC Communication 'Shaping the EU Digital Future'. One of CU's objectives is to establish a wide variety of courses that will be co-developed between the CU partners, between teachers and students and between CU partners and CU associated partners.

The involvement of students, staff and associated partners will ensure that CU's teaching opportunities are more open and take into account the needs of different stakeholders from different societal sectors. Training opportunities will be made available through the CU Open Campus in digital and/or blended format. Digital learning opportunities open up learning to a wider audience with a greater variety of needs than physical teaching alone. The Open Campus will be a digitally connected, international teaching and learning environment that is open to a wide range of sectors of society across Europe and beyond. These activities will be further strengthened by the development of a joint **CU Digital Strategy,** which will set out the main steps to enable effective collaboration on digital and blended learning, and will ensure that our digital teaching is green, open and as flexible as possible.

CU will include different stakeholders and associated partners in the development of teaching and learning activities, ensuring that our activities respond to their diverse needs. Furthermore, CU will also boost the digital competences of students and staff, therefore having a positive impact on careers and skill sets. This is in line with the ambitions of the reinforced skills agenda to strengthen digital skills in career transitions.

- **Short-term effects (end 2024):** CU's digital and blended courses will increase the geographical reach of our alliance and provide training and teaching opportunities to a wide variety of students regardless of geographical location or social background.

- **Medium-term effects (2026):** An increased number of digital/blended courses co-developed with CU stakeholders and/or associated partners will both increase the number of learners benefitting from CU opportunities as awareness of the alliance grows, and also increase the digital competencies of the students and their expertise in key areas for a more innovative and greener Europe. Organisations that recruit students and other learners who have participated in CU training will also benefit from these skills. Increased virtual and blended mobility will also increase the interconnectedness of higher education participants across Europe.
- **Long-term effects (2028 and beyond):** CU's strategy to involve academia and other stakeholders in the development of new training opportunities will produce highly relevant and flexible knowledge content, equipping students with the necessary skills for the future employment market. CU's best practices and strategies are disseminated to higher education stakeholders and contribute to European policy development.

(4) Increase the attractiveness and competitiveness of participating higher education institutions on the global scene, by becoming stronger together through deeper transnational cooperation and seamless mobility of students, academics and researchers, and creating and sharing knowledge, developing new concepts, technologies and innovation at unprecedented speed.

CU is in line with the EEA policy objective of increased transnational collaboration in synergy with the ERA. CU partners are committed to collaborating and becoming stronger together.

CU's partner universities are developing administrative processes to work towards seamless physical, blended and virtual mobility for students and staff. Students that participate in the CU courses will when relevant receive Proof of Participation Certificates to recognise the knowledge and skills they have acquired to benefit student in their future career. Automatic EU wide recognition of courses is currently an area that is regulated by national authorities. However, CU will work to ensure the automatic recognition of academic qualifications and learning periods abroad provided for by the participating higher education institutions within the alliance.

As specified in our global strategy, CU intends to build up its collaboration with external partners outside Europe too. For global partners, CU offers access to an alliance of 9 research-intensive universities producing high-quality teaching and educational activities for the benefit of our students, staff and society at large. For global partners, CU will potentially open up new collaboration and funding opportunities, within EU funding programmes and beyond.

The attractiveness of CU and of CU partners will be further reinforced through the expansion of the Academic Chair programme to include additional Fellow positions, including Global Fellows, Associated Fellows, and Student Fellows. These positions will further increase the attractiveness of CU outside of the alliance and strengthen cooperation and mobility of students, researchers and staff.

Needless to say, CU will also involve students and learners in increasing the attractiveness of the alliance. The **CU Student Union (CUSU)** is involved in co-development of training and research activities together with researchers and staff. In addition, CU will establish the CU Ambassadors scheme, comprised mainly of students who have participated in CU activities and who are interested in contributing to the development and visibility of our alliance.

- **Short-term effects (end 2024):** Increased collaboration between CU universities and increased mobility of students, staff and researchers.
- **Medium-term effects (2026):** Increased collaboration between CU and selected universities outside Europe will lead to increased visibility for CU and better links to society. International mobility opportunities for students and staff continue to increase and diversify.
- **Long-term effects (2028 and beyond):** CU will be a renowned and attractive European University Alliance on the global higher education scene.

(5) Promote European values, foster respect of academic freedom and institutional autonomy and strengthen the European identity for all learners, teachers, researchers and staff to cooperate and co-create knowledge within different European and global cultures, in different languages, across borders, sectors and academic disciplines.

CU will establish or expand different structures that will promote collaboration between CU and outside stakeholders such as national, regional and local authorities, innovation organisations and other associated partners.

CU will set up the **CU Multilingualism, Interculturality and Language Lab**. The CU.mil will offer informal and formal learning opportunities, aiming to develop international and intercultural knowledge, skills and

attitudes for all students. This will diversify intercultural and language learning opportunities, including for lesser spoken/ frequently used languages, in order to give CU students the chance to learn other languages, experience different cultures, and gain immensely valuable knowledge about how to collaborate in multicultural teams.

- **Short-term effects (end 2024):** Increased learning opportunities on multilingualism, interculturality and languages for CU students across Europe.
- **Medium-term effects (2026):** Increased understanding on the conditions affecting Academic freedom, and how to make Academic Freedom more resilient. Some students with training on multilingualism, interculturality and languages will be available for employers across Europe.
- **Long-term effects (2028 and beyond):** CU research-based knowledge on conditions affecting academic freedom resulting is responsive actions, discussed with teaching stakeholders and authorities and contribute towards EU policy development. CU's research and teaching on multilingualism, interculturality and languages will have resulted in a broad range of learners with increased awareness and abilities to operate across national boundaries and with a sense of truly European identity.

(6) Act as actors of change for the digital and green transitions, for Europe's recovery and future resilience.

Many of CU's key teaching and learning initiatives will be provided at least partly in a digital or blended format via the Open Campus, which will considerably reduce the need for international travel. This is in itself a concrete action that will contribute towards reducing the carbon footprint of the alliance, and will promote the digital and green transition as described in the EEA and ERA.

CU will provide the opportunity for students, researchers and staff to organise and participate in challenge-based education on pressing societal problems related to the Sustainable Development Goals that are major challenges for European society. As part of this agenda, CU will offer a set of bachelor modules on sustainability and leadership for the SDGs focussing on various fields such as sustainability law, sustainability medicine, etc. These educational activities will help CU and its students and staff become changemakers that actively contribute towards the digital and green transitions.

Through the **Climate Knowledge Hub**, CU will coordinate research and training activities related the green transition.

- **Short-term effects (end 2024):** students and staff have begun to benefit from challenge-based educational activities in partnership with external stakeholders, and from short-term activities (e.g. summer schools) in the KH Climate.
- **Medium-term effects (2026):** Challenge-based education, digital collaboration and climate change-related activities in the KH Climate will have strengthened student and staff skills and capacity to contribute to the green and digital transitions.
- **Long-term effects (2028 and beyond):** Education and research activities in partnership with external stakeholders will have become a well-established approach and a good example to other higher education stakeholders across Europe, building a skills base to support the digital and green transition.

(7) Boost the excellence dimension of higher education, research and innovation, while promoting gender equality, inclusiveness, diversity and equity.

To promote excellence in education, CU will expand and/or establish new flagship initiatives such as joint programmes on climate change, democracy and global health, and modules on sustainability in the Knowledge Hubs. Moreover, the CU.til will function as a novel arena for innovative pedagogies to explore new approaches in teaching and learning. This new knowledge will be shared among the Knowledge Hubs, to other CU researchers and teachers, and beyond. CU will also promote networking and exchange of best practices in support for early-career researchers through the CU.ecr.

The InCU.bator will also offer a structured space and concrete support opportunities for students in developing innovative projects with a societal impact. By putting the students at the centre of (societal) innovation with the support of external partners, we are expecting to reinforce the links between higher education, research, innovation and service to society, and boost high quality impact.

In addition, CU includes a wide array of associated partners, including a number of innovation organisations. CU will work with these organisations to boost excellence and societal relevance in

entrepreneurship and innovation, including training for students on entrepreneurship. This will allow students across CU to build their capacity for innovation and their networks.

CU's interculturality activities within the **CU.mil platform** will promote inclusiveness and diversity. The **Female Founder Network** established in CU's pilot phase will also promote gender equality in innovation and entrepreneurship by providing a forum for female student entrepreneurs. More globally, the development of an overarching and transversal ED&I strategy shows our strong focus on inclusiveness and diversity at all levels of our alliance.

- **Short-term effects (end 2024):** CU has initiated a range of learning and training activities to boost excellence and inclusiveness.
- **Medium-term effects (2026):** New networks will include innovation actors from all societal sectors, with increased teaching innovation and additional mobility opportunities for students.
- **Long-term effects (2028 and beyond):** CU has established an educational ecosystem enabling new forms of collaboration between students and stakeholders, contributing to future change.

(8) Trigger a much deeper level of transnational institutional cooperation between higher education institutions, leading to long-term structural institutional transformation with positive impact on higher education learning and teaching, fostering joint educational activities and allowing for more inclusive and enhanced flexible learning approaches,

and

Improve the skills and employment prospects of students, staff, researchers and lifelong learners, including entrepreneurial, transversal, intercultural, digital and green skills. Fuel innovation through a flow of creative talents to support the establishment and scaling up of start-ups and SMEs in Europe, notably by setting up and reinforcing technology transfer, or sharing knowledge and technology transfer capacity, thus supporting novel concepts likely to lead to breakthroughs or market creative innovations.

In March 2021, we have established a legal entity for CU as we were and are still convinced that having this permanent structure enables us to develop a sustainable, strategic and long-term alliance. With this legal entity and the CU Office that we have consequently set up, we aim to boost our joint capacity and to mutualise resources to maximise the impact of our cooperation. Therefore, we have also decided to reinforce the CU Office in the next phase.

Additionally, the establishment of the **CU Open Campus,** and in particular the related collaboration between universities on content, functionality and maintenance, will result in increased collaboration and increased institutionalisation of CU. The back-office work to launch the CU Open Campus will involve several departments from all CU partners, such as IT departments, educational departments, and communication departments. This will lead to unprecedented inter-institutional collaboration among CU universities.

Beyond the Open Campus, we are consolidating our joint ecosystem and the collaborative platforms, by establishing similar governance across the ecosystem, by allocating specific resources (staff and other resources) and by providing enough autonomy in the development of activities. The ecosystem is the key leverage of our long-term structural institutional transformation, as it is meant to remain beyond the project period.

Furthermore, as underlined in the application, several learning opportunities will be developed within (and beyond) the platforms. With those activities we intend to equip students but also staff members, with the required competences, skills and knowledge of today and tomorrow. For example, the InCU.bator will boost innovation and entrepreneurship skills for students. The CU.til will support teaching staff to develop their skills and competences through CU signature pedagogies. The CU.mil will foster the students' and staff members' language and intercultural skills by sharing courses and other language and intercultural learning experiences and developing joint activities.

The transfer of research-based knowledge from academia to industry is a key requirement to increase the competitiveness of the innovative EU industry sector. CU's research-based learning opportunities will equip our learners to contribute to solving pressing European societal challenges. CU will thus become a key 'supplier' of highly skilled professionals. Our learners will benefit from improved employability and career prospects, collaboration and networking opportunities, and training to help them work in multidisciplinary and multicultural contexts.

- **Short-term effects (end 2024):** Increased collaboration between partners and with associated partners will create new networks. The first training opportunities on the CU Open Campus will allow learners to develop skills that will support their employability.
- **Medium-term effects (2026):** Students have a large set of courses to choose from through the Open Campus and close collaboration on the back-office side has resulted in closer institutional ties between universities in CU.
- **Long-term effects (2028 and beyond):** The CU. Open Campus has become an integrated portal to a wide range of learning and skills development opportunities, serving as a model for bridging formal and informal learning across Europe.

(9) Make lifelong learning a reality in higher education, by offering diverse educational opportunities and introducing innovative and student-centred pedagogies, jointly delivered across a European inter-university campus, where a diverse student body can build flexible learning paths at all levels of their studies and careers

Lifelong learning, as defined by the European Commission, is the opportunity for anyone to improve their skills through training and learning at any stage in life. Importantly, CU will open up different educational opportunities not only to student communities within our universities, but also provide open training and educational courses for lifelong learners outside CU.

CU is committed to Open Education and to digital technologies to widen access to CU courses. As stated by the Joint European Research Centre, Open Education can reduce educational barriers (cost, geography, etc.) and provide opportunities to obtain and upgrade skill sets. In addition, Open Education through digital means supports further development and modernisation of HE education providers and offers the possibility to bridge non-formal and formal education.

CU will develop new teaching formats for lifelong learning accessible to students across Europe, including CU Open Courses. Open Courses will be online courses or modules offered both to CU students and a diverse range of other learners that could lead to a certificate of participation, completion, credits (similar to small MOOCs). In addition, CU will launch CU Conversations, which are online, blended and physical open “lectures” or seminars open to a large audience, where academics and students engage with non-academic partners on a specific topic linked to CU’s priority themes. These Conversations will also provide excellent dissemination opportunities for CU and ensure our participation in public debate. With the Open Courses, Conversations and other activities, CU’s work is in line with the European Recommendation on Key Competences for Lifelong learning 2018.

- **Short-term effects (end 2024):** CU’s new educational formats (Open Courses and Conversations) provide new opportunities for lifelong learning, accessible to learners across Europe.
- **Medium-term effects (2026):** CU Open Courses and Conversations improve the competencies of an increased number of participants and provide new skillsets that benefit their career prospects.
- **Long-term effects (2028 and beyond):** CU’s diverse learning opportunities reach a large number and variety learners at the national, European and global level, and CU offers flexible pathways for combining informal and formal learning.

(10) Advance knowledge and enable talent circulation, thus fostering education, social and technological innovation to address societal challenges and build a more sustainable future.

Knowledge and talent circulation will be promoted across our alliance thanks to close collaboration between our universities, our associated partners and other partners. Through the CU Open Campus, we will provide learning opportunities for students, researchers, and staff within and outside the CU member universities. Learners outside the alliance will bring their newly acquired skills back to their employers, which will raise the expertise level. In addition, CU students and researchers will be able to test their ideas in a setting that fosters innovation.

Furthermore, CU will actively promote knowledge circulation through adherence to **Open Science**. Scientific results will be published according to Open Science principles, and knowledge will be available to academics, entrepreneurs and the general public free of charge in line with the European Open Science policy.

In addition, CU will develop and provide a mechanism for researchers and entrepreneurs to collaborate with other CU member universities and make use of the innovation and entrepreneurship support that CU offers. In addition, the **InCU.bator** will offer support for start-up ideas and student entrepreneurship

projects across the alliance. Through this approach, we will be able to improve the likelihood that projects receive support both in terms of their content and their financing, and innovators can develop networks to further expand their ideas across borders. CU will also establish the **CU Community of practice for Early Career Researcher (CU.ecr),** building on the ECR Forum established in the pilot phase. This network will allow early-career researchers and staff working to support them to expand their networks.

- **Short-term effects (end 2024):** Students and staff inside CU will have access to training and networking opportunities in the areas of entrepreneurship and ECR support in particular.
- **Medium-term effects (2026):** The InCU.bator will have supported the growth of student entrepreneurship projects and we will be seeing positive results. CU publications and products will be available to the public in accordance with Open Science principles. More associated partners will be involved in course and training development.
- **Long-term effects (2028 and beyond):** A wide range of learners within and outside CU universities will have benefitted from entrepreneurship and innovation opportunities, and CU will foster a culture of innovation at its partner universities with positive impacts for society at large.

(11) Contribute to regional development and positively impact the local communities and ecosystems through education and training, research and knowledge exchange, contributing to improvements in societal well-being

CU's associated partners include many key players linked to our universities' "local" environment. Through our alliance, local and regional organisations will benefit from access to the expertise and knowledge available across CU We will regularly review the ongoing collaboration between CU and associated partners, which will help us highlight benefits and identify areas that need further improvement.

CU could provide a window of opportunity and give rise to further collaboration between universities and local stakeholders on a range of topics of mutual interest. CU's inter-sectoral mobility scheme will also allow ECRs to undertake internships at associated partner organisations, which will have a positive impact on local organisations and build closer partnerships between universities and their local communities.

In the next phase, we are committed to engage even more structurally with our associated partners. We will therefore create the Fellow programme, linked to the Academic Chair programme. This programme will integrate the associated partners. In each of the current (and future) Knowledge Hubs and potentially in the other platforms, we will appoint and financially support Associated Fellows, who are expected to contribute to the educational and research opportunities we offer in these platforms.

Furthermore, the various short-term and blended learning opportunities (CU's Open Courses, Conversations, etc.) and the related educational resources will also be available to local and regional actors, when possible. They will then benefit from these opportunities.

- **Short-term effects (end 2024):** Improved contact with regional innovation actors to support CU entrepreneurs.
- **Medium-term effects (2026):** Deeper understanding of the possibilities to interact and collaborate with regional and local innovation environments.
- **Long-term effects (2028 and beyond):** Improved conditions for entrepreneurs and innovators at CU universities.

(12) Act as catalysts for the launch of new instruments and legal frameworks to accelerate the transformation of all universities across Europe.

CU will advance the development of the European Student Card scheme This activity will also involve educational authorities at the national and European level. CU will also work towards ensuring automatic recognition of academic qualifications and learning periods abroad. CU will engage in policy discussions to contribute its expertise on these issues at European level for the benefit of other European University Alliances and higher education stakeholders.

- **Short-term effects (end 2024):** CU will provide certificates to course participants. This will simplify recognition of the acquired skills of the students and support their career development.
- **Medium-term effects (2026):** Generalised use of CU certificates will increase demand of the European Student Card scheme and support the development of a fully recognised trans-European recognition scheme.
- **Long-term effects (2028 and beyond):** CU will support the development of the European Card scheme and provide valuable input towards its implementation across Europe.

3.2 Communication, dissemination and visibility

Communication, dissemination and visibility of funding

Describe the communication and dissemination activities which are planned in order to promote the activities/results and maximise the impact (to whom, which format, how many, etc.). Clarify how you will reach the target groups, relevant stakeholders, policymakers and the general public and explain the choice of the dissemination channels.

Describe how the visibility of EU funding will be ensured.

(1) Circle U. as an open and leading alliance in Europe and beyond

CU communication and dissemination activities will aim to raise the visibility of our alliance and assert its credibility as an open and leading alliance amongst our communities and other relevant stakeholders in Europe and beyond. To enable this, we will further develop and implement the communication and dissemination strategy established in the pilot phase. This strategy will ensure that relevant and engaging content is communicated strategically to target audiences both within and beyond the alliance, with an emphasis on the outputs and results of the project to maximise its impact and long-term sustainability.

The revised strategy will outline the tools, target audiences, activities, data analytics, coordination and division of responsibilities, in order to foster efficient internal and external communication and dissemination. The recruitment of a communication officer at the CU Office level will be instrumental, as well as the strengthening of the existing network of communication officers at each university. Indeed, we need to ensure that centralised (at the alliance level) and decentralised (at the level of each partner university) communication and dissemination processes, tools and activities are strengthened, aligned and synchronised. This will ensure that the results of the project and the alliance are promoted, communicated and made public to internal and external target audiences.

Based on this revised strategy, we will establish and agree on a roadmap for the development, use and maintenance of the communication and dissemination tools. This roadmap will focus on the operational aspects of the strategy. It will thus include at least the development/revision of the website (including its design, structure, accessibility, hosting, etc.), the development of the presence of our alliance in social media, and the development of promotional materials (including promotional videos).

Beyond the communication and dissemination tools, we will also more systematically and strategically “use” our communities’ members (in particular students and academics) and our partners as multipliers. Indeed, based on the experiences of the pilot phase, we are convinced that our students, academics, researchers, staff members and partners are the best communication and dissemination channels towards their peers within our universities and beyond. They are the best “promoters” of CU. Beyond the communication and dissemination aspects, they will foster a sense of belonging, a sense of community and ultimately a sense of accomplishment. Three main resources will be developed and used: the Academic Chair Academy, the CU Ambassadors and the annual CU Get Together events.

With the revised strategy, the existing and new communication and dissemination tools as well as the leverage offered by our students, staff and partners, we will be in position to ensure that communication and dissemination are adapted to the needs of both internal and external target groups.

We aim to increase the visibility of the alliance among our students, academics, researchers and other staff members by showing and opening up the valuable opportunities offered by CU and its impacts. In this light, our “internal” community (including our associated partners) remains the key target group. But by asserting the credibility (and thus promoting the attractiveness) of the alliance, we aim to reinforce our leading position as a role model for regional, national, European and international policymakers, other alliances, other higher education institutions, other key stakeholders in the sector and more broadly the general public. This will be instrumental for maximising the project’s impact.

(2) Communication and dissemination tools and target audiences

During the pilot phase, we have connected each of our communication services to form a network of communication officers. Through this network, and with certain responsibilities dedicated to one or more universities, we have been able to successfully develop, use and maintain our various tools, including the CU website and social media, the newsletter, the visual identity, the collaborative platforms, some promotional materials, etc.

This network will continue to operate to ensure information and communication flows both to internal and external audiences, and to ensure the visibility of EU funding. Our existing communication and dissemination tools will be strengthened and scaled up, where possible, in order to increase engagement.

We will allocate adequate resources and we will revise our coordination process and division of responsibilities. In light of the recruitment of the CU communication officer and the strengthening of the communication officers' network, we will agree at which level tools would be most efficiently developed, used and maintained.

Target audiences and the proposed communications and dissemination tools are based on an understanding of what has worked well during the pilot phase. We will regularly revise our target audiences as they are "guiding" our activities, the objectives pursued, the tools used, the corresponding messages, and the planning of initiatives. Each partner university will primarily reach out to their own communities and partners, while CU, as alliance, will target European partners and stakeholders. It is therefore the responsibility of CU as a whole and each partner university individually to establish and update a list of contacts that can be used for the corresponding activities.

The following table identifies the different target audiences divided into four categories, including who has the main responsibility for these audiences:

CATEGORY	TARGET AUDIENCE	MAIN RESPONSIBILITY	
		Circle U.	CU Partner universities
Internal stakeholders	Staff and students directly involved in CU activities	•	•
	Admin and technical staff	•	•
	Academics	•	•
	Researchers	•	•
	Students	•	•
Other HEIs – external stakeholders	Strategic partner universities		•
	Other alliances	•	
	HE regional or national networks and associations		•
	HE European networks and associations	•	
Policy-makers – external stakeholders	National ministry (or other comparable public administration) in charge of higher education, research and innovation	•	•
	National Erasmus+ agencies		•
	National research funding agencies		•
	EU institutions, in particular the appropriate European Commission units	•	
Other external stakeholders outside academia	Associated partners	•	•
	Schools		•
	Training providers		•
	Businesses, NGOs, etc.	•	•
	Professionals linked to our priority themes	•	•
	General public	•	•

The effectiveness of CU communications in reaching the target audiences will be assessed through communication and dissemination indicators. Processes for capturing data will need to be implemented across all work packages and overseen by WP7, with the support of the MEL officer. This will provide insight into effectiveness of CU tools for reaching target audiences.

(3) Open Science and Open Education as driving forces

Based on the experience and expertise of each of our universities, we have set up the basis for a common approach towards Open Science and Open Education during the pilot phase. Our experts have exchanged views on the realities, challenges, constraints and progress at the university in this field. We have also identified concrete ways to further promote Open Science and Open Education, by providing concrete guidelines to researchers, academics and other staff members. Indeed, we strongly believe that Open Science and Open Education are more than a "movement"; instead, they are the way in which

science and education should work and in which CU should provide education, research, innovation and service to society.

In view of this, as in the pilot phase, Open Science and Open Education will remain the driving forces or the *toile de fond* of all our communication and dissemination activities. We will ensure that all outputs and results of our activities are made available on Circle U.'s website and through other communication tools, when relevant. This will require us to develop, implement and use existing or new service infrastructures that foster interoperability and enable the storage and dissemination of the knowledge we produce – all as part of our joint IT strategy.

(4) EU visibility

The project will be implemented in full compliance with EU visibility rules and guidelines. In the pilot phase, we have already developed a visual identity for our alliance (https://www.circle-u.eu/about/visual-identity/circle-u_guidelines.pdf). This charter includes guidelines related to the various communication and dissemination tools. It guarantees consistency in our communication and dissemination, and it also contributes to increasing the visibility of our alliance and the EU. In addition, we have developed (and will continuously revise) a series of templates for internal and external documents that are again compliant with the EU visibility rules and guidelines. The WP7 coordinator and the CU communication and dissemination officer will ensure the widespread use of these templates. In all communication and dissemination tools and activities (and more specifically in those with an external audience), they will ensure that the visibility of the EU is systematically guaranteed.

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3.3 Sustainability and continuation

Sustainability, long-term impact and continuation

Describe the follow-up of the project after the EU funding ends. How will the project impact be ensured and sustained?

What will need to be done? Which parts of the project should be continued or maintained? How will this be achieved? Which resources will be necessary to continue the project? How will the results be used?

Are there any possible synergies/complementarities with other (EU funded) activities that can build on the project results?

Since the launch of the alliance, we have committed to establish a long-lasting, sustainable and strategic transformational cooperation, which will go beyond a typical EU funded project. To support the sustainability, long-term impact and strategic continuation of the alliance, we have identified the following building blocks.

(1) We consolidate and further develop our joint ecosystem to support sustainable academic and scientific collaborations

One of our main objectives in the next phase is to strengthen the existing platforms and developing new ones. The Knowledge Hubs remain at the heart of our ecosystem as the main spaces where academics, researchers, students, staff and partners are developing research-based, trans- and interdisciplinary educational activities to tackle big societal challenges. A fourth Knowledge Hub will jointly be established to complement our current three priority themes. Based on the achievements of the pilot phase (in particular the Think and Do Tank and the Student Led Sustainable Innovation), new horizontal platforms will be developed. The CU.til, the CU.mil, the InCU.bator and the CU.ecr will focus on key transversal areas (respectively teaching innovation, multilingualism and interculturality, student-led innovation and early-career researchers) that will maximise the impact of our activities. The Open Campus will ultimately provide the overarching framework, acting as an entry point for our main beneficiaries (students and other learners) and the central platform where administrative and technical staff will cooperate to ensure our activities are embedded in our nine universities.

In the next phase, each of the platforms will have dedicated staff whose main responsibility will be to coordinate the activities of our ecosystem. Whilst some of the personnel costs will be covered by the project's budget, each coordinating university will also provide in-kind contributions to cover for other required staffing to support the administrative workload (see section 2.1.4. above for details). With the expansion of our ecosystem and increase of activities delivered, we also anticipate that more staff will be required. For example, to support the Open Campus and ensuring the connections between all platforms and activities, a dean will be recruited working in close collaboration with the Management Board and the Secretary General.

The Academic Chairs will remain the backbone of our alliance ecosystem, ensuring strong and sustainable connections across our entire network. The Academic Chair Programme will gradually be expanded to reflect the expansion of our ecosystem and will also include the Fellows Programme, through which other key actors (e.g., students, Associated Partners and global partners) will directly contribute to the development of the Knowledge Hubs activities.

(2) We embed systematically our activities in our universities to increase impact for our communities

Since the launch of the alliance, CU has been a core element of the strategic plan of all nine partner universities. With the consolidation and strengthening of our joint ecosystem, CU will be more strategic than ever for our universities. This translates not only in the strategic role of our alliance in the development of our universities, but also in terms of our overall own contributions that we anticipate to be more than 65% of the overall estimated budget of the alliance in the coming years. This implies also that our initiatives and activities need to be fully embedded in our universities to maximise the impact of the alliance for all members of our communities and beyond. Ad hoc- created committees will support the development and implementation of the activities, tasks, deliverables and milestones, ensuring compliance with internal institutional rules.

The ad hoc committees will also collaborate with senior administrative management at each university to ensure a systematic integration of CU activities in each institution's offer, especially for activities related to mobility, learning and teaching and the IT support services.

(3) We support the engagement of our students, academics, researchers, staff and partners to make Circle U. a reality for all

In the pilot phase, students, academics, researchers, staff members and partners have played a central role in establishing CU. This led to the creation of, for example, the CU Student Union, the launch of the Academic Chair Programme and the forum of early-career researchers. The role of these bodies in the strategic development of the alliance will continue in the next phase and new ways to support them and to reinforce the collaboration with senior management of CU (Management Board members) will be explored. For example, with dedicated project budget or additional seed-funding opportunities to support bottom-up initiatives for all the above-mentioned groups.

In the new phase of the alliance, also a CU Ambassadors' Programme will call on all students, academics, researchers and staff members who have participated in one or more activities or have a particular interest in our alliance to become promoters of CU They will share the experience with their peers and show how the alliance is offering opportunities for a variety of target groups, having a big impact on our communities.

(4) We strengthen our legal entity to increase and mutualise our joint capacities and resources

Back in March 2021, we have established a legal entity under Belgian law for our alliance and consequently the CU Office was set up. We remain convinced that having this permanent structure is enabling us to develop a sustainable, strategic and long-term alliance. However, the pilot phase has also shown us that we have to gradually reinforce the CU Office in order to be in full capacity to support this ambition.

The General Assembly has approved in November 2022 to introduce an annual membership fee from January 2024 onwards. With the membership fee, the CU Office will have an operational budget to support the further development of our alliance and to increase our joint capacities and resources. This will also allow us to establish a "mutual-support mechanism" to finance additional activities and initiatives in the alliance and to support partner universities when appropriate – in particular King's as the institution is no longer eligible to receive EU funds. Membership fees will also cover personnel costs to staff the CU Office in a stepwise approach. The central CU team will be initially financed through the project, then through the membership fees and potentially other sources.

(5) We expand our funding strategy to ensure financial sustainability of CU

Beyond the management of the EU funding allocated to the project, we will prepare a budget framework on an annual basis (see section 2.1.4). The budget framework will help us to keep the overview of resources available to meet our objectives and fund all ongoing activities and projects.

To further support the financial sustainability of the alliance, we will explore external funding opportunities by establishing a network of external funding services in the member universities. This network may

include research support services, foundations and fundraising services from the universities. Moreover, we will consider the feasibility of appointing an external funding officer for CU.

During the pilot phase and at the time of this application, we envision to consider the following EU programmes and actions as external funding opportunities:

- Horizon Europe – MSCA COFUND (in complementary with the support provided to PhD candidates and post-docs)
- Horizon Europe – MSCA DN (linked to the CU.ecr activities)
- Horizon Europe – WIDERA
- EIT HEI Initiative (linked to the InCU.bator activities)
- Digital Europe – Advanced digital skills (in complementary with the short-term and blended learning activities)
- Erasmus+ – Jean Monnet Actions in the field of higher education (linked to the Knowledge Hub “Democracy”)
- Erasmus+ – Erasmus Mundus Joint Masters (as continuation of our joint programmes)
- Asylum, Migration and Integration Fund – Transnational actions (linked to the ED&I strategy)

In addition, we will identify national, regional and European authorities that are in a position to provide support for our educational offer. We will in particular focus on synergies with funding schemes such as regional funds (e.g., INTERREG) to support educational and innovation activities.

#§SUS-CON-SC§#

#@WRK-PLA-WP@#

4. WORK PLAN, WORK PACKAGES, ACTIVITIES, RESOURCES AND TIMING

4.1 Work plan

Work plan

Provide a brief description of the overall structure of the work plan (list of work packages or graphical presentation (Pert chart or similar)).

Based on the lessons learnt from the pilot phase, we have developed a work plan following these guiding principles:

- The **work plan is streamlined** with explicit description of the activities, deliverables and milestones to fulfil the strategic and operational objectives of each Work Package (WP). For this reason, we have a limited number of WP, tasks, deliverables and milestones. Subsidiarity, flexibility, mutual trust and transversality are central to the development and implementation of the work plan.
- The **work plan is more output-oriented than process-oriented**. During the pilot phase, we have dedicated much of our efforts to establishing the "common ground" and developing processes to enable us to work together. Now that we share a joint ecosystem and are fully committed to our common ambition, we will focus on concrete activities that will impact our alliance and our communities.
- The **work plan offers room for initiative and creativity**. This will allow us to reach out more students, academics, researchers and other staff members – including those that are not directly involved in the implementation of the project.
- We have designed the work plan so that it will **foster transversality in our actions and reduce the risk of working in silos**. Therefore, clear links and potential complementarities between WPs have been described.
- Last but not least, as explained in this application, our joint ecosystem and platforms are meant to be the permanent structure of our alliance, beyond the project dynamic. However, through the project, we will feed this ecosystem and make it a reality for all. Therefore, the **work plan establishes clear functional links between the project activities and the ecosystem and platforms**.

Based on these principles, the work plan is split into seven WPs that will perform **44 different tasks leading to 26 milestones (MS) and 29 deliverables (D)**. Below is an overview of these WPs and their respective strategic objectives, followed by a visual representation of the WPs.

- **WP1 – Management and coordination:** to ensure an efficient, participative, adaptive and sustainable management and coordination of the project
- **WP2 – Increasing mobility and international exposure for all:** to increase the opportunities for mobility and international exposure of students and staff through the provision of institutional and administrative infrastructures and frameworks
- **WP3 – Creating interdisciplinary and innovative teaching and learning opportunities:** to co-develop joint, flexible and innovative learning opportunities for students and other learners through an open and inclusive ecosystem
- **WP4 – Fostering collaboration and building capacity in research:** to foster cooperation in research with a specific focus on inter- and transdisciplinarity and the career development of researchers
- **WP5 – Strengthening societal engagement:** to strengthen the engagement of CU with society and external stakeholders in education, research and innovation, and to foster entrepreneurship across the alliance
- **WP6 – Creating a fully functional inter-university campus:** to provide a joint digital infrastructure and services that contribute to seamless collaboration in teaching (including student mobility) and research
- **WP7 – Communication and dissemination.** to raise the visibility and assert the credibility of the project and of CU as an open, vivid and leading alliance among our communities and other relevant stakeholders in Europe and beyond

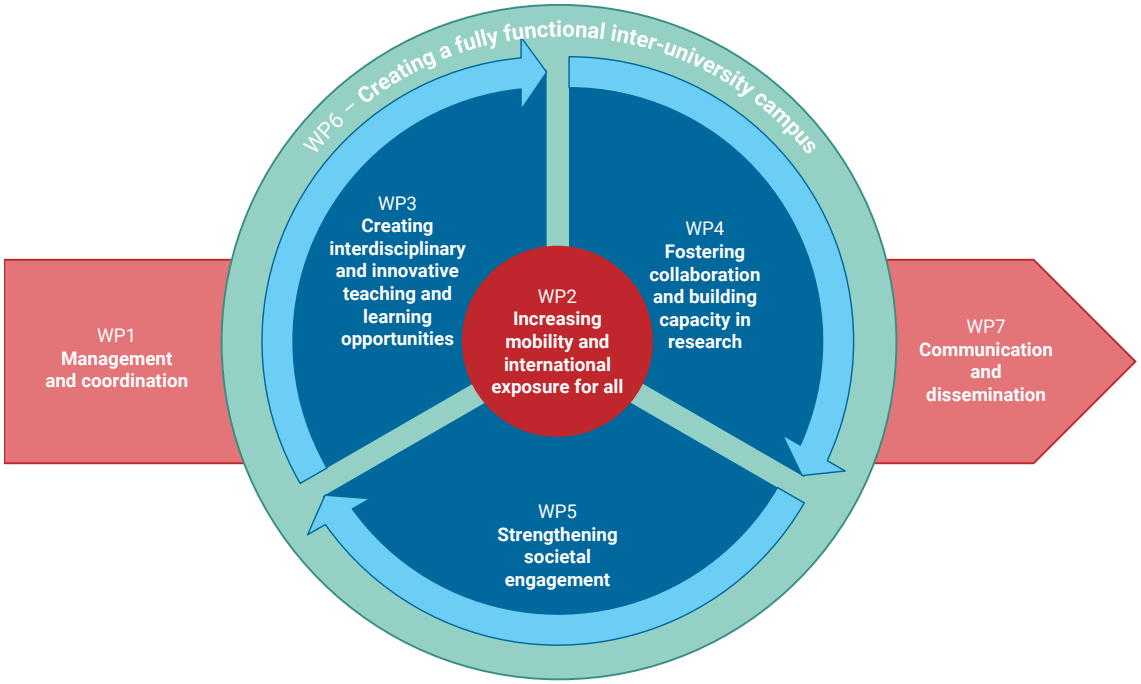


Figure 4. "CU2030" work plan and WPs articulation

4.2 Work packages, activities, resources and timing

WORK PACKAGES
Work packages *This section concerns a detailed description of the project activities.* *Group your activities into work packages. **A work package means a major sub-division of the project**. For each work package, enter an objective (expected outcome) and list the activities, milestones and deliverables that belong to it. The grouping should be logical and guided by identifiable deliverables/outputs.* *Projects should normally have a minimum of 2 work packages. WP1 should cover the management and coordination activities (meetings, coordination, project monitoring and evaluation, financial management, progress reports, etc.) and all the activities which are cross-cutting and therefore difficult to assign to another specific work package (do not try splitting these activities across*

different work packages). WP2 and further WPs should be used for the other project activities. You can create as many work packages as needed by copying WP1. The last WP should be dedicated to Impact and dissemination

Please refer to the Call document/Programme Guide for specific requirements concerning the number and the typology of work packages.

Work packages covering financial support to third parties (⚠ only allowed if authorised in the Call document/Programme Guide) must describe the conditions for implementing the support (for grants: max amounts per third party; criteria for calculating the exact amounts, types of activity that qualify (closed list), persons/categories of persons to be supported and criteria and procedures for giving support; for prizes: eligibility and award criteria, amount of the prize and payment arrangements).

⚠ *Enter each activity/milestone/output/outcome/deliverable only once (under one work package).*

⚠ *Ensure consistence with the detailed budget table/calculator (if applicable). (n/a for prefixed Lump Sum Grants)*

Objectives

List the specific objectives to which the work package is linked.

Activities and division of work (WP description)

Provide a concise overview of the work (planned tasks). Be specific and give a short name and number for each task.

*Show who is participating in each task: Coordinator (COO), and if applicable Beneficiaries (BEN), Affiliated Entities (AE), Associated Partners (AP) and others, indicating **in bold** the task leader.*

Add information on other participants' involvement in the project e.g. subcontractors, in-kind contributions.

Note:

In-kind contributions: In-kind contributions for free are cost-neutral, i.e. cannot be declared as cost. Please indicate the in-kind contributions that are provided in the context of the work package.

The Coordinator remains fully responsible for the coordination tasks, even if they are delegated to someone else. Coordinator tasks cannot be subcontracted.

If there is subcontracting, please also complete the table below.

Milestones and deliverables (outputs/outcomes)

***Milestones** are control points in the project that help to chart progress (e.g. completion of a key deliverable allowing the next phase of the work to begin). Use them only for major outputs in complex projects, otherwise leave the section empty. Please limit the number of milestones by work package.*

Means of verification are how you intend to prove that a milestone has been reached. If appropriate, you can also refer to indicators.

***Deliverables** are project outputs which are submitted to show project progress (any format). Refer only to major outputs. Do not include minor sub-items, internal working papers, meeting minutes, etc. It is recommended to limit the number of deliverables to max 10-15 for the entire project. You may be asked to further reduce the number during grant preparation.*

For deliverables such as meetings, events, seminars, trainings, workshops, webinars, conferences, etc., enter each deliverable separately and provide the following in the 'Description' field: invitation, agenda, signed presence list, target group, number of estimated participants, duration of the event, report of the event, training material package, presentations, evaluation report, feedback questionnaire.

For deliverables such as manuals, toolkits, guides, reports, leaflets, brochures, training materials etc., add in the 'Description' field: format (electronic or printed), language(s), approximate number of pages and estimated number of copies of publications (if any).

For each deliverable you will have to indicate a due month by when you commit to upload it in the Portal. The due month of the deliverable cannot be outside the duration of the work package and must be in line with the timeline provided below. Month 1 marks the start of the project and all deadlines should be related to this starting date.

The labels used mean:

Public — fully open (⚠ automatically posted online on the Project Results platforms)

Sensitive — limited under the conditions of the Grant Agreement

EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444. For items classified under other rules (e.g. national or international organisation), please select the equivalent EU classification level.

Work Package 1

Work Package 1: MANAGEMENT AND COORDINATION			
Duration:	M1 - M48	**Lead Beneficiary:**	UiO

Objectives

The strategic objective of this work package is to ensure an efficient, participative, adaptive and sustainable management and coordination of the project. To reach this strategic objective, Work Package 1 will focus on the following operational objectives:

- To further develop and use the monitoring, evaluating and learning (MEL) system as the main approach for project management: based on the processes and tools defined and implemented during the pilot phase, WP1 will further develop and systematise the use of MEL system in order to ensure the full implementation of the project and maximise its impact. More specifically, the processes and tools will give WP coordinators the freedom to monitor and assess the progress of their own activities using data captured through indicators. This will enable WP coordinators and leads to make informed, evidence-based decisions on how to proceed and use this information to learn and adapt where necessary. With the systematic use of MEL and with the support of WP coordinators and leads, the system should foster transversality, synergies and collaborations between WPs.

- To build on an impact measurement (or results) framework as an integral component of the MEL system: based on the lessons learnt from the development and implementation of the MEL strategy in the pilot phase and considering the ongoing discussions at European level on the necessity to assess the impact of European Universities Alliances, WP1 will build on an impact measurement (or results) framework in order to assess quantitatively and qualitatively the fulfilment of our vision and mission. With the support of WP coordinators and leads and in line with the strategic orientations provided by the Management Board, the framework will include a limited number of qualitative and quantitative indicators at outputs (deliverables and milestones) and outcomes level.

- To support adaptations of the governance framework, when relevant: based on the current governance framework established in the pilot phase and considering the vision and mission of CU, in particular concerning students and associated partners engagement, WP1 will propose potential adaptations to the governance framework. With the support of CUSU and considering the strategic orientations provided by the Management Board and the General Assembly, the adaptive governance framework will ensure equal commitment, sense of belonging and efficient decision-making process.

- To support the strategic and operational sustainability of the alliance: in line with the strategic orientations provided by the Management Board, WP1 will reinforce the sustainability of the alliance, focusing on our financial resources and coordination capacities (in particular staff engagement and dedication) through the

development of the legal entity and the CU Office. With the support of the General Assembly and the Management Board, WP1 will ensure that CU is embedded in strategic developments at each university and is enabling our communities to benefit, engage and contribute to the realisation of our alliance.

- To develop and implement a mainstreaming strategy for equality, diversity and inclusion: based on the activities and initiatives developed in the pilot phase and considering the vision and mission of CU, in particular our commitment to be an open, inclusive and diverse alliance for students and staff alike, WP1 will develop and implement a strategy for equality, diversity and inclusion (ED&I). The development of an overarching strategy will provide a transversal focus across the WP and the alliance, ensuring that ED&I are anchored in the alliance as a management responsibility. With the support of the MEL Officer, WP1 will support and monitor the implementation of the strategy and its objectives in all initiatives and actions that CU is developing, and thus in all WP. The strategy will take into consideration the specificities of each university, system, and context.

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
1.1	Updating, communicating and implementing the MEL system	To ensure the high-quality implementation of the project and maximise its impact, we will update the MEL system developed in the pilot phase. To facilitate monitoring and evaluation, processes and tools for data collection will be developed and implemented by the MEL Officer in close cooperation with the WP teams. To assess quantitatively and qualitatively the implementation of the project (short to medium-term impact) as well as the fulfilment of our vision and mission (long-term impact), and contribute to the sustainability of our alliance, we will develop an impact measurement (or results) framework, based on the results and lessons learnt from the MEL framework developed in the pilot phase. The updated MEL system should carefully consider the inclusion of UNIPI and UW as new partners, as well as the change of status of King's in the project.	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN COO BEN BEN BEN BEN	No

		This task will lead to the deliverable D1.1 / D1.			
1.2	Adapting the governance framework of the alliance	To ensure the efficient coordination and management of the alliance, both within and beyond the project, we will adapt the governance framework as appropriate. Adaptations will reflect the strategic developments of the alliance, in particular the development of our joint ecosystem and its platforms. The following adaptations are envisaged but will need to be refined and agreed by the Management Board and the General Assembly: • Establishment of ad hoc committees to ensure stronger integration of the different administrative services, to foster more systematic involvement of the senior management, to enable peer review on the tasks, activities, deliverables • Establishment of an academic and scientific council composed of the key officers in our joint ecosystem, i.e. dean of the Open Campus and academic directors of the Knowledge Hubs and support units. • Exploration of ways to include the associated partners in the strategic development of CU, for example, through the establishment of an advisory board. • Integration of the Academic Chairs Academy composed of current and past chairs, in the governance framework *This task will lead to deliverable D1.2 / D2.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN BEN BEN COO	Yes, in-kind contributions of staff for the ad hoc support committees
1.3	Supporting the further development of the CU Office	We will strengthen the CU Office using a stepwise approach to increase our joint capacity to coordinate and develop the alliance,	AU HU King's	BEN BEN AP	Yes, in-kind contributions of staff of the Circle U. Office

		beyond the projects funded by the EU (or other potential external funders), to co-create and share resources and to ensure the sustainability of the alliance. A task force led by the Secretary General and composed of representatives from four universities (HU, UCLouvain and UW) will be put in place to elaborate the staffing perspectives of the CU Office, including its funding modalities. Considering the decision of the General Assembly to introduce a membership fee from January 2024, the following officers are envisaged to be appointed under the management of the Secretary General: • The Office manager (1 FTE) will be responsible for the daily management of the AISBL and will assist the Secretary General in the strategic development of the alliance, including the management of the CU seed funding scheme • The communication and dissemination officer (1 FTE) will design, develop and implement the communication and dissemination strategy of the alliance, and will coordinate the communication and dissemination actions foreseen in the project • The MEL officer (0,5 FTE) will update, communicate and implement the MEL system of the alliance, and will coordinate the data collection and other contributions from the WP coordinators This task will not lead to a specific deliverable as the CU Office is meant to be the permanent	UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN BEN BEN BEN BEN COO	

		structure of the alliance, beyond the realisation of the project. *The appointment of new officers at the CU Office is viewed as a milestone MS1*.			
1.4	Developing and implementing a work plan for the funding sustainability of the alliance	To ensure the sustainable and long-term development of the alliance, we will develop and implement a specific work plan for the funding sustainability of the alliance. As in the pilot phase, a budget framework will be prepared annually to be discussed by the Management Board and ultimately approved by the General Assembly. The Secretary General will be responsible for preparing the budget framework, with the support of the project coordinators, the project finance officer and the treasurer appointed among Management Board members. To increase the amount of EU and other external funding, a task force led by the Secretary General and including representatives from four universities (HU, UCLouvain, UiO and UParis Cité) will be set up. The task force will explore the best operational approach towards increasing external funding, by establishing a network of external funding services in the member universities. This network could include research support services, foundations and fundraising services from the universities. The task force will also assess the possibility to appoint an external funding officer to the CU Office. *This task will lead to deliverable D1.3 / D3.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN BEN BEN COO	Yes, in-kind contributions of staff of the Circle U. Office
1.5	Developing, communicating, monitoring and implementing an ED&I strategy for the alliance	To anchor the alliance's equality, diversity and inclusion strategy across all members universities and all activities, tasks and deliverables, we will set up a task force including representatives from five universities (HU, King's, AU, UB, UiO and UNIPI). Considering their respective experience and	AU HU King's UB UCLouvain UiO UNIPI	BEN COO AP BEN BEN BEN BEN	No

		expertise, HUB will lead this TF in close cooperation with King's. The Task Force will develop the vision, goals, targets for equality, diversity and inclusion which will be complementary to the strategic priorities of each member university. The strategy will be discussed and approved by the Management Board and the General Assembly. With the support of the MEL Officer, the TF will support all WPs in integrating equality, diversity and inclusion measures in their activities. The TF will assess and monitor the implementation of the strategy across the projects' tasks, activities and deliverables. Based on the experience of the pilot phase, the TF will promote a more systematic development and use of learning analytics in each member university. *This task will lead to MS2.*	UParis Cité UW CU AISBL	BEN BEN BEN	
1.6	Developing and supporting a flagship initiative and other bottom-up actions for ED&I	In line with the ED&I strategy, we will develop and support concrete actions to make equality, diversity and inclusion a reality within the alliance. Based on the results of the "bridging the way to universities" schemes and activities developed and implemented during the pilot phase, we will scale up those activities to ensure the inclusion and integration of 1st year students in the specific context of each member universities. We will focus on specific underrepresented student groups for which specific actions will be developed, i.e., students with disabilities, female students, students belonging to LGBTQI+ communities, refugee students. We will further strengthen and increase the impact of other activities and initiatives	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN COO AP BEN BEN BEN BEN BEN BEN BEN	No

		developed and implemented in the pilot phase, in particular the Women in Science group and the Female Founders Network that will be led respectively by WP4 and WP5. To foster a multifaceted approach towards ED&I, we will launch an annual call for proposals. With the first call to be launched from M12, we will support bottom-up, innovative and creative ideas from students, academics, researchers, other staff members. *This task will lead to deliverable D1.4 / D4.*			

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS1	New officers of the CU Office hired	1	CU AISBL	Based on the staffing developments proposed by the TF and approved by the General Assembly, the new CU officers will be appointed and will start working effectively for the CU Office.	M6	• Employment contract signed • List of officers with their contact details available on the CU website
MS2	Equality, diversity and inclusion strategy	1	HU	The strategy, proposed by the TF and approved by the General Assembly will define the vision, the strategic and operational goals and targets for equality, diversity and inclusion. It will also include a set of indicators to monitor ED&I in the project's activities.	M10	The strategy will be communicated to the CU community and will be published on the CU website.

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D1.1 / D1	CU MEL framework has been updated	1	UiO	Document	Confidential	M4	The MEL framework will describe in English the processes, the tools and

	and implementation has started						the impact measurement framework.
D1.2 / D2	Governance framework has been reviewed and adapted	1	CU AISBL	Document and website	Public	M12	The governance framework will be reviewed at least once every year. The adapted governance framework will include new governance bodies, as applicable. A graphical representation of the alliance governance will be published in all seven languages of the alliance.
D1.3 / D3	Work plan for funding sustainability of the alliance has been drafted	1	CU AISBL	Document	Confidential	M18	The work plan will define the strategic and operational objectives to ensure the funding sustainability of the alliance. It will propose concrete actions to reach those objectives, including setting up a network of external funding services in the member universities, as well as the opportunity analysis to recruit an external funding officer.
D1.4 / D4	First call for ED&I proposals has been published and the projects selected	1	HU	Document	Public	M16	From M12, a regular call (the frequency of which will need to be decided) will be launched to support bottom-up, innovative and creative ED&I initiatives led by students, academics, researchers and other staff. The first call will be

							published on the CU website.

Estimated budget — Resources *(n/a for prefixed Lump Sum Grants)*

Participant	Costs													
	A. Personnel		B. Subcontracting	C.1a Travel			C.1b Accomodation	C.1c Subsistence	C.2 Equipment	C.3 Other goods, works and services	D.1 Financial support to third parties		E. Indirect costs	Total costs
[name]	X person months	X EUR	X EUR	X travels	X persons travelling	X EUR	X EUR	X EUR	X EUR	X EUR	X grants	X EUR	X EUR	X EUR
[name]	X person months	X EUR	X EUR	X travels	X persons travelling	X EUR	X EUR	X EUR	X EUR	X EUR	X prizes	X EUR	X EUR	X EUR
Total	X person months	X EUR	X EUR	X travels	X persons travelling	X EUR	X EUR	X EUR	X EUR	X EUR	X grants X prizes	X EUR	X EUR	X EUR*]*

For certain Lump Sum Grants, see detailed budget table/calculator (annex 1 to Part B; *see Portal Reference Documents*).

Work Package 2

Work Package 2: INCREASING MOBILITY AND INTERNATIONAL EXPOSURE FOR ALL			
Duration:	M1 - M48	**Lead Beneficiary:**	AU

Objectives

The strategic objective of this work package is to increase the opportunities for mobility and international exposure of students and staff through the provision of institutional and administrative infrastructures and frameworks. To reach this strategic objective, Work Package 2 will focus on the following operational objectives:

- Further develop the structures necessary for managing mobility within the alliance and embedding new mobility formats
- Promote access to a variety of mobility formats to ensure inclusivity, sustainability and involvement of all departments and faculties across our institutions.
- Expand the existing exchange agreements to offer long-term and short-term mobility for students from all subject areas, and focus on implementing routines to support short-term mobility as offers are made available via the Open Campus.
- Make mobility smoother and more accessible to larger and more diverse groups of students by offering mobility windows, embedding mobility within courses and programmes and by developing 'internationalisation at home' opportunities.
- Ensure the automatic recognition of academic qualifications and learning periods abroad provided by our institutions and provide support for the implementation of joint courses and programmes.
- Facilitate networking, communities of practice and staff exchanges in various formats for academic and administrative staff.
- Develop offers to promote multilingualism, intercultural skills and language learning through CU.mil.

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
2.1	Establishing the CU Mobility Committee involving representatives of the IRO of each university	The Committee will consist of a Senior Mobility Officer from the International Relations Offices (IRO) at each partner institution. AU will chair the committee and thus have two members. The main purpose of the CU Mobility Committee will be to ensure that solid structures related to mobility are in place, and routines are embedded in the daily work of the IROs. The Committee will also secure the involvement and commitment of relevant experts	AU HU King's UB UCLouvain UiO UNIPI	COO BEN AP BEN BEN BEN BEN	Yes, in-kind contributions of staff

		in task forces and assist task forces in matters where strategic and more political decisions are required. Building on the experience from the pilot phase the following tasks are foreseen: • Development of a strategy with targeted and progressive mobility numbers for year 1-6 • Development of the CU joint policy framework for mobility adopted in the pilot phase with specific guidelines for administrative support for short-term student exchange drafted as well as action plans for inclusive and sustainable mobility • In collaboration with the MEL Officer, identify processes for monitoring mobility across the partner institutions to ensure that data on all types of mobility and international exposure is captured. • Ensure coordination with the Open Campus and WP7 to ensure that all mobility opportunities for students and staff are presented and relevant guidance for mobility is available on scholarships, green travel, and support for students with special needs. . A representative from the Mobility Committee will participate in the CU Academic Council. *This task will lead to MS3 and MS4.*	UParis Cité UW CU AISBL	BEN BEN BEN	
2.2	Developing students' short and long-term mobility and administrative routines and support for mobility within the alliance	We will continue developing our exchange agreements to facilitate cooperation and to increase the exchange places across all academic areas. As short-term mobility and other mobility formats will be upscaled in the next phase, we will work on incorporating related new tasks and developing new administrative processes. • Consolidate and further develop the CU multilateral agreement implemented during the pilot phase and continue streamlining administrative processes. • Facilitate and support an increase in bilateral agreements between departments and faculties by fostering relationship building between faculties. This will be done in coordination with WP7. • Pilot implementation of exchange tracks (pre-defined course packages), to ensure easy access and	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	COO BEN AP BEN BEN BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff

		recognition for students. Each partner will identify a subject area and offer one exchange track. • Explore internship opportunities within the alliance by piloting CU internships within the IROs of the alliance. A call will be launched to offer internships, interns will support administrative processes and the promotion of mobility in accordance to the needs of the employing partner university. • Provide expertise and develop administrative procedures for student exchange for Summer Schools and other short-term mobility programmes in the Knowledge Hubs and for bottom-up initiatives. This will include e.g., procedures for applications, nomination, admission, and funding. • Update the funding guidelines developed in the pilot phase to inform and clarify which sources of funding may be used for short-term mobility activities • We will leverage the Blended Intensive Programmes (BIPs) offered within the new Erasmus+ programme and pilot at least five BIPs with three or more CU partners either through the Knowledge Hubs or bottom-up activities. *This task will lead to deliverable D2.1 / D5 and MS5.*			
2.3	Broadening opportunities for exchange and international exposure via embedded mobility and 'CU@home' initiatives	We will reach out to broader groups of students and work towards the goal of 50% international exposure for all means involving different instruments. Consequently, we will focus on internationalisation at home and embedded mobility as some of our main tools. We consider embedded mobility as a very powerful tool for building internationalisation into programmes. The pilot phase has shown that there is still need for more information and strategic development of this area. We will therefore continue our efforts and focus on the following tasks: • Develop the toolkit from the pilot phase and collect and present more examples for embedding mobility in various formats. Presenting step-by-step approaches from low-threshold activities like guest lecturing and micro-collaboration towards more integrated models.	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	COO BEN AP BEN BEN BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff

		• Plan and roll out an information campaign to launch the best practices collected and communicate opportunities for collaboration • Select at least one programme(s) for piloting implementation of embedded mobility per university • Strengthen our internal expertise by building up networks for administrative staff who can support implementation of embedded mobility. Internationalisation at home means offering our students global perspectives and international exposure whether they go abroad or not. We will develop CU@home offers to allow for a wide range of learning opportunities that stimulate exchange and collaboration amongst students from diverse backgrounds. • In order to diversify classrooms, we will identify existing courses that will be available for CU students. The courses will be opened up and offered via the CU Open Campus • We will explore how to further expand our existing Buddy & Mentor Programmes to include a CU component and strengthen the student engagement and peer-to-peer support before, during and after mobility. • We will develop a programme of CU Ambassadors (cf. WP7), including students. CU student ambassadors will be involved in organising student activities e.g., in sustainability, sports, arts and culture, to build an academic and social community within CU *This task will lead to deliverable D2.2 / D6.*			
2.4	Further developing and implementing the CU joint recognition framework	The CU joint recognition framework was finalised in 2021 and a further mapping of obstacles for recognition was concluded in 2022. Building on these findings we will focus on: • Securing implementation of the principles in the recognition framework with the Teaching and Mobility Committee. This applies especially to recognition for short-term mobility and the implementation of mobility windows, or equivalent flexibility, in the study programmes at each partner institution. The Mobility Committee will be responsible for addressing obstacles and challenges when identified	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN COO BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff

		• Reinforce the existing recognition expert group with colleagues to advise also on recognition related to joint courses and joint degrees. We will develop a framework on how to address core topics when initiating a joint programme. Topics will include among others financing and fees, admission of students, delivery of modules and certificates • Develop guidelines for how certificates can be issued in the alliance for co-created curricular and extracurricular activities *This task will lead to MS6.*			
2.5	Developing our joint offers of mobility for academics and professional services staff	CU has successfully piloted both physical and virtual staff weeks and other virtual events during the pilot phase involving both academic and administrative staff. Building on these experiences, we will reach out to new and more diverse groups of staff, in particular academic staff, from areas outside the Knowledge Hubs. • Explore models for events appealing to academic staff to secure more bottom-up involvement in mobility • Develop communities of practice across the professional services staff of the alliance for sharing knowledge, practices and ideas. Building on emerging communities from the pilot phase, we will develop this systematically via an annual call that will collect suggestions from staff for subjects. • Offer a range of virtual and physical events for teaching and training staff with optional job shadowing days. The formats and frequency will be determined according to the various target groups • Assist with implementation of the Mobility Schemes for academics in WP4. *This task will lead to deliverable D2.3 / D7.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	COO BEN AP BEN BEN BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff
2.6	Developing students' and staff members' language and intercultural skills through CU.mil	The CU.mil aims to support the development of a multilingual, intercultural environment within CU and beyond. CU.mil will build on the experience from the pilot phase, where actions to support multilingualism were outlined and two surveys to clarify needs and perceptions of language learning were conducted. The following subtasks will be conducted: • Setting up the CU.mil	AU HU King's UB UCLouvain UiO UNIPI	BEN BEN AP BEN COO BEN BEN	Yes, in-kind contributions of staff

		• Sharing existing offers and expertise • Developing joint offers • Developing a language policy for the alliance (in communication content, social media, website, funding of translation, etc) in line with the education, internationalisation and sustainability policies of the alliance, and the national language policies of the 9 countries. The CU.mil will closely work with the Open Campus, Knowledge Hubs, InCU.bator, CU.til and CU.ecr to ensure that intercultural and language offers are promoted, and that the language policy is used across the alliance where relevant. *This task will lead to deliverable D2.4 / D8, MS7 and MS8.*	UParis Cité UW CU AISBL	BEN BEN BEN	

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS3	Members of Mobility Committee appointed and strategy for mobility with target numbers drafted	2	AU	Members of the Mobility Committee will be appointed and the first draft of the strategy will be published	M8	List of members and the strategy will be published on the CU website
MS4	Joint policy framework for mobility updated, including first guidelines for administrative support for short-term student exchange drafted	2	AU	Joint policy framework for mobility is updated and elaborated with action plans for sustainable and inclusive mobility, including descriptions of administrative processes for handling CU short-term mobilities e.g., summer schools: application, nomination, admission and funding	M18	Joint framework, guidelines and resource pages on the CU website
MS5	Exchange tracks selected for piloting	2	AU	All universities have identified a subject area where an exchange track (course package of 30 ECTS) will be piloted	M24	List of programmes

MS6	Joint framework for recognition updated with principles and guidelines for joint programmes	2	UCLouvain	Joint recognition framework is updated and includes specific principles and guidelines for developing CU joint programmes	M18	Joint framework and resource pages on the CU website
MS7	Launch of the CU.mil with the appointment of the academic director (or equivalent), academic chairs and coordinator	2	UCLouvain	Key figures in the CU.mil to be appointed.	M6	List of people appointed available.
MS8	CU Language policy paper approved by the Management Board	2	UCLouvain	The CU.mil will have produced a language policy, in line with the education, internationalisation and sustainability policies of the alliance, and the national language policies of the 9 countries.	M24	Policy paper approved and published on the CU website

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type [R — Document, report] [DEM — Demonstrator, pilot, prototype] [DEC — Websites, patent filings, videos, etc] [DATA — data sets, microdata, etc] [DMP — Data Management Plan] [ETHICS] [SECURITY] [OTHER]	Dissemination Level	Due Date (month number)	Description (including format and language)
D2.1 / D5	At least 5 Blended Intensive Programmes have been launched	2	AU	Document, report	Public	M48	A report in English detailing the experiences and outlining recommendations for working with BIPs in CU will be published on the CU Website/resource pages for staff

D2.2 / D6	Awareness raising events, networks and products for supporting embedded mobility have been developed	2	AU	Document, report	Public	M36	Events promoting embedded mobility may be offered in English or other alliance languages via the CU website. Toolkits and guidelines for embedded mobility will be published in English on the CU website/resource pages for staff.
D2.3 / D7	First call for building Communities of practice across the professional services of the alliance has been launched	2	AU	Website	Public	M18	The call will be published in English and resulting training and networks described via the staff pages on the CU website
D 2.4 / D8	At least 2 courses have been offered on multilingualism, interculturality or languages	2	UCLouvain	Website	Public	M24	Course descriptions published on Open Campus Website

Work Package 3

Work Package 3: CREATING NTERDISCIPLINARY AND INNOVATIVE TEACHING AND LEARNING OPPORTUNITIES			
Duration:	M1 - M48	**Lead Beneficiary:**	UiO
Objectives			
The strategic objective of this work package is to co-develop joint, flexible and innovative learning opportunities for students and other learners through an open and inclusive ecosystem. To reach this objective, Work Package 3 will: • Reinforce and further develop the three existing Knowledge Hubs (Democracy, Climate and Global Health), • Develop a strategy for establishing additional knowledge hubs. • Establish and launch the CU Open Campus to become the central part of the eco-system that will organise and implement educational activities and serve as the entry point for students looking for educational opportunities within CU • Establish and launch the Teaching Innovation Lab (CU.til) to support the implementation of CU signature pedagogies (e.g. problem-based-, research-based- and challenge-based-learning, social engagement, service learning, blended learning etc.) Different types of learning formats have been tested in the pilot phase, in the next phase CU will develop, consolidate and scale up selected flagship learning formats that include bottom-up initiatives. These flagship initiatives will include:			

- Three joint programmes on Master's or PhD level across and beyond the Knowledge Hubs
- A new set of Bachelor modules on sustainability across and beyond the Knowledge Hubs
- Short-term and blended flagship learning formats such as:
    - CU Summer/Winter schools – scaling up the existing summer schools with more participants and possible summer/winter schools organized both by the CU Knowledge Hubs and outside the KH topic areas.
    - CU Conversations – offering online, blended and physical open "lectures" or seminars to larger audiences, in which academics and researchers engage with (non-academic) partners on a specific topic linked to our priority themes
    - CU Open Courses – offering online courses or modules to CU students and other learners that will lead to a certificate of participation, completion, credits (similar to small MOOCs)
    - CU Challenge-based learning – multiplying and scaling up collaborative learning opportunities with more participants in diversified formats (hackathons, games, bootcamps, etc.) that will lead to a certificate of participation, completion, credits
    - CU language and intercultural skills modules – offering online and blended modules to CU students and other learners to reinforce their language and intercultural competences
- Boosting societal impact of KH research and innovation by involving stakeholders and general public: CU will establish a tight dialogue with associated members, authorities, educational stakeholder, CUSU and the general public to develop new training opportunities

The CU Open Campus will be an open platform that frames and delivers teaching activities developed by the CU partners. The training will include courses developed by the three CU Knowledge Hubs (Democracy, Climate or Global Health) or organised outside the KH on other topics. The Open Campus will act as a unique entry point for learners and will make all CU international learning flagships easily accessible and provide a digital environment that fosters diversity and inclusion, openness to other cultures and to other disciplines. While in the pilot phase the focus was to build the interdisciplinary Circle U Open School of Public Governance, this initiative will be scaled up and expanded to include other topics connected to the Knowledge Hubs. In addition, the Open Campus will offer a "pyramid" of educational opportunities: at the broadest level, CU will offer MOOCs, webinars, CU conversations, recorded public or livestreamed lectures and other online courses for the public. At the next level, it will offer short-term blended or physical mobility opportunities (including CU interdisciplinary summer schools / Challenges), modules that will provide micro-credentials to students that participated in the teaching, and language courses for students and staff. At the top level of the teaching pyramid, CU, will offer joint bachelor modules on sustainability, and joint master programmes across and beyond the three topics of climate, democracy and global health to foster excellence for a smaller number of learners.

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
3.1	Setting up, developing and launching the CU Open Campus	The Open Campus will be responsible for organizing, implementing and delivering the learning activities to the CU community. The Open Campus will be led by a dean who is responsible for coordinating all teaching activities offered by CU	AU HU King's UB UCLouvain UiO	BEN BEN AP BEN BEN COO	No

		This task will lead to MS9 (as tasks 3.2 and 3.3) and MS11.	UNIPI UParis Cité UW CU AISBL	BEN BEN BEN BEN	
3.2	Consolidating and expanding the Academic Chair programme	CU will develop a process to select the next cohort of chairs. In addition, CU will appoint 96 Academic Chairs in the next phase (two rounds of 48 chairs with a 2-year mandate) The Chairs will be included in the Academic and Scientific Council through which they will contribute to the development of the Open Campus. The Academic Chairs will be formally appointed by the MB. The Dean of the Open Campus will organise at least one annual event for the Academic Council including all Academic Chairs. We will also expand the Academic Chair programme with the Fellow programme. Linked to this specific task, we will define the terms of reference and appoint the Global Fellows linked to the Knowledge Hubs. We will work closely with WP5 that will be in charge of setting up the Student Fellows and Associated Fellows and ensure consistency in the respective terms of reference. *This task will lead to MS9.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN COO BEN BEN BEN BEN	No
3.3	Reinforcing and further developing the existing Knowledge Hubs and strengthening synergies	The three existing Knowledge Hubs will be continued and consolidated. The established KH are (1) the **Democracy Hub** (organising the Open School of Public Governance), which examines the alarming trends in Europe and elsewhere, where democratic values are undermined	AU HU King's UB UCLouvain UiO UNIPI	BEN COO AP BEN BEN BEN BEN	No

		and challenged, and develop strategies to strengthen democracy and civic engagement; (2) **the Global Health Hub** which addresses the pressing issue of global and local inequities in health and seek to develop strategies for providing better healthcare for all; (3) the **Climate Hub**, which explores how universities can contribute with knowledge and solutions to the pressing issue of climate change, and examine the implications of the European Green Deal. Each Hub will be led by an Academic Director. The Academic Director will set the direction for the Hub, define the Terms of Reference for the Fellows and determine focus areas for the Chairs' interdisciplinary collaboration. *This task will lead to MS9.*	UParis Cité UW CU AISBL	BEN BEN BEN	
3.4	Developing and implementing a process for establishing a new Knowledge Hub	A plan for a new KH will be developed through an alliance-wide consultation. The consultation will ensure a bottom-up and transparent process towards developing a new KHs and will also ensure that the development of the new KH also fits within the continual development of CU both in terms of teaching and research. *This task will lead to D3.2 / D10.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	COO BEN AP BEN BEN BEN BEN BEN BEN BEN	No
3.5	Setting up, developing and launching the CU.til	CU will build on its existing collaboration in teaching innovation launched through the pilot phase by reinforcing its network of pedagogical professionals and building up a strong network of centres for teaching and learning across the alliance. There will be a double strategy. First, the aim is to open up existing initiatives within the centres for teaching and learning to CU	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN COO BEN BEN BEN BEN	No

		partners (sharing existing resources, expanding existing events, fostering exchanges of best practices amongst experts of the existing Centres/Labs). Second, the CU.til will develop flagship joint courses or workshops on "CU signature pedagogies" (e.g. problem-based-, research-based- and challenge-based-learning, social engagement, service learning, blended learning etc.). The CU.til will work closely with the Hubs and other support platforms (CU.mil, InCU.bator, CU.ecr) to encourage implementation of the teaching innovation produced in the Lab. *This task will lead to MS12 and D3.1 / D9.*		BEN	
3.6	Developing and offering interdisciplinary modules on sustainability accessible to undergraduate students of any subject at all CU universities	CU will develop and launch a set of modules on the topic of leadership for sustainability and the SDGs. These modules will be offered to all undergraduate students. The modules can be taken separately or as blocks of several modules leading to certificates within a particular specialisation (sustainability teaching, sustainability medicine, sustainability law, sustainability humanities etc.). The modules could form the basis for an international bachelor's honours certificate programme. CU will offer these modules as supplement to existing bachelor's programmes at the collaborating institutions through CU windows. The collaborating universities will open existing programmes to incorporate 1-3 modules delivered by CU that will form an integral part of the programme.	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN COO BEN BEN	No

		The sustainability modules will take an interdisciplinary approach and be oriented towards empowering students to work on solutions for today's global development challenges in light of the SDGs. It will make use of challenge-based education and innovative teaching. The Dean of the Open Campus will coordinate a process across and beyond the three Knowledge Hubs to (1) evaluate and select a course curriculum based on available courses at CU partner universities and (2) co-develop new courses. If necessary, the Dean will also evaluate courses provided outside CU and establish collaborations with other universities or associated partner organisations. The courses will be provided in digital and in person formats. The course vision is that, if necessary, teachers will be mobile while students will be able to benefit from the courses from their home institutions. CU will collaborate closely with CUSU and partners and ensure participation and co-design on the course curriculum. *This task will lead to MS10 and D3.4 / D12.*			
3.7	Developing joint flagship programmes across and beyond the Knowledge Hubs	The Knowledge Hubs will develop at least three joint programmes at Master or PhD level, each involving at least three CU universities. The programmes will be developed by the existing Knowledge Hubs in collaboration with the Dean of the Open Campus. The new programmes will be based on courses and training opportunities available at CU partner universities, opportunities in collaboration with associated partners and beyond the CU network will also be considered. Some	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN COO BEN BEN BEN BEN	No

		courses will be planned in a hybrid or virtual format to ensure that students from different CU sites are able to participate remotely. CU will collaborate closely with CUSU and partners and ensure participation and co-design on the course curriculum. *This task will lead to MS10 and D3.3 / D11.*			
3.8	Developing, scaling up and offering short-term and blended flagship learning activities across and beyond the Knowledge Hubs	We will continue existing short-term and blended learning formats developed in the pilot phase and develop new ones. These may include but are not limited to: • CU summer/winter schools • CU Conversations • CU Open Courses • CU Challenge-based learning • CU language and intercultural skills modules *This task will lead to MS13.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN COO BEN BEN BEN	No
3.9	Boosting the societal impact of research and innovation in the Knowledge Hubs and expanding the ERIA pilot activities for citizens and society involvement in research and innovation	Public events and conferences in hybrid format will engage external stakeholders such as: higher education institutions and other European universities, European University Alliances, and the general public. With these events we would like to encourage a dialogue on current issues in Knowledge Hub research topics. The ERIA Public Lecture Series on Global Health (see below) will serve as a model. The Chairs, Academic Directors and/or coordinators in the Knowledge Hubs will implement this action, in collaboration with inCU.bator chairs as well as associated partners and global Fellows, if applicable. Following a review of the outcomes of the thematic Pilot Actions exploring collaboration with practitioners and citizens	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN COO BEN BEN BEN	No

		in the ERIA project, we will scale up, expand and/or adapt these activities as appropriate: • A research programme co-constructed with practitioners (teachers) on democracy in schools • A training programme for practitioners on Climate Change (lifelong learning) • A Public Lecture Series on Global Health *This task will lead to D3.5 / D13.*			

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS9	Open Campus Dean, Knowledge Hub Academic Directors, Academic Chairs appointed and first Global Fellows appointed	3	CU AISBL	WP 3 will provide suggestions on nominating the CU Dean and Directors of the KHs based on their experience in teaching internationalisation, relevant academic and administrative experience. The selection criteria and the proposed names will be provided to the MB for discussion and approval.	M6	List of appointees will be published on the CU website
MS10	Suitable courses and collaborations to launch CU Bachelor modules, Masters and Doctoral programme identified.	3	UiO	A list of suitable courses for the CU Bachelor modules, as well as the Masters and Doctoral programmes will be developed by the Dean of the Open Campus and presented to the MB for formal approval.	M6	List of suitable courses and programmes
MS11	Beta version of the CU Open Campus online and main issues identified	3	UiO	WP3 will develop a blueprint to plan the launch of the CU Open Campus. The beta version of the CU Open Campus will be used to	M12	The webpages of the Open Campus are published

				identify possible problems and compatibility issues. The beta version will be extensively tested by a limited number of users in all member universities.		
MS12	CU.til set up and launched with academic director (or equivalent) and academic chairs appointed	3	UCLouvain	Key figures in the CU.til to be appointed.	M6	List of people appointed available.
MS13	Plan and timeline for the offer of short-term and blended flagship formats.	3	UNIPI	WP3 will prepare a list and timeline for short-term and blended formats. The list will be developed by the Dean of the Open Campus in collaboration with the Academic Directors of each KH and presented to the MB for formal approval.	M6	Timeline for flagship formats available.

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D3.1 / D9	At least 2 courses have been offered to teachers on “CU signature pedagogies”	3	UCLouvain	Website	Public	M36	Course descriptions published on Open Campus Website
D3.2 / D10	Development and implementation of a process defined for a new Hub based on alliance-wide consultation	3	CU AISBL	Document report	Public	M12	WP 3 will develop a strategy to provide guidance and support for further development and establishment of new knowledge hubs.
D3.3 / D11	Joint Masters and/or PhD programmes developed	3	UiO	Document, report	Public	M36	The curricula of the joint Master’s and/or PhD programmes will be designed, based on the identification of existing suitable courses and collaborations. The timing for the launching of the joint programmes will be communicated on CU website.

D3.4 / D12	Set of BA modules on sustainability developed	3	UiO	Document, report	Public	M36	The set of modules will be designed, based on the identification of existing suitable courses and collaborations. The modalities to follow those modules will be communicated on CU website
D3.5 / D13	At least 3 public dissemination events related to the Knowledge Hubs, organised per year	3	UNIPI	Document, report	Public	M48	A total of 3 (or more) public dissemination events on research topics in the KHs will be organised per year to engage with external stakeholders, other higher education institutions, European University Alliances and the general public.

Work Package 4

Work Package 4: FOSTERING COLLABORATION AND BUILDING CAPACITY IN RESEARCH			
Duration:	M1 - M48	**Lead Beneficiary:**	UW
Objectives			

The strategic objective of this work package is to foster cooperation in research support with a specific focus on inter- and transdisciplinarity and the career development of researchers. In order to reach this strategic objective, Work Package 4 will focus on the following operational objectives:

- Developing a research support task force including members of the research support services of CU
- Further developing the Community of practice for early-career researchers (CU.ecr), building on CU's existing ECR Forum
- Implementing mobility schemes for researchers, focused on the Knowledge Hubs and led by the CU Mobility Committee
- Sharing and developing transversal training for researchers (particularly ECRs)
- Promoting inter- and transdisciplinary research activities
- Raising awareness about Open Science

- Promoting gender balance in research and innovation activities

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
4.1	Establishing a research support task force with members of the research support services of the CU universities	Nominate members of the research support services of each CU university to form a task force, which will work strategically on identifying how to strengthen research links between our universities in the Knowledge Hub areas, in consultation with the Academic Chairs where relevant. This work could result in a shared application to a funding programme promoting ECRs. More specifically, the task force's activities include: • Sharing and/or ensuring efficient dissemination of research funding opportunities relevant to CU, in particular in the Knowledge Hubs. • Providing support to researchers in the preparation of joint CU research applications and mobilising research support services in each university, thereby maximising the chances of success for CU research teams • Advising on the implementation of research training in CU where applicable. *This task leads to MS14.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN BEN COO BEN	Yes, in-kind contributions of staff
4.2	Further developing the CU.ecr	The CU.ecr developed within the framework of CU ERIA (2021-2024, previously called "ECR Forum") gives participants a unique opportunity	AU HU King's	BEN BEN AP	Yes, in-kind contributions of staff

		to share best practices and discuss issues and challenges related to ECR training, mobility, and careers faced in our universities. A community of practice enables a group of people to interact regularly to share their experiences and learn how to improve it. The CU.ecr has already organised workshops and developed digital tools to ensure good communication among its members. Members comprise ECRs, academic supervisors, and administrative staff providing support to ECRs, such as heads or coordinators of Doctoral Schools or representatives from research institutes/centres or faculties. Based on the successful activities developed in CU ERIA, this community of practice aims at: • Supporting the skills and career development of early-career researchers. • Sharing good practices and reflecting on issues related to ECR training, mobility and careers, e.g., training topics and mentoring • Sharing and advising on the development of training sessions for ECRs • Overseeing the development of mobility schemes for ECRs and capitalising on the opportunities for mobility for ECRs in the alliance • Encouraging the use of the *cotutelle de thèse* model to allow ECRs to develop close ties to two CU universities, both in training and research *This task leads to D4.1 / D14*.	UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN BEN BEN BEN COO BEN	
4.3	Sharing and developing transversal training targeted at all researchers, particularly ECRs, with the support and guidance of the CU.ecr	Identify existing training (online and/or in-person) which could be opened up and shared across CU; and consider gaps where new training could be developed. Training could cover: open science,	AU HU King's UB	BEN BEN AP BEN	Yes, in kind contributions of staff,

		integrity, leadership, management, data management, working with open/fair data, (English-language) academic writing, science communication, equality/diversity, research software (depending on needs identified by Research Committee and the CU.ecr). Work with WP7 to ensure that these training options are effectively communicated across partner universities and reach the right target groups, and are taken into account and/or embedded in the personal and professional training strategies of each university. This task is supervised by the CU.ecr, based on the strategic direction of the Research Committee and incorporating the expertise of the Research Support task force where relevant. *This task leads to D4.2 / D15.*	UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN BEN BEN COO BEN	
4.4	Developing and offering mobility schemes for academics, particularly ECRs, focusing on the Knowledge Hubs	UW supervises the implementation of the following schemes, with the support of: WP2 (for administration and grant awarding process); the CU.ecr, Research Support task force and/or Mobility Committee (for strategy and development of concept where relevant); and of the CU AISBL (administration/distribution of funds to recipients): • **Visiting PhD scholarships** (funded by Erasmus+ KA1). The visiting PhD scholarship funds the travel, subsistence and accommodation costs for a short stay in another CU university, to support PhDs in building networks across CU and broadening their research experience. This could involve working as a research assistant with an Academic Chair at another university. • **Visiting Post-doc scholarships.** The visiting post-doc scholarship funds the travel, subsistence and accommodation	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN BEN COO BEN	Yes, in-kind contributions of staff

		costs for a short stay in another CU university, to support postdocs in building networks across CU and broadening their research experience. We will aim to award 16 scholarships in year 1, increasing to 24 scholarships per year by year 4. • **ECR inter-sectoral mobility scheme** (continuation of CU ERIA activity): ECRs complete mobility placements abroad at partner organisations outside academia with relevance to the Sustainable Development Goals / Knowledge Hubs. This will allow ECRs to build their professional skills and networks in an international context to broaden their career experience beyond academia. We will aim to award 8 scholarships in year 1, increasing to 10 or more in year 4. *This task leads to D4.3 / D16.*			
4.5	Supporting inter- and transdisciplinarity in research and innovation activities	• An annual dissemination initiative will be launched to showcase the best examples of trans- and interdisciplinary research across our universities, building on the CU Prize from the ERIA pilot phase. • One interdisciplinary sandpit will be organised per year with researchers and external stakeholders to foster the emergence of new projects. One sandpit consists of at least two two-day rounds. The research support task force can support projects that emerge from the sandpits to help them obtain further funding if required. Funding will be available to support selected inter- and transdisciplinary projects emerging from the sandpits.	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN COO BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff

		This task leads to D4.4 / D17.			
4.6	Raising awareness about Open Science	Widely disseminate the guidelines for researchers and the recommendations for policy-makers that have been developed in the pilot phase of CU This will be done through a communication campaign, dissemination events organised in our universities, and by linking potential training developed/shared in the CU.ecr to Open Science topics. This will be done in consultation with WP7. *This task leads to D4.5 / D18.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN COO BEN BEN	Yes, in-kind contributions of staff
4.7	Promoting gender balance in research and innovation activities	Building on the study on gender issues in research and innovation within CU universities conducted in the CU ERIA project, the "Women in Science" group comprising representatives from every CU university will continue its activities to promote gender equality in science. This includes developing a Gender Equality Plan and accompanying Action Plan. Activities could also include online seminars with guest experts on gender in R&I, and the development of indicators and tracking on gender aspects in activities. The work of the women in science group will feed into and be complementary to the development of the ED&I strategy for CU (see WP1 and task 1.5). *This task leads to MS15.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP COO BEN BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS14	Members of the research support task force appointed	4	UW	Members of the research support services at CU universities will be appointed to join the Research Support task force.	M3	List of members of the Research Support task force on the CU website

MS15	A Gender Equality Plan finalised and approved	4	UB	A Gender Equality Plan will have been produced by the "women in science" group and approved by the Management Board.		M24	Approval of the Gender Equality Plan in the Management Board and publication on CU website.
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D4.1 / D14	4 workshops conducted by the CU.ecr	4	UW	Document, report	Confidential	M36	Workshops will be held in person, potentially with a hybrid element, to foster collaboration and sharing of best practices among members of the CU.ecr.
D4.2 / D15	3 units of transversal training for CU researchers, particularly ECRs have been organised	4	UW	DEC —Websites, patent filings, videos, etc	Confidential	M42	3 units of transversal training for researchers, particularly ECRs, are online and/or have been shared across CU In English, complemented by training in other alliance languages as applicable
D4.3 / D16	Launch of the first calls in this project for postdoc scholarships and for ECR inter-sectoral mobility scheme	4	UW	Document, report	Public	M12	The call for the first PhD and postdoc scholarships (task 4.4) is launched. This model can then be replicated annually.
D4.4 / D17	First call for the sandpits published	4	UCLouvain	Document, report	Public	M24	The first call for the CU interdisciplinary sandpits is launched after the end of the CU ERIA project. This will build on the pilot concept to foster the emergence of new projects.
D4.5 / D18	A first online event on Open Science is organised	4	UParis Cité	Document, report	Public	M24	A first event on Open Science is organised to promote the guidelines and the recommendations

							adopted by CU in the pilot phase.

Work Package 5

Work Package 5: STRENGTHENING SOCIETAL ENGAGEMENT			
Duration:	M1 - M48	**Lead Beneficiary:**	UNIPI

Objectives

This work package focuses on strengthening the engagement of CU with society and external stakeholders in education, research and innovation, fostering entrepreneurship across the alliance. In order to reach these strategic objectives, Work Package 5 will focus on the following operational objectives:

- Enhance societal engagement within CU by establishing appropriate structures and roles: launch an InCU.bator with Academic Chairs, as well as student and Associated Fellows. In order to capitalise on results from ongoing initiatives and projects in which consortium members are involved, these tasks will be carried out by focusing on synergies with international networks such as Start For Future (www.startforfuture.eu) and other EIT HEI initiatives.
- Empower students to have a societal impact through entrepreneurship and innovation. This will be done through the development of new entrepreneurial competencies, capacity-building and engagement with civil society actors within the InCU.bator.
- Build students' skills and experience in developing solutions to real-world sustainability challenges and foster the co-construction of solutions with stakeholders outside academia: by developing and implementing innovative educational activities, in which students work with associated partners in their regional ecosystems to develop sustainable solutions to challenges linked to the SDGs.
- Foster the implementation and longer-term viability of student innovation and entrepreneurial projects through financial support.

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	
5.1	Setting up, developing and launching the InCU.bator	Building on the successes of student-led sustainable innovation in the pilot phase, The InCU.bator is a network of staff at each partner university that offers support and opportunities for students to develop innovative projects with a societal impact. It will put the students at the	AU HU King's UB UCLouvain UiO	COO BEN AP BEN BEN BEN	Yes, in-kind contributions of staff

		centre of innovation and, with the support of external partners, enable them to engage with society. Universities will appoint the Academic Chairs in the InCU.bator to lead on innovation and entrepreneurship activities. In collaboration with CUSU, we will define the terms of reference and appoint the Student Fellows in the Knowledge Hubs and for societal engagement. We will also define the terms of reference and pointed the Associated Fellows. We will work closely with WP3 that will be in charge of setting up the Global Fellows and ensure consistency in the respective terms of reference. *This task leads to MS16.*	UNIPI UParis Cité UW CU AISBL	BEN BEN BEN BEN	
5.2	Developing students and staff members' skills and competencies, within the InCU.bator, to enhance their engagement with society through innovation and entrepreneurship.	The Female Founders' Network initiated during the pilot phase will be reinforced and expanded as part of the InCU.bator. The network aims to inspire and connect more women in their entrepreneurial journey, to ultimately see more women represented on the start-up scene. Student Fellows will also have a key roles links will be established with local student networks, innovation centres and the wider community. Activities will include: networking for entrepreneurs, student conferences and events with guest speakers, initiation of new projects. The Network will also be exploring further collaborations with other alliances that have similar initiatives. Through the InCU.bator, we will offer capacity-building & training for staff i.e., through a joint course with modules designed to create sustainable in-house expertise ("train the trainers") in entrepreneurship. This initiative may be based on the competence framework	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	COO BEN AP BEN BEN BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff and potential procurement of external training

		developed by the EC's Joint Research Centre (JRC) and training could be provided by external trainers. A concept for our approach to this training will first be developed to help guide our work. Building on the "train the trainers" activities above, we will provide training opportunities on entrepreneurship and innovation for students, in collaboration with Associated Partners, Academic Chairs and Student Fellows. This can build on the "sustainable change-makers programme" (or similar resources) developed in the pilot phase, a webinar series sustainability challenges through innovation. Students will have the opportunity to further develop entrepreneurial skills by leveraging ongoing initiatives, within the Erasmus+ programme (i.e., Blended Intensive Programme, Erasmus for Young Entrepreneurs, etc.) and beyond. Innovation mentoring in the InCU.bator will allow aspiring student entrepreneurs to be mentored by a young entrepreneur (Master/PhD/postdoc) at another university or at an associated partner organisation. Networking between knowledge transfer (innovation) units at each university will be promoted through staff weeks and/or network events. *This task leads to D5.1 / D19, D5.2 / D20 and MS17.*			
5.3	Mapping the regional needs for an open discovery process	In order to create challenge-based learning activities that provide relevant insights for policy- and decision makers in all the regional ecosystems where partner universities are embedded, we will conduct a mapping of regional needs, aligned with Regional Smart Specialisation Strategies (S3). Universities will	AU HU King's UB UCLouvain UiO UNIPI	BEN BEN AP BEN BEN BEN COO	Yes, in-kind contributions of staff

		promote this mapping by adopting an Open Discovery Process based on "*an alternative idea of organising the discovery processes by local missions*", as explained in the Joint Research Centre report, "Discovery processes for transformative innovation policy". A policy mapping to understand differences and common innovation priorities among regions will be carried out in cooperation with regional and local governments. This will be crucial to involve regional stakeholders and to find common challenges to be addressed by the whole consortium. *This task leads to D5.3 / D21 and MS18.*	Uparis Cité UW CU AISBL	BEN BEN BEN	
5.4	Developing, scaling up and offering innovative educational activities that equip students to contribute to societal impact	Building on the concept developed in the pilot phase, CU Challenges (e.g., hackathons, summer schools) will enable students to work in teams to develop an entrepreneurial idea or innovative solution to a societal challenge posed by one of the Associated Partners. This can be combined with bootcamp training on entrepreneurship and innovation. The goal is to enhance students' innovation skills, incentivise innovative solutions to societal problems, provide the basis for early-stage ventures to secure further funding, and/or provide the basis for participation in incubation programmes. One innovative joint course will be developed to offers societal and political engagement or community service experience to students. The format will encourage engagement with societal and political contexts, such as a service learning course (integrating community service with instruction and reflection) or a Model United Nations. *This task leads to D5.4 / D22.*	AU HU King's UB UCLouvain UiO UNIPI Uparis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN COO BEN BEN BEN	Yes, in-kind contributions of staff

5.5	Providing financial support for student-led innovation projects in the InCU.bator	We will provide seed-funding to support the possible upscaling and implementation of student-led innovation projects and ideas. Students leading these projects will take part in capacity-building events or offer mentoring to disseminate their learning to other student innovators. We will work on the visibility of these outputs in collaboration with WP7. *This task leads to D5.5 / D23.*	AU HU King's UB UCLouvain UiO UNIPI Uparis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN BEN BEN COO	Yes, in-kind contributions of staff	

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS16	InCU.bator set up and launched with the academic chairs as well as the first Student and Associated Fellows appointed.	5	AU	Establish a network of staff to set up the InCU.bator, ensuring an appropriate online presence on the CU website.	M6	InCU.bator appears on CU website and list of staff in the InCU.bator has been created.
MS17	Concept for staff training on entrepreneurship and innovation developed	5	AU	Document to be drafted based on the work in the InCU.bator summarising resources available, key gaps in current training, and the planned approach to "training the trainers".	M12	Internal concept document
MS18	Realisation of the mapping of regional stakeholders' needs and transversal challenges	5	UNIPI	Document to be drafted based on the results of the mapping aiming to find common challenges involving regional stakeholders	M12	Internal document

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D5.1 / D19	At least 4 innovation and entrepreneurship	5	AU	Document, report	Public	M48	Training to be offered to students on innovation and entrepreneurship, primarily

	training modules have been offered to CU students						in English. This could be online or in-person, but should be accessible to as wide a student audience as possible (e.g., published as webinars retrospectively). Written summary of the training offered to be published in English.
D5.2 / D20	First staff week organised, to strengthen collaborations between knowledge exchange units and innovation units at CU universities	5	AU	Document, report	Public	M18	The first of the staff weeks is organised to build collaborations between knowledge exchange and innovation units at participating CU universities.
D5.3 / D21	Report with matrix of regional stakeholders and challenges has been drafted	5	UNIPI	Document, report	Public	M16	A mapping of regional needs aligned with Regional Smart Specialisation Strategies with the aim of defining common challenges. A summary in English will be produced.
D5.4 / D22	Offer at least 6 innovative educational activities to students	5	UNIPI	Document, report	Public	M48	Conceptualise and implement CU Challenges and/or other educational activities for students at various levels. A summary in English of the educational activities will be produced, as well as links to online materials as applicable.
D5.5 / D23	At least 16 student projects have been financially supported	5	CU AISBL	Document, report	Public	M48	CU project support will be provided for student entrepreneurship or innovation projects; some of which may have been developed during the Challenges. A summary of

							the projects supported will be produced in English.

Work Package 6

Work Package 6: CREATING A FULLY FUNCTIONAL INTER-UNIVERSITY DIGITAL CAMPUS			
Duration:	M1 - M48	**Lead Beneficiary:**	UB

Objectives

The strategic objective of this work package is to provide a joint digital infrastructure and services that contribute to seamless collaboration in teaching (including student mobility) and research. To reach this strategic objective, Work Package 6 will focus on the following operational objectives:

- Ensure that the digital infrastructure and services provided are compliant with standards and processes across the alliance
- Ensure that all digital solutions across the alliance are GDPR compliant
- Leverage the digital infrastructure of the alliance in such a way that it allows the services of the Open Campus to be truly open and satisfy the needs of students and staff efficiently and reliably.

Work Package 6 will ensure that IT enables, in our alliance, the strongest and most seamless possible collaboration in education, research, communication and mobility. WP6 will develop a joint digital infrastructure framework for cooperation and mobility. To ensure that priorities and practices across our universities are aligned as required, to secure appropriate IT tools for the efficient management of student and staff mobility, and to enable virtual mobility, blended learning and digital learning cooperation, WP6 will continue scaling up work from the pilot phase, including on the full implementation of Erasmus Without Paper (EWP). We will also develop new ways of leveraging the power of digital solutions to achieve those goals. These foreseen activities will help us to connect up and significantly increase the international exposure of students and staff across our universities through a fully functional inter-university campus. WP6 will contribute to a more unified, innovative, digital-driven, connected and sustainable alliance, accessible to a larger number of users and other stakeholders.

Ultimately, this WP will not only seek to create a fully functional inter-university digital campus for CU, but will also support the full engagement of CU in the digital transition. As digital solutions and technologies for education are fast developing, this WP will consider future changes or developments in technology for teaching, learning, research and cross-institutional collaboration with an eye to implementing new technologies when they emerge and if they are fit for purpose.

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role	

				(COO, BEN, AE, AP, OTHER)	
6.1	Establishing an IT steering committee composed of IT experts from each university	The IT steering committee will lead the digitalisation of our activities such as digital courses, digital cooperation, and in IT governance and digital infrastructure. More specifically, the IT steering committee will be responsible for the following three subtasks: • Developing and overviewing the Implementation of the overall digital strategy for Circle U. In this subtask, the IT steering committee will receive questions from the other WPs that need advice or a strategic decision regarding IT. • Analysing IT needs and assigning new tasks/projects as needed. If needed, the IT steering committee will create new sub-task forces to address specific IT needs. • Evaluating proposed IT solutions from WPs and deciding on best practices to implement such solutions • Anticipating, coordinating and responding to IT needs from other WPs • Ensuring the feasibility of the strategy and IT solutions with the universities *This task will lead to MS19.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP COO BEN BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff
6.2	Developing and implementing a joint digital strategy which builds on experiences from the pilot phase	The WP will develop a digital strategy for CU activities including digital teaching, training and other activities to minimise the need for travel, physical meetings and physical participation in courses. This will ensure that our digital teaching is sustainable, open and as flexible as	AU HU King's UB UCLouvain UiO UNIPI UParis Cité	BEN BEN AP COO BEN BEN BEN BEN	No

		possible. The strategy will review the models and structures at each university and work towards an agreement on a digital strategy encompassing responsibilities, governance, procedures and terms of use for utilising digital tools in education, teaching and collaboration within the alliance. *This task will lead to MS20.*	UW CU AISBL	BEN BEN	
6.3	Developing, approving and implementing a joint controllership agreement and other GDPR-related documents.	A joint controllership agreement and other necessary documents and agreements on GDPR will be created for the alliance. These documents will specify: • the purposes for data processing • the means by which personal data is collected, processed and protected • the optimal means of communication to different data subjects (students, researchers, etc.) An ad hoc committee, composed of data protection officers or relevant contacts at each university, was already established during the pilot phase. This group of experts will continue advising and assisting the WP representatives on issues, challenges and risk management related to GDPR to ensure that all activities and data sharing complies with EU standards for GDPR. *This task will lead to deliverable D6.1 / D24.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP BEN BEN BEN BEN BEN BEN COO	Yes, in-kind contributions of staff in the ad hoc committee
6.4	Scaling up and further developing digital solutions for education	This task focuses on developing the joint services and infrastructure needed to facilitate digital and blended educational opportunities across the alliance through the Open Campus. This will involve adopting digital solutions already in place, improving the possibilities for transferring relevant data and learning materials or developing new solutions depending on future	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW	BEN BEN AP BEN BEN COO BEN BEN BEN	Yes, in-kind contributions of staff

		needs of the project. This will enable the use of virtual classrooms and/or collaborative spaces. CU partner universities will consider either opening up their platforms or developing or purchasing new ones. Different solutions may be explored according to the activity that the partners want to deliver. An estimate of the expected resources needed for the solutions must be established before a decision can be made. The implementation of EWP for student and staff mobility will be continued within this task; the ambition is to use it as the technical solution for administering inter-institutional agreements, outgoing and incoming mobilities, learning agreements, and transcripts of record. *This task will lead to MS21, MS23 and MS24.*	CU AISBL	BEN	
6.5	Integrating and sharing research infrastructures, supported by further development of digital solutions for research	This task will focus on supporting joint research activities across the Alliance. It will be achieved by integrating and sharing the existing research infrastructures and services across the Alliance based on the Open Science principles and synchronisation with the European Open Science Cloud (EOSC) initiative. The online academic directory, developed in the pilot phase, will be further developed and disseminated to foster research collaborations and to connect our researchers. *This task will lead to deliverable D6.4 / D25 and MS22.*	AU HU King's UB UCLouvain UiO UNIPI UParis Cité UW CU AISBL	BEN BEN AP COO BEN BEN BEN BEN BEN BEN	Yes, in-kind contributions of staff
6.6	Establishing an efficient internal communication platform for CU staff and whitelisting partners' own digital platforms that can be used for collaborations within CU	Ensuring that staff can collaborate and communicate across the alliance through digital means implies that each staff member should be able to use his/her institutional account and not personal accounts for such tasks. The Microsoft Teams platform, which is initially used in the pilot	AU HU King's UB UCLouvain UiO	BEN BEN AP COO BEN BEN	Yes, in-kind contributions of staff

		phase, seems to be not eligible for all partners due to non-compliance with German legislation regarding data privacy. A whitelist of approved digital platforms will be produced and available options will be assessed to select and implement the solution that best serves all partners and CU collaborations *This task will lead to deliverable D6.5 / D26.*	UNIPI UParis Cité UW CU AISBL	BEN BEN BEN BEN	

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS19	IT steering committee established	6	UB	The steering committee will consist of senior IT representatives from each partner universities. Approved by the MB.	M3	The list of members of the IT steering committee will be disseminated across the alliance and the different WP.
MS20	Joint digital strategy published	6	UB	A joint digital strategy will be developed and approved by the MB. The objective of the digital strategy is to provide the overarching structure to develop and perform different CU activities through digital means.	M12	A summary of the joint strategy in English will be published on CU website and the full version of the strategy will be disseminated across the alliance.
MS21	Digital platforms and solutions are identified and used to facilitate the offer of CU educational opportunities	6	UiO	CU will implement one or more digital platforms and solutions for its learning opportunities. Potential digital platforms and solutions that we will explore are virtual classrooms or other platforms needed to support learning such as API, IAM, EWP.	M8	From the start of the project; the platforms and solutions (including those developed in the pilot phase) will be implemented, tested and further developed with the new learning activities offered. They will be used by the CU community.
MS22	Digital solutions for research are identified and used	6	UB	CU will develop or share one or more digital platforms and solutions for research activities and projects across	M12	From the start of the project, From the start of the project; the platforms

	across the alliance. These will be either existing local platforms opened to other alliance partners, or new platforms depending on needs and opportunities.			the alliance. The digital solution will be in line with the EOSC standards, providing its broader applicability, reuse and synergy with open science.			and solutions (including those developed in the pilot phase) will be implemented, tested and further developed with the new research activities. They will be use by the CU community
MS23	Shared solution(s) for identification, and authentication of students and staff	6	UB	In line with the new GDPR agreements, CU will deliver shared solution(s) for the identification and authentication of students and staff across the alliance to improve the user experience and decrease administrative work. The shared solution(s) will enable streamlined access to key shared (and potentially local) digital services related to education, teaching, research and collaboration. The solution(s) will utilise existing European solutions, such as eduGAIN and MyAcademicID,		M18	The shared solutions are implemented and used for our activities.
MS24	CU is connected to Erasmus Without Papers (EWP)	6	UiO	All institutions are already connected to the Erasmus Without Paper (EWP) network: it needs to be further implemented in accordance with new modules, deadlines and requirements		M36	All partner universities are connected to EWP.
Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)
D6.1 / D24	Joint controllership agreement developed and approved	6	CU AISBL	Document	Internal	M6	The joint controllership agreement will specify in English the purposes for data processing, the means by which personal data is collected, processed and protected, the optimal means of communication to different

							data subjects. It will also clearly outline the roles and responsibilities associated with data management. The privacy policy will be published in English on CU website.
D6.4 / D25	CU online academic directory established during the pilot phase is fully implemented and actively used.	6	UB	Website	Public	M12	The academic directory established during the pilot phase will be further developed in order to become fully functional and efficient in reaching out to Circle U. colleagues across the alliance.
D6.5 / D26	The internal communication platform for the CU community is identified and used within the alliance	6	UB	Website	Internal	M6	The communication platform will be eligible to all partners so selected, implemented, tested and made available for the CU community to facilitate collaborations across the alliance. The system administration, maintenance and user support will be secured.

Work Package 7

Work Package 7: COMMUNICATION AND DISSEMINATION			
Duration:	M1 - M48	**Lead Beneficiary:**	UParis Cité
Objectives			
The objective of this work package is to raise the visibility and assert the credibility of the project and of CU as an open, vivid and leading alliance among our communities and other relevant stakeholders in Europe and beyond. In order to reach this strategic objective, Work Package 7 will focus on the following operational objectives:			

- To further develop and implement the communication and dissemination strategy: based on the lessons learnt from the development and implementation of the communication and dissemination strategy in the pilot phase, WP7 will pursue its objectives by further developing and supporting the implementation of the strategy as a key enabler for the realisation of our vision and mission. To support this goal, a communication and dissemination officer will be recruited at the CU Office level while strengthening the network of communication officers at each university. Centralised (at the alliance level) and decentralised (at the level of each partner university) approaches to communication and dissemination will be strengthened and synchronised to ensure that the results of the project and the alliance are promoted, communicated and made public to internal and external target audiences. Moreover, where relevant, WP7 will ensure that the project's results are available for the follow-up, monitoring and potential use by those target audiences, particularly our academics, researchers, staff, students and partners – this is to maximise the leverage of our outputs and outcomes and increase the general outreach of our alliance.

- To develop, use and maintain the most relevant, efficient and up-to-date communication and dissemination tools: during the pilot phase, we have successfully developed and used a series of communication and dissemination tools (website, social media, collaborative platform, mailing, promotional materials and events) whose management has been shared among the partner universities. Those tools have been supported mainly through in-kind or own contributions of our universities. In the next phase, WP7 will allocate the proper resources for an improved management of those tools. The pilot phase has taught us how we should further develop existing as well as new tools, in particular, the website, social media, media appearances, promotional materials, etc. Last but not least, in line with our vision to be a diverse and inclusive alliance and the ED&I strategy to be developed by WP1, we will foster inclusive design of those tools, when possible.

- To engage with our communities' members and our partners as communication and dissemination multipliers: based on the experiences of the pilot phase, we are convinced that our students, academics, researchers, staff members and partners are the best "promoters" of CU, through its activities, outputs, outcomes and potentials. They should not be seen as passive receivers of the communication and dissemination activities, but as potential actors. With them, WP7 will aim to foster a sense of belonging, a sense of community and ultimately a sense of accomplishment. WP7 will thus focus on three core resources:
  - the Academic Chair Academy: established in the pilot phase, the Academy will be fully functional in the next phase. Comprised of current and former academic chairs, the Academy will bring strategic direction and inputs on the academic and scientific mission of our alliance.
  - the CU Ambassadors: by scaling up some ad hoc initiatives taken during the pilot phase, the CU Ambassadors will be comprised students, academics, researchers and other staff members who have participated in CU activities or who are interested in contributing to the development of our alliance.
  - the annual CU Get Together: in continuity of the national conferences organised during the pilot phase, these will be events organised on an annual basis which will enable us to engage directly with Associated Partners and to co-create new opportunities within our alliance.

CU will publish an annual report, highlighting the key achievements over the past year, including the activities of the Academy, the activities of the CU Ambassadors and all other activities and developments of the alliance. The annual activity report will be published for the annual CU Get Together event.

Activities and division of work (WP description)

Task No (continuous numbering linked to WP)	Task Name	Description	Participants		In-kind Contributions and Subcontracting (Yes/No and which)
			Name	Role (COO, BEN, AE, AP, OTHER)	

7.1	Revising, updating and implementing the communication and dissemination strategy	To contribute to the fulfilment of our vision and mission, the communication and dissemination strategy aims to support CU to continue and further develop as an open, vivid and leading alliance among our communities and other relevant stakeholders. The updated strategy will outline the tools, target audiences, activities, data analytics, coordination and division of responsibilities, in order to foster internal and external communication and dissemination, supported by the CU communication and dissemination officer and the communication liaison officers at each university. In this perspective, the recruitment of the communication and dissemination officer will be central to the success, ongoing cooperation and coordination processes with the communication liaison officer, the heads of communication at each university, as well as with the Secretary General. *This will lead to MS25*.	UiO AU HU King's UB UCLouvain UParis Cité UNIPI UW CU AISBL	BEN BEN BEN AP BEN BEN COO BEN BEN BEN	No
7.2	Establishing and implementing a roadmap for the development, use and maintenance of the communication and dissemination tools	Based on the assessment (and potentially users' evaluations) of the existing communication and dissemination tools, a task force will establish this roadmap. It should propose how to develop or further develop existing and new tools that are the most relevant, efficient and up to date. Additionally, it should foresee how those tools will be managed and maintained in the long run. This roadmap will focus on the operational aspects of the strategy. It will thus include at least the development/revision of the website (including its design, structure, accessibility, hosting, etc.), the development of the presence of our alliance in social media, the development of promotional materials (including promotional videos).	UiO AU HU King's UB UCLouvain UParis Cité UNIPI UW CU AISBL	BEN BEN BEN AP BEN BEN BEN BEN BEN COO	Yes, in-kind contributions of staff and potential equipment

		This task will lead to deliverable D 7.1 / D27			
7.3	Supporting the activities of the Academy of the Academic Chairs	The Academic Chair Academy offers a forum for collaboration, cooperation and strategic direction between past, current and future Academic Chairs. Through this forum, academic chairs will share, discuss, evaluate, revise, and further develop the collaborative working models and methods of the CU alliance over time. It aims thus to increase cooperation among the academic communities of the partner institutions, foster interdisciplinarity, leverage synergies, uptake opportunities to collaborate and initiate innovative research and education activities across the alliance, address challenges, and connect the partners' research communities beyond the appointed chairs. When necessary, WP7 will support those activities by providing the required communication and organisational support. As tested during the pilot phase, it is foreseen that the Academy will have an annual meeting in person. *This task will lead to D7.2 / D28*	UiO AU HU King's UB UCLouvain UParis Cité UNIPI UW CU AISBL	BEN BEN BEN AP BEN BEN BEN BEN BEN COO	No
7.4	Establishing and supporting the activities of the CU Ambassadors	The CU Ambassadors are current and former students, researchers, academics and staff members of our universities that have participated in our activities or have shown interest in our alliance. The CU Ambassadors' main mission will be to promote CU in our universities and foster the possible individual engagement for the development of our alliance. Ambassadors' activities may include community events, cultural and sports events, promotional campaign as well as the provision of specific support to new students. A task force, led by CUSU and CU AISBL, will define the terms of reference of the CU Ambassadors, including their appointment, the	UiO AU HU King's UB UCLouvain UParis Cité UNIPI UW CU AISBL	BEN BEN BEN AP BEN BEN BEN BEN BEN COO	No

		scope of the activities and the possible financial supports. *This task will lead to MS26, D7.2 / D28 and 7.3 / D29*			
7.5	Supporting the organisation of the annual CU Get Together	In continuity of the national conferences organised during the pilot phase and hosted by each partner university, the CU Get Together will gather the CU communities and our partners to discuss, exchange and reflect on the progress, the results, the potential development of our alliance. A specific consideration could be given to regional, national and European policy-makers as well as other alliances, university networks and higher education institutions. These events will be organised annually by CU AISBL with the support of one (or more) partner universities. *This task will lead to deliverable D7.2 / D28*	UiO AU HU King's UB UCLouvain UParis Cité UNIPI UW CU AISBL	BEN BEN BEN AP BEN BEN BEN BEN BEN COO	Yes, in-kind contributions of staff from the CU Office

Milestones and deliverables (outputs/outcomes)

Milestone No (continuous numbering not linked to WP)	Milestone Name	Work Package No	Lead Beneficiary	Description	Due Date (month number)	Means of Verification
MS25	Communication and dissemination strategy updated	7	UParis Cité	The strategy, proposed by WP7 and approved by the Management Board, will define the tools, target audiences, activities, coordination and management mechanisms.	M3	The strategy will be communicated to the CU community and will be published on the CU website.
MS26	CU Ambassadors appointed	7	CU AISBL	Following the terms of reference elaborated by the TF, CU Ambassadors will be appointed.	M12	The list of CU Ambassadors is communicated on the website.

Deliverable No (continuous numbering linked to WP)	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month number)	Description (including format and language)

D7.1 / D27	Roadmap for the development of communication and dissemination tools has been drafted and implementation has started	7	CU AISBL	Document	Confidential	M6	The roadmap will include operational proposals for the development, use and maintenance of existing and new communication and dissemination tools, including technical and management aspects.
D7.2 / D28	Annual activity reports have been published	7	CU AISBL	Document and website	Public	M48	The annual reports will be available in English and an executive summary will be available in the languages of our alliance.
D7.3 / D29	Terms of reference of the CU Ambassadors have been drafted	7	UParis Cité	Document	Confidential	M4	The terms of reference of the CU Ambassadors will include the appointment process, the scope of the activities and the possible financial supports. The document will be available in English and an executive summary will be available in the languages of our alliance.

Staff effort *(n/a for Lump Sum Grants)*

Staff effort per work package

Fill in the summary on work package information and effort per work package.

Work Package No	Work Package Title	Lead Participant No	Lead Participant Short Name	Start Month	End Month	Person-Months
1						

2						
3						
4						
					Total Person-Months	

Staff effort per participant

Fill in the effort per work package and Beneficiary/Affiliated Entity.

Please indicate the number of person/months over the whole duration of the planned work.

*Identify the work-package leader for each work package by showing the relevant person/month figure in **bold**.*

Participant	WP1	WP2	WP…	Total Person-Months
[name]				
[name]				
Total Person-Months				

Subcontracting (n/a for prefixed Lump Sum Grants)

Subcontracting

Give details on subcontracted project tasks (if any) and explain the reasons why (as opposed to direct implementation by the Beneficiaries/Affiliated Entities).

Subcontracting — Subcontracting means the implementation of 'action tasks', i.e. specific tasks which are part of the EU grant and are described in Annex 1 of the Grant Agreement.

***Note:** Subcontracting concerns the outsourcing of a part of the project to a party outside the consortium. It is not simply about purchasing goods or services. We normally expect that the participants to have sufficient operational capacity to implement the project activities themselves. Subcontracting should therefore be exceptional.*

Include only subcontracts that comply with the rules (i.e. best value for money and no conflict of interest; no subcontracting of project coordination tasks).

Work Package No	Subcontract No (continuous numbering linked to WP)	Subcontract Name (subcontracted action tasks)	Description (including task number and BEN/AE to which it is linked)	Estimated Costs (EUR)	Justification (why is subcontracting necessary?)	Best-Value-for-Money (how do you intend to ensure it?)
WP5	S 5.1	Capacity building and training for staff at universities in entrepreneurship and skills development	5.2: Developing students and staff members' skills and competencies, within the InCU.bator, to enhance their engagement with society through innovation and entrepreneurship. AU	20.000	In the InCU.bator, we will offer training capacity-building & training for staff in the form of a joint course with modules targeted at each university to create sustainable in-house expertise ("train the trainers") in topics like entrepreneurship. This can be based on the competence framework developed by the Commission's Joint Research Centre (JRC). Given that universities normally do not have such experience, the training should be provided by external trainers. A concept for our approach to this training will first be developed to help guide our work.	We are planning to work with one to two of our associated partners, Austrian Startups (Vienna) and The Kitchen (Aarhus) and potentially other organisations active in the field. Nevertheless, closer to the implementation phase, CU will look into the available training formats and pick the one that is most in line with our concept and offers the best for value for money.
WP6	S 6.1	Server purchase: test server only	6.4: Scaling up and further developing digital solutions for education. 6.5: Integrating and sharing research infrastructures, supported by further development of digital solutions for research. 6.6: Establishing an efficient internal communication platform for CU staff and whitelisting	48.500	The server will be used for testing and development purposes only. It will support digital services in three areas – education (WP3, esp. the Open Campus), research, and internal communications. The server is needed for the software development and testing of the application, tools and	Public procurement on the local market with at least three bids.

			partners' own digital platforms that can be used for collaborations within CU. UB and UNIPI		services, including but not limited to common login solution, virtual classroom (LMS), Academic Directory, internal communication tools, the internal platform for software development and data backup.	
WP6	S 6.2	Server purchase: final operational server	6.4: Scaling up and further developing digital solutions for education. 6.5: Integrating and sharing research infrastructures, supported by further development of digital solutions for research 6.6: Establishing an efficient internal communication platform for CU staff and whitelisting partners' own digital platforms that can be used for collaborations within CU. CU AISBL	11.200	The server will be used to host all key digital services once they are operational. While the test server was located in Belgrade, the final server needs to be located in an EU country due to reasons linked to GDPR. It will support digital services in three areas – education (WP3, esp. the Open Campus), research, and internal communications. Purchasing the cloud service (virtual server) is needed to host the services, which will be used by CU students and staff, including but not limited to common login solutions, virtual classroom (LMS), Academic Directory, internal communication tools and similar applications that may be needed.	Public procurement on the local market with at least three bids.
Other issues: *If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.*			Not applicable			

Events meetings and mobility

Events meetings and mobility

This table is to be completed for events meetings and mobility that have been mentioned as part of the activities in the work packages above
Give more details on the type, location, number of persons attending, etc.

Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E1.1	[name]	[name]	[insert type, e.g. training, workshop, conference, event, etc.]	[insert topics addressed, types of skills/knowledge acquired, etc]	[city,country]	[number]	[number]
E1.2	[name]	[name]	[insert type, e.g. training, workshop, conference, event, etc.]	[insert topics addressed, types of skills/knowledge acquired, etc]	[city,country]	[number]	[number]

Timetable

Timetable (projects up to 2 years)

Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.
Note: *Use the project month numbers instead of calendar months. Month 1 marks always the start of the project. In the timeline you should indicate the timing of each activity per WP.*

ACTIVITY	MONTHS																							
	M 1	M 2	M 3	M 4	M 5	M 6	M 7	M 8	M 9	M 10	M 11	M 12	M 13	M 14	M 15	M 16	M 17	M 18	M 19	M 20	M 21	M 22	M 23	M 24

Task 1.1 - …																									
Task 1.2 - …																									
Task …																									

Timetable (projects of more than 2 years)

Fill in cells in beige to show the duration of activities. Repeat lines/columns as necessary.

Note: *Use actual calendar years and quarters. In the timeline you should indicate the timing of each activity per WP. You may add additional columns if your project is longer than 6 years.*

ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Task 1.1 - Updating, communicating and implementing the MEL system																
Task 1.2 - Adapting the governance framework of the alliance																
Task 1.3 - Supporting the further development of the CU Office																
Task 1.4 - Developing and implementing a work plan for the funding sustainability of the alliance																
Task 1.5 - Developing, communicating, monitoring and implementing an ED&I strategy for the alliance																
Task 1.6 - Developing and supporting a flagship initiative and other bottom-up actions for ED&I																
Task 2.1. - Establishing the CU Mobility Committee involving representatives of the IRO of each university																
Task 2.2 - Developing students' short and long-term mobility and administrative routines and support for mobility within the alliance																
Task 2.3 - Broadening opportunities for exchange and international exposure via embedded mobility and 'CU@home' initiatives																
Task 2.4 - Further developing and implementing the CU joint recognition framework																

Task 2.5 - Developing our joint offers of mobility for academics and professional services staff																
Task 2.6 - Developing students' and staff members' language and intercultural skills through CU.mil																
Task 3.1. - Setting up, developing and launching the CU Open Campus																
Task 3.2 - Consolidating and expanding the Academic Chair programme																
Task 3.3 - Reinforcing and further developing the existing Knowledge Hubs and strengthening synergies																
Task 3.4 - Developing and implementing a process for establishing a new Knowledge Hub																
Task 3.5 - Setting up, developing and launching the CU.til																
Task 3.6 - Developing and offering interdisciplinary modules on sustainability accessible to undergraduate students of any subject at all CU universities																
Task 3.7 - Developing joint flagship programmes across and beyond the Knowledge Hubs																
Task 3.8 - Developing, scaling up and offering short-term and blended flagship learning activities across and beyond the Knowledge Hubs																
Task 3.9 - Boosting the societal impact of research and innovation in the Knowledge Hubs and expanding the ERIA pilot activities for citizens and society involvement in research and innovation																
Task 4.1 - Establishing a research support task force with members of the research support services of the CU universities																
Task 4.2 - Further developing the CU.ecr																
Task 4.3 - Sharing and developing transversal training targeted at all researchers, particularly ECRs with the support and guidance of the CU.erc																
Task 4.4 – Developing and offering up mobility schemes for academics, particularly ECRs, focusing on the Knowledge Hubs																
Task 4.5 - Supporting inter- and transdisciplinarity in research and innovation activities																
Task 4.6 - Raising awareness about Open Science																
Task 4.7 - Promoting gender balance in research and innovation activities																

Task 5.1 - Setting up, developing and launching the InCU.bator																
Task 5.2 - Developing students' and staff members' skills and competencies, within the InCU.bator, to enhance their engagement with society through innovation and entrepreneurship																
Task 5.3 - Mapping the regional needs for an open discovery process																
Task 5.4 - Developing, scaling up and offering innovative educational activities that equip students to contribute to societal impact																
Task 5.5 - Providing financial support for student-led innovation projects in the InCU.bator																
Task 6.1 - Establishing an IT steering committee with IT experts from each university																
Task 6.2 - Developing and implementing a joint digital strategy which builds on experiences from the pilot phase																
Task 6.3 - Developing, approving and implementing a joint controllership agreement and other GDPR-related documents.																
Task 6.4 - Scaling up and further developing digital solutions for education																
Task 6.5 - Integrating and sharing research infrastructures, supported by further development of digital solutions for research																
Task 6.6 - Establishing an efficient internal communication platform for CU staff and whitelist partners' own digital platforms that can be used for collaborations within CU																
Task 7.1 - Revising, updating and implementing the communication and dissemination strategy																
Task 7.2 - Establishing and implementing a roadmap for the development, use and maintenance of the communication and dissemination tools																
Task 7.3 - Supporting the activities of the Academy of the Academic Chair																
Task 7.4 - Establishing and supporting the activities of the CU Ambassadors																
Task 7.5 - Supporting the organisation of the annual CU Get Together																

#§WRK-PLA-WP§#

#@ETH-ICS-EI@#

5. OTHER

5.1 Ethics

Ethics (if applicable)
If the Call document/Programme Guide contains a section on ethics, describe ethics issues that may arise during the project implementation and the measures you intend to take to solve/avoid them. *Describe how you will ensure gender mainstreaming and children's rights in the project activities.*
Not applicable

#§ETH-ICS-EI§# #@SEC-URI-SU@#

5.2 Security

Security
Not applicable

#§SEC-URI-SU§# #@DEC-LAR-DL@#

6. DECLARATIONS

Double funding	
Information concerning other EU grants for this project ⚠ *Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).*	**YES/NO**
We confirm that to our best knowledge neither the project as a whole nor any parts of it have benefitted from any other EU grant *(including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc)*. If NO, explain and provide details.	YES
We confirm that to our best knowledge neither the project as a whole nor any parts of it are (nor will be) submitted for any other EU grant *(including EU funding managed by authorities in EU Member States or other funding bodies, e.g. Erasmus, EU Regional Funds, EU Agricultural Funds, etc)*. If NO, explain and provide details.	YES

Financial support to third parties (if applicable)
If your project requires a higher maximum amount per third party than the threshold amount set in the Call document/Programme Guide, justify and explain why this is necessary in order to fulfil your project's objectives.
Not applicable

Seal of Excellence (if applicable)
If provided in the Call document, proposals that pass the evaluation but are below the budget threshold (i.e. pass the minimum thresholds but are not ranked high enough to receive funding) will be awarded a Seal of Excellence. *In this context we may share information about your proposal with other EU or national funding bodies through the Erasmus+ National Agencies.*

Do you agree that your proposal (including proposal data and documentation) is shared with other EU and national funding bodies to find funding under other schemes?	YES

#§DEC-LAR-DL§#

ANNEXES

LIST OF ANNEXES

Standard
Detailed budget table/Calculator (annex 1 to Part B) — *mandatory for certain Lump Sum Grants (see Portal Reference Documents)*
CVs (annex 2 to Part B) — *mandatory, if required in the Call document/Programme Guide*
Annual activity reports (annex 3 to Part B) — *not applicable*
List of previous projects (annex 4 to Part B) — *mandatory, if required in the Call document/Programme Guide*

Special
Other annexes — *mandatory, if required in the Call document/Programme Guide*

1. Vision and mission statement of Circle U. – Towards 2030 and beyond
2. Circle U. AISBL – Statutes published in the Official Journal
3. Circle U. Governance Framework
4. Circle U. MEL strategy
5. Circle U. 2030 – Preparation process overview
6. Circle U. 2030 – Assessment of the pilot phase
7. Memorandum of understanding between Circle U. and Università di Pisa
8. Memorandum of understanding between Circle U. and Universität Wien
9. Circle U. – Towards a global strategy
10. Letter of intent of King's College London and its commitment to Circle U.
11. List of Circle U. associated partners and endorsement letters

HISTORY OF CHANGES		
VERSION	PUBLICATION DATE	CHANGE
1.0	25.02.2021	Initial version (new MFF).
2.0	01.06.2022	Consolidation, formatting and layout changes. Tags added.

Proposal Info

Proposal ID	Call for Proposal	Topic	Type of Action
SEP-210912193	ERASMUS-EDU-2023-EUR-UNIV	ERASMUS-EDU-2023-EUR-UNIV-1	ERASMUS-LS

Please select the type of organisation

Number	Name	PIC Number (if available)	Type of organisation
1	UNIVERSITETET I OSLO	999975814	Higher education institution (tertiary level)
2	AARHUS UNIVERSITET	999997736	Higher education institution (tertiary level)
3	HUMBOLDT-UNIVERSITAET ZU BERLIN	999850781	Higher education institution (tertiary level)
4	UNIVERSITE PARIS CITE	897691060	Higher education institution (tertiary level)
5	UNIVERZITET U BEOGRADU	999641843	Higher education institution (tertiary level)
6	UNIVERSITE CATHOLIQUE DE LOUVAIN	999980664	Higher education institution (tertiary level)
7	UNIVERSITA DI PISA	999862712	Higher education institution (tertiary level)
8	UNIVERSITAT WIEN	999866883	Higher education institution (tertiary level)
9	Circle U. AISBL	884663378	Non-governmental organisation/association
10	AARHUS UNIVERSITETSHOSPITAL	999643880	Public service provider
11	City of Aarhus	951277934	Local Public body
12	Constructive Journalism Institute	900946283	Non-governmental organisation/association
13	Folkeuniversitetet i Århus	948391408	Non-governmental organisation/association
14	De Studerendes Hus i Aarhus	908824332	Non-governmental organisation/association
Numb	Name	PIC Number (if	Type of organisation

er 15	CENTRE MARC BLOCH EV - DEUTSCH-FRANZOSISCHES FORSCHUNGSZENTRUM FUR SOZIALWISSENSCHAFTEN EV	available) 911073180	Research Institute/Centre
Number 16	**Name** DEUTSCH FRANZOESISCHE HOCHSCHULE	**PIC Number (if available)** 917867157	**Type of organisation** Associations of Higher Education Institutions
Number 17	**Name** HUMBOLDT-INNOVATION GmbH	**PIC Number (if available)** 944397239	**Type of organisation** Small and medium sized enterprise
Number 18	**Name** MUSEUM FUR NATURKUNDE - LEIBNIZ-INSTITUT FUR EVOLUTIONS- UND BIODIVERSITATSFORSCHUNG AN DER HUMBOLDT-UNIVERSITAT ZU BERLIN	**PIC Number (if available)** 996854451	**Type of organisation** National Public body
Number 19	**Name** Centre d'Entreprises et d'Innovation de Louvain-La-Neuve SA	**PIC Number (if available)** 940135932	**Type of organisation** Small and medium sized enterprise
Number 20	**Name** CHU UCL Namur ASBL	**PIC Number (if available)** 917967067	**Type of organisation** Public service provider
Number 21	**Name** CLINIQUE UNIVERSITAIRE SAINT-LUC ASBL	**PIC Number (if available)** 998753226	**Type of organisation** Public service provider
Number 22	**Name** LOUVAIN COOPERATION AU DEVELOPPEMENT ASBL	**PIC Number (if available)** 893641795	**Type of organisation** Non-governmental organisation/association
Number 23	**Name** VEREIN ZUR FOERDERUNG ASSISTIERENDER TECHNOLOGIE IN EUROPA	**PIC Number (if available)** 940610359	**Type of organisation** Non-governmental organisation/association
Number 24	**Name** ASSOCIAZIONE CIMEA	**PIC Number (if available)** 948603741	**Type of organisation** National Public body
Number 25	**Name** COMUNE DI PISA	**PIC Number (if available)** 986462647	**Type of organisation** Local Public body
Number 26	**Name** CONSIGLIO NAZIONALE DELLE RICERCHE	**PIC Number (if available)** 999979500	**Type of organisation** National Public body
Number 27	**Name** AZIENDA OSPEDALIERO UNIVERSITARIA PISANA	**PIC Number (if available)** 988322040	**Type of organisation** Public service provider
Number 28	**Name** POLO NAVACCHIO SPA	**PIC Number (if available)** 950466044	**Type of organisation** Small and medium sized enterprise
Number 29	**Name** GeoSphere Austria - Bundesanstalt für Geologie, Geophysik, Klimatologie und Meteorologie	**PIC Number (if available)** 883926178	**Type of organisation** Research Institute/Centre
Number 30	**Name** AustrianStartups - Verein zur Förderung von	**PIC Number (if available)** 889824845	**Type of organisation** Small and medium sized enterprise

	Entrepreneurship in Österreich		
Number 31	**Name** INTERNATIONALES INSTITUT FUER ANGEWANDTE SYSTEMANALYSE	**PIC Number (if available)** 999452596	**Type of organisation** Research Institute/Centre
Number 32	**Name** NATURHISTORISCHES MUSEUM	**PIC Number (if available)** 998250863	**Type of organisation** National Public body
Number 33	**Name** ASSISTANCE PUBLIQUE HOPITAUX DE PARIS	**PIC Number (if available)** 999645432	**Type of organisation** Public service provider
Number 34	**Name** City of Paris	**PIC Number (if available)** 938629619	**Type of organisation** Local Public body
Number 35	**Name** region ile de france	**PIC Number (if available)** 939849588	**Type of organisation** Regional Public body
Number 36	**Name** INSTITUT PASTEUR	**PIC Number (if available)** 999993080	**Type of organisation** Research Institute/Centre
Number 37	**Name** PASTEUR NETWORK	**PIC Number (if available)** 891015908	**Type of organisation** Non-governmental organisation/association
Number 38	**Name** City of Oslo	**PIC Number (if available)** 939177766	**Type of organisation** Local Public body
Number 39	**Name** Nobel Peace Prize - Research & Information	**PIC Number (if available)** 909553966	**Type of organisation** Non-governmental organisation/association
Number 40	**Name** OSLO UNIVERSITETSSYKEHUS HF	**PIC Number (if available)** 991104000	**Type of organisation** Public service provider
Number 41	**Name** KLINICKI CENTAR SRBIJE	**PIC Number (if available)** 994898058	**Type of organisation** Public service provider
Number 42	**Name** Innovation Fund	**PIC Number (if available)** 949811876	**Type of organisation** Small and medium sized enterprise
Number 43	**Name** MINISTARSTVO PROSVETE, NAUKE I TEHNOLOSKOG RAZVOJA	**PIC Number (if available)** 999821681	**Type of organisation** National Public body
Number 44	**Name** Science Technology Park Belgrade LLC	**PIC Number (if available)** 891637290	**Type of organisation** Small and medium sized enterprise
Number 45	**Name** COIMBRA GROUP ASBL	**PIC Number (if available)** 947388816	**Type of organisation** Associations of Higher Education Institutions
Number 46	**Name** The Guild of European Research-Intensive Universities	**PIC Number (if available)** 887017471	**Type of organisation** Associations of Higher Education Institutions
Number 47	**Name** International Association of Universities (IAU)	**PIC Number (if available)** 939179609	**Type of organisation** Associations of Higher Education Institutions

Number	Name	PIC Number (if available)	Type of organisation
48	KING'S COLLEGE LONDON	999981052	Higher education institution (tertiary level)

Types of Higher Education Institutions

Partnership	PIC Number (if available)	Highest degree level delivered	Comprehensive / Specialised	Specialisation field	Research oriented university	FTE students enrolled	FTE staff	Number of faculties
UNIVERSITETET I OSLO	999975814	Third cycle / Doctoral or equivalent level (ISCED-8)	Comprehensive	Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts and Letters Management Psychology and Educational Sciences Theology Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science	Yes	23626	6969	8
Partnership	**PIC Number (if available)**	**Highest degree level delivered**	**Comprehensive / Specialised**	**Specialisation field**	**Research oriented university**	**FTE students enrolled**	**FTE staff**	**Number of faculties**
AARHUS UNIVERSITET	999997736	Third cycle / Doctoral or equivalent level (ISCED-8)	Comprehensive	Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts and Letters Management Psychology and Educational Sciences Theology Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science	Yes	26996	8290	5
Partnership	**PIC Number (if available)**	**Highest degree level delivered**	**Comprehensive / Specialised**	**Specialisation field**	**Research oriented university**	**FTE students enrolled**	**FTE staff**	**Number of faculties**
HUMBOLDT-UNIVERSITAET ZU BERLIN	999850781	Third cycle / Doctoral or equivalent level (ISCED-8)	Comprehensive	Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts and Letters Management Psychology and Educational Sciences Theology	Yes	41587	5684	9

				Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science				
Partnership UNIVERSITE PARIS CITE	**PIC Number (if available)** 897691060	**Highest degree level delivered** Third cycle / Doctoral or equivalent level (ISCED-8)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts and Letters Management Psychology and Educational Sciences Theology Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science	**Research oriented university** Yes	**FTE students enrolled** 51680	**FTE staff** 7204	**Number of faculties** 3
Partnership UNIVERZITET U BEOGRADU	**PIC Number (if available)** 999641843	**Highest degree level delivered** Third cycle / Doctoral or equivalent level (ISCED-8)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts and Letters Management Psychology and Educational Sciences Theology Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science	**Research oriented university** Yes	**FTE students enrolled** 91000	**FTE staff** 7500	**Number of faculties** 31
Partnership UNIVERSITE CATHOLIQUE DE LOUVAIN	**PIC Number (if available)** 999980664	**Highest degree level delivered** Third cycle / Doctoral	**Comprehensive / Specialised** Comprehensive	**Specialisation field** Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts	**Research oriented university** Yes	**FTE students enrolled** 34318	**FTE staff** 4893	**Number of faculties** 14

		or equivalent level (ISCED-8)		and Letters Management Psychology and Educational Sciences Theology Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science				
Partnership UNIVERSITA DI PISA	**PIC Number (if available)** 999862712	**Highest degree level delivered** Third cycle / Doctoral or equivalent level (ISCED-8)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts and Letters Management Psychology and Educational Sciences Theology Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science	**Research oriented university** Yes	**FTE students enrolled** 40162	**FTE staff** 3202	**Number of faculties** 32
Partnership UNIVERSITAT WIEN	**PIC Number (if available)** 999866883	**Highest degree level delivered** Third cycle / Doctoral or equivalent level (ISCED-8)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** Current strategic priorities: Data Science & Digital Humanities, Health & Microbiome, Society & Communication, Molecular Biology & Cognitive Neuroscience, Materials & Quantum Science	**Research oriented university** Yes	**FTE students enrolled** 88900	**FTE staff** 10400	**Number of faculties** 20
Partnership Circle U. AISBL	**PIC Number (if available)** 884663378	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership	**PIC**	**Highest**	**Comprehensive /**	**Specialisation field**	**Research**	**FTE**	**FTE staff**	**Number**

AARHUS UNIVERSITETSHOSPITAL	**Number (if available)** 999643880	**degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Specialised** Comprehensive	0	**oriented university** Yes	**students enrolled** 0	0	**of faculties** 0
Partnership City of Aarhus	**PIC Number (if available)** 951277934	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership Constructive Journalism Institute	**PIC Number (if available)** 900946283	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership Folkeuniversitetet i Århus	**PIC Number (if available)** 948391408	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership De Studerendes Hus i Aarhus	**PIC Number (if available)** 908824332	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0

		5)						
Partnership CENTRE MARC BLOCH EV - DEUTSCH-FRANZOSISCHES FORSCHUNGSZENTRUM FUR SOZIALWISSENSCHAFTEN EV	**PIC Number (if available)** 911073180	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership DEUTSCH FRANZOESISCHE HOCHSCHULE	**PIC Number (if available)** 917867157	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership HUMBOLDT-INNOVATION GmbH	**PIC Number (if available)** 944397239	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership MUSEUM FUR NATURKUNDE - LEIBNIZ-INSTITUT FUR EVOLUTIONS- UND BIODIVERSITATSFORSCHUNG AN DER HUMBOLDT-UNIVERSITAT ZU BERLIN	**PIC Number (if available)** 996854451	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership Centre d'Entreprises et d'Innovation de Louvain-La-Neuve SA	**PIC Number (if available)** 940135932	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0

		education (ISCED-5)						
Partnership CHU UCL Namur ASBL	**PIC Number (if available)** 917967067	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership CLINIQUE UNIVERSITAIRE SAINT-LUC ASBL	**PIC Number (if available)** 998753226	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership LOUVAIN COOPERATION AU DEVELOPPEMENT ASBL	**PIC Number (if available)** 893641795	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership VEREIN ZUR FOERDERUNG ASSISTIERENDER TECHNOLOGIE IN EUROPA	**PIC Number (if available)** 940610359	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership ASSOCIAZIONE CIMEA	**PIC Number (if available)** 948603741	**Highest degree level delivered** Short cycle within the first cycle	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0

		/ Short-cycle tertiary education (ISCED-5)						
Partnership COMUNE DI PISA	**PIC Number (if available)** 986462647	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership CONSIGLIO NAZIONALE DELLE RICERCHE	**PIC Number (if available)** 999979500	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership AZIENDA OSPEDALIERO UNIVERSITARIA PISANA	**PIC Number (if available)** 988322040	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership POLO NAVACCHIO SPA	**PIC Number (if available)** 950466044	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership GeoSphere Austria - Bundesanstalt für Geologie, Geophysik,	**PIC Number (if available)** 8839261	**Highest degree level delivered** Short	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0

Klimatologie und Meteorologie	78	cycle within the first cycle / Short-cycle tertiary education (ISCED-5)						
Partnership AustrianStartups - Verein zur Förderung von Entrepreneurship in Österreich	**PIC Number (if available)** 889824845	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership INTERNATIONALES INSTITUT FUER ANGEWANDTE SYSTEMANALYSE	**PIC Number (if available)** 999452596	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership NATURHISTORISCHES MUSEUM	**PIC Number (if available)** 998250863	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership ASSISTANCE PUBLIQUE HOPITAUX DE PARIS	**PIC Number (if available)** 999645432	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership City of Paris	**PIC Number (if**	**Highest degree level**	**Comprehensive / Specialised**	**Specialisation field** 0	**Research oriented university**	**FTE students enrolled**	**FTE staff** 0	**Number of faculties**

	available) 938629619	delivered Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	Comprehensive		Yes	0		0
Partnership region ile de france	**PIC Number (if available)** 939849588	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership INSTITUT PASTEUR	**PIC Number (if available)** 999993080	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership PASTEUR NETWORK	**PIC Number (if available)** 891015908	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership City of Oslo	**PIC Number (if available)** 939177766	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0

Partnership	PIC Number (if available)	Highest degree level delivered	Comprehensive / Specialised	Specialisation field	Research oriented university	FTE students enrolled	FTE staff	Number of faculties
Nobel Peace Prize - Research & Information	909553966	Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	Comprehensive	0	Yes	0	0	0
Partnership	**PIC Number (if available)**	**Highest degree level delivered**	**Comprehensive / Specialised**	**Specialisation field**	**Research oriented university**	**FTE students enrolled**	**FTE staff**	**Number of faculties**
OSLO UNIVERSITETSSYKEHUS HF	991104000	Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	Comprehensive	0	Yes	0	0	0
Partnership	**PIC Number (if available)**	**Highest degree level delivered**	**Comprehensive / Specialised**	**Specialisation field**	**Research oriented university**	**FTE students enrolled**	**FTE staff**	**Number of faculties**
KLINICKI CENTAR SRBIJE	994898058	Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	Comprehensive	0	Yes	0	0	0
Partnership	**PIC Number (if available)**	**Highest degree level delivered**	**Comprehensive / Specialised**	**Specialisation field**	**Research oriented university**	**FTE students enrolled**	**FTE staff**	**Number of faculties**
Innovation Fund	949811876	Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	Comprehensive	0	Yes	0	0	0
Partnership	**PIC Number (if available)**	**Highest degree level delivered**	**Comprehensive / Specialised**	**Specialisation field**	**Research oriented university**	**FTE students enrolled**	**FTE staff**	**Number of faculties**
MINISTARSTVO PROSVETE, NAUKE I TEHNOLOSKOG RAZVOJA	999821681	Short cycle within the first cycle / Short-cycle tertiary education	Comprehensive	0	Yes	0	0	0

		(ISCED-5)						
Partnership Science Technology Park Belgrade LLC	**PIC Number (if available)** 891637290	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership COIMBRA GROUP ASBL	**PIC Number (if available)** 947388816	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership The Guild of European Research-Intensive Universities	**PIC Number (if available)** 887017471	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership International Association of Universities (IAU)	**PIC Number (if available)** 939179609	**Highest degree level delivered** Short cycle within the first cycle / Short-cycle tertiary education (ISCED-5)	**Comprehensive / Specialised** Comprehensive	**Specialisation field** 0	**Research oriented university** Yes	**FTE students enrolled** 0	**FTE staff** 0	**Number of faculties** 0
Partnership KING'S COLLEGE LONDON	**PIC Number (if available)** 999981052	**Highest degree level delivered** Third cycle / Doctoral or equivalent level	**Comprehensive / Specialised** Comprehensive	**Specialisation field** Law and criminology Economics, Social and Political Sciences and Communication Philosophy, Arts and Letters Management	**Research oriented university** Yes	**FTE students enrolled** 39905	**FTE staff** 8608	**Number of faculties** 9

	(ISCED-8)	Psychology and Educational Sciences Theology Pharmacy and Biomedical Sciences Motor Skills Science Public Health Medicine and Dental Medicine bioscience engineering Engeneering Architecture, Architecture Engineering and Urban Planning Science

Academic Fields

Please tick the academic field(s) covered by your alliance (for statistical purposes)

- ☑ Active citizenship
- ☑ Agriculture
- ☑ Architecture
- ☑ Artificial intelligence
- ☑ Arts
- ☑ Big data
- ☑ Bio technology
- ☑ Blue economy
- ☑ Business - Marketing
- ☑ Circular economy
- ☑ Climate change
- ☑ Creative industries
- ☑ Cultural heritage
- ☑ Culture
- ☑ Digital transformation
- ☑ Economy
- ☑ European Studies
- ☑ Finance
- ☑ Green transformation
- ☑ Health
- ☑ Humanities
- ☑ Internet of Things
- ☑ Law
- ☑ Maritime and costal management
- ☑ Migration
- ☑ Public administration
- ☑ Robotic
- ☑ Science, technology, engineering, and mathematics (STEM)
- ☑ Social inclusion
- ☑ Social sciences
- ☑ Sustainable Development Goals
- ☑ Urbanism
- ☑ Waste management
- ☑ Web 4.0 industry
- ☐ Other(s) (please specify)

Pedagogies

Please tick the pedagogies which will be used/developed by your alliance (for statistical purposes)

- ☑ Blended learning
- ☑ Challenge based learning
- ☑ Collaborative learning
- ☑ Enterpreneurship education
- ☑ Micro-credential courses
- ☑ Multi-disciplinary or cross-disciplinary education
- ☑ Research based education
- ☑ Student centered learning
- ☐ Other(s) (please specify)

Mobility (ies) - Target groups

Mobility (ies) - Target groups	Please tick the mobility target groups covered/proposed in/by your application (for statistical purposes)	Please indicate the number of planned mobilities for each target group
Students	☑	108500
Researchers	☑	6400
Academic Staff	☑	8300
Adminstrative Staff	☑	5600

Mobility (ies) - Types

Please tick the type(s) of mobility covered/proposed in/by your application (for statistical purposes)

☑ Blended mobility
☑ Physical mobility
☑ Virtual mobility
☐ Other(s) (please specify)

LIST OF PREVIOUS PROJECTS

List of previous projects

Please provide a list of your previous projects for the last 4 years.

Participant	Project Reference No and Title, Funding programme	Period (start and end date)	Role (COO, BEN, AE, OTHER)	Amount (EUR)	Website (if any)
UParis Cité , AU, HU, King's, UiO, UB, UCLouvain	Grant no. 101004062, "Circle U. European University - Circle U.", Erasmus+ European Universities pilot project	1 November 2020 – 31 October 2023	COO/BEN	4,999,994.00 € (max grant amount)	Home - Circle U. (circle-u.eu)
UParis Cité, AU, HU, King's, UiO, UB, UCLouvain	Grant no. 101035814, "Empowering Research and Innovation Actions in Circle U.", Horizon 2020	1 September 2021 – 31 August 2024	COO/BEN	1,998,212.14 € (max grant amount)	Home - Circle U. (circle-u.eu) ERIA
HU, UCLouvain, UiO, AU, UParis Cité	2019-1-DK01-KA203-060281, "InnovEd4Ts": Exploring how to build a joint European Campus based on innovative educational initiatives of research-intensive universities to provide students with transferable skills needed to face future challenges", Erasmus+ Strategic Partnership	1 September 2019 – 31 December 2022	COO/BEN	238.917,00 €	Strategic partnership - Circle U. (circle-u.eu)
AU	ID: 101056921 GreenFeedBack Greenhouse Gas Fluxes and Earth System Feedbacks HORIZON-CL5-2021-D1-01	1 July 22 30 June 26	COO	7.555.182 €	https://cordis.europa.eu/project/id/101056921
AU	ID: 101060057 BarleyMicroBreed Strategies for breeding climate change resilient barley, genetically equipped to optimized root-microbiome interactions HORIZON-CL6-2021-BIODIV-01	1 Nov 22 31 Oct 28	COO	7.992.742 €	https://cordis.europa.eu/project/id/101060057
AU	ID: 101057100 UNDINE The human genetic and immunological determinants of the clinical manifestations of SARS-CoV-2 infection: Towards personalised medicine HORIZON-HLTH-2021-DISEASE-04-07	1 June 22 31 May 26	COO	6.718.138 €	https://cordis.europa.eu/project/id/101057100
AU	ID: 101095430 MARCHES	2022/2023	COO	3.999.281 €	No homepage

	Methodologies for Assessing the Real Costs to Health of Environmental Stressors HORIZON-HLTH-2022-ENVHLTH-04				
AU	ID: 101057253 POIESIS Probing the impact of integrity and integration on societal trust in science HORIZON-WIDERA-2021-ERA-01	1 Sept 22 31 Aug 25	COO	1.670.875 €	https://cordis.europa.eu/project/id/101057253
AU	ID: 870722 TiGRE Trust in Governance and Regulation in Europe H2020-SC6-GOVERNANCE-2019	1 Jan 20 30 Sept 23	BEN	2.999.810 €	https://cordis.europa.eu/project/id/870722
AU	ID: 870996 REDEM Reconstructing Democracy in Times of Crisis: A Voter-Centred Perspective H2020-SC6-GOVERNANCE-2019	1 Dec 19 30 Nov 22	BEN	1.496.783 €	https://cordis.europa.eu/project/id/870996
HU, UCLouvain and UiO	DIONE (Digitalising mobility and international networks with open education), 2020-1-DE01-KA226-HE-005776, Erasmus + Strategic Partnership Creativity	From 01-03-2021 to 28-02-2023	HU Berlin (COO), UCLouvain (BEN), UiO (BEN)	291.878 €	https://dionecy.com/erasmus-projects/
UCLouvain	DCP_Tusele (Development of the pedagogical skills of the internship tutor in the teaching of Spanish as a foreign language), 2020-1-BE01-KA204-074941 (code20PA0015), Erasmus+ Strategic Partnership	From 15-10-2020 to 14-08-2023	COO	199.693 €	https://sites.uclouvain.be/DCP_Tusele/
UCLouvain	PULSE - Professionnalisation et ouverture à l'international de licences scientifiques expérimentales en Afrique de l'Ouest, 597999-EPP-1-2018-1-FR-EPPKA2-CBHE-JP, Erasmus + Capacity Building for Higher Education	From 01/09/2018 to 15/07/2022	BEN	999.918 €	https://www.erasmus-pulse.eu/
UCLouvain	SHINE. SHaring Economy and INequalities across Europe, 611585-EPP-1-2019-1-ES-EPPJMO-NETWORK, Erasmus+ Jean Monnet Network	From 24/09/2019 to 23/09/2022	BEN	299.875,99 €	https://www.uv.es/uvweb/college/en/profile/law-faculty-will-lead-a-european-research-network-analyzing-effects-sharing-economy-inequality-europe-

					1285950309813/Novetat.html?id=1286091328045
UCLouvain	TEMPLATE (Technology-Meditated Pluringual Activities for (language) Teacher Education, 2020-1-IT02-KA201-079553, Erasmus+ Strategic Partnership	From 01-09-2020 to 31-08-2023	BEN	387.698 €	https://templateplurilingualism.eu/
UiO	101082707 Global MINDS European Master in the Psychology of Global Mobility, Inclusion Erasmus+	01-09-2022 (74 months)	BEN	3.264.000 €	https://global-minds.eu/
UiO	101004062 Circle U. European University Erasmus+ (KA2)	01-11-2020-31-10-2023	COO	4.999.994,00 €	https://erasmus-plus.ec.europa.eu/projects/search/details/101004062
UiO	101085773 GreenDeal-NET Erasmus+	01-09-2022-31-08-2025	BEN	1.000.000 €	N/A
UiO	101094714 'Beyond Bad Apples: Towards a Behavioral and Evidence-Based Approach to Promote Research Ethics and Research Integrity in Europe HORIZON	20.04.2022-20.04.2025	COO	584.114 €	N/A
UiO	101055353 'ENVIRONMENTAL EXPLOITATION OF POLITICAL ECONOMICS Horizon	31.08.2021-31.08.2026	COO	1.904.046 €	N/A
UW	611848-EPP-1-2019-1-AT-EPPJMO-CoE, FREuDE: Communication, Facts and Regulation for European Democracy, ERASMUS+ Jean Monnet	1/09/19 → 31/08/22	COO	100.000,00 €	https://mediagovernance.univie.ac.at/jean-monnet-centre-of-excellence-freude/ https://erasmus-plus.ec.europa.eu/projects/search/details/611848-EPP-1-2019-1-AT-EPPJMO-CoE
UW	2019-1-AT01-KA203-051482, Enhancing Research Understanding through Media, ERASMUS+ KA2 Strategic Partnerships	1/11/19 → 31/05/22	COO	284.123,00 €	https://projects.uni-foundation.eu/erum/
UW	2021-1-DE02-KA220-VET-000025374, Ecological economic perspectives on sustainability in VET	1/01/22 → 30/06/24	BEN	273.958,00 €	https://www.idd.uni-hannover.de/en/re

	schools (EcoGreen), ERASMUS+ KA2 Partnerships for cooperation				search/projekte/ecogreen/
UW	813457; ZENITH: ZEbrafish Neuroscience Interdisciplinary Training Hub, Marie Skłodowska-Curie Actions: Innovative Training Networks und Doctoral Networks, EXCELLENT SCIENCE - Marie Skłodowska-Curie Actions	1/10/19 → 30/09/23	BEN	4.096.014,48 €	https://zenith-etn.com/
UW	956919, Solidarity in Diversity (MC SOLiDi), EXCELLENT SCIENCE - Marie Skłodowska-Curie Actions	1/01/21 → 31/12/24	BEN	4.033.976,04 €	https://www.solidi.eu/
UW	955974, Understanding (harmful) virus-host interactions by linking virology and bioinformatics (MC VIROINF), EXCELLENT SCIENCE - Marie Skłodowska-Curie Actions	1/09/20 → 31/08/24	BEN	3.896.543,04 €	https://viroinf.eu/
UW	847693, REinforcing Women In Research, Marie Sklodowska-Curie Actions COFUND	1/06/20 → 31/05/25	COO	1.765.440,00 €	https://rewire.univie.ac.at/
UW	101071247, Edu4ClimAte: European Higher Education Institutions Network for Climate and Atmospheric Sciences, HORIZON: Widening participation and spreading excellence	1/10/22 → 30/09/26	BEN	1.999.585 €	https://emme-care.cyi.ac.cy/edu4climate-european-higher-education-institutions-network-for-climate-and-atmospheric-sciences/
UB	2020-1-RS01-KA226-HE-094538; Effective teaching for student engagement & success in digital learning environment; ERASMUS+	01.03.2021-28.02.2023.	COO	103.440,00 €	
UB	2020-1-RS01-KA226-HE-094538;Enhancing of Heritage Awareness and Sustainability of Built Environment in Architectural and Urban Design Higher;ERASMUS+	01.11.2020.-31.08.2023.	COO	246.922,00 €	
UB	2020-1-SK01-KA203-078349;Enhance skills and competences to boost ecological innovation in automotive industry;ERASMUS+	01.09.2020-31.08.2023.	BEN	371.385,00 €	

UB	598403-EPP-1-2018-1-RS-EPPKA2-CBHE-JP ;Soil Erosion and Torrential Flood Prevention: Curriculum Development at the Universities of Western Balkan Countries SETOF;ERASMUS+	15.11.2018.-14.11.2021.	COO	865.070,00 €	
UB	585927-EPP-1-2017-1-RS-EPPKA2-CBHE-JP, Strengthening Capacities for Higher Education of Pain Medicine in Western Balkan Countries-HEPMP;ERASMUS+	15.10.2017.-14.10.2020.	COO	950.019.00 €	
UNIPI	101055893, ENriching Circular use of OeR for Education, Erasmus +	01/06/2022 30/04/2025	COO	1.199.066 €	https://project-encore.eu/
UNIPI	095637, ENhanced Learning and teaching in International Virtual Environments, Erasmus +	01/03/2021 28/02/2023	COO	298.420 €	https://www.enlivenproject.eu/
UNIPI	095144, Toolboxes for SuperFastLearning digital contents development in STEM, Erasmus +	01/04/2021 31/03/2023	COO	299.860 €	http://www.superfastlearning.eu/
UNIPI	101061342, Rebalancing disruptive Business of multinAtional corporation and global value chAins within democratic and iNClusive citizenship processes, Horizon Europe – Cluster Culture, Creativity and Inclusive society	1st October 2022- 31 September 2025	COO	2.326.186 €	
UNIPI	101083880, AI&HEALTH, Digital Europe Programme	1stDecember 2022 – 30 November 2026	BEN	6.798.971 €	
HU	949639, SOCMED: Socialist Medicine: An Alternative Global Health History, Horizon 2020	1 September 2021 – 31 August 2026	COO	1.500.000 €	https://cordis.europa.eu/project/id/949639
HU	757452, POWDER: Protest and Order. Democratic theory, contentious politics, and the changing shape of western democracies, Horizon 2020	1 April 2018 – 31 March 2023	COO	1.373.022 €	https://cordis.europa.eu/project/id/757452
HU	101060429, NaturaConnect - Designing a resilient and coherent Trans-European Network for Nature and People, Horizon	1 July 2022 – 30 June 2026	BEN	9.709.202, 75 €	https://cordis.europa.eu/project/id/101060429

HU	776665, EdiCitNet: Edible Cities Network Integrating Edible City Solutions for social resilient and sustainably productive cities, Horizon 2020	1 September 2018 – 31 August 2023	COO	11.807.287 ,71 €	https://cordis.europa.eu/project/id/776665
UW, HU, AU	951832, Observatory for Political Texts in European Democracies - A European Research Infrastructure, Horizon 2020	1 October 2020 – 30 September 2023	COO (UW), BEN (HUB, AU)	2.998.500 €	https://cordis.europa.eu/project/id/951832

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Annex 1

Circle U.
European University Alliance

Vision and mission statement of Circle U.

Towards 2030 and beyond

“[…]A new vision for education in the 21st century is taking shape.

Above all, quality education must support the development of the individual learner throughout his or her life.

It must help people learn how to learn, with a focus on problem-solving and collaboration.

It must provide the foundations for learning, from reading, writing and mathematics to scientific, digital, social and emotional skills.

It must also develop students’ capacity to adapt to the rapidly changing world of work.

It must be accessible to all from the earliest stages and throughout their lives.

And it must help us learn to live and work together, and to understand ourselves and our responsibilities to each other and to our planet.

At a time of rampant misinformation, climate denial and attacks on human rights, we need education systems that distinguish fact from conspiracy, instil respect for science, and celebrate humanity in all its diversity.”

António Guterres
Secretary General’s opening remarks at the Transforming Education Summit,
19. September 2022

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Our vision

We,

Aarhus Universitet (Denmark), Humboldt-Universität zu Berlin (Germany), King's College London (United Kingdom), Università di Pisa (Italy), Universität Wien (Austria), Université catholique de Louvain (Belgium), Université Paris Cité (France), Universitetet i Oslo (Norway) and Univerzitet u Beogradu (Serbia),

are Circle U.

A research-intensive and interdisciplinary alliance working to provide outstanding education, research and innovation to contribute to more sustainable, democratic and healthier societies.

Our academic institutions have a long tradition of achieving societal impact by linking education, research and innovation. We are joining forces to achieve a common goal: our students, researchers, staff, and network of partners from civil society, businesses and the public sector will jointly develop competencies, skills, knowledge, and initiatives to tackle global challenges and reinforce our academic and scientific cooperation.

We share the same values.

We are like-minded, comprehensive and research-intensive universities representing a variety of cultures, historical contexts, languages, and geographical areas. Our alliance consists of universities from European countries within and outside the European Union, contributing to shaping a multifaceted identity rooted in the same European democratic values. Circle U. is based on the following principles, which we apply both in our governance and in the development of our initiatives. We are committed to **inclusivity**, providing equal access to opportunities for our diverse student and academic communities. We value **diversity**, promoting dialogue and encouraging a plurality of views and approaches throughout the alliance, and respecting institutional autonomy. We foster an environment of **co-creation**: students, researchers, staff and non-academic partners all play a crucial role in the process of shaping Circle U. Our alliance is built on **academic freedom, integrity, responsibility and sustainability**. Each university plays a key role in relevant national and regional higher education and research landscapes and strives to guarantee open access to its scientific contributions and resources.

Unfolding our vision

As the world around us becomes more fractured, unsettled and unsustainable, never has protecting the planet and furthering the European project been so important. The central challenges Europe and the world face – poverty, inequality, climate change and the need for a green transition, conflicts and war, migration, a growing digital divide, health inequity, and challenges to democracy – can only be resolved through inclusive collective action.

Circle U. aims to be a key contributor to resolving these challenges by jointly producing and sharing knowledge, as well as by ensuring that:

- Students and staff have the skillset, mindset and values to use their knowledge to contribute to society, and to cooperate across divides, disciplines, sectors and national borders.

- Students and staff are able to interact meaningfully with public, private and civil society actors to mobilize knowledge into transformative actions for a sustainable society.

We want to join forces to develop a new model where education, research, innovation and service to society are better connected. We have worked closely with students, staff, academics and external stakeholders during the pilot project to test and identify new challenge-based educational formats and ways of working together to make Circle U. an international, inclusive, innovative and agile university ecosystem. We are jointly committed to bringing about this transformational change to create a truly flagship European university. Whilst continuously testing out new concepts in higher education and research cooperation, we will also scale up and offer a range of flexible learning opportunities in line with the continuous reskilling and lifelong learning agenda:

- We will provide a new learning platform that offers opportunities for formal and informal learning in flexible ways.

- We will ensure that all Circle U. educational offers are linked to and based on state-of-the-art research developments, benefitting learners and society.

- We will encourage and engage in co-creation, driving innovations in learning and in the application of knowledge to solve societal challenges.

- We will serve as convenors for open and inclusive multi-stakeholder conversations, disseminating and reflecting on ideas and solutions to build a better future.

In these ways, we will continue working to empower our alliance's 500,000 students and 65,000 staff to make a powerful contribution to a sustainable society.

Our vision is based on common values and ambitions: that Circle U. will be an inclusive, research-intensive and interdisciplinary European university where students, staff and partners from civil society, businesses and the public sector collaborate to jointly develop competencies and solutions for a healthier, more democratic and prosperous world.

Achieving our vision

By 2030, Circle U. will have become a truly integrated European University, where students and staff across Europe work seamlessly together on the basis of a joint framework of policies, procedures and infrastructures.

Being able to see the world through the eyes of others is a fundamental skill that we seek to develop in our students and staff. International learning experiences are of paramount importance to allow students and staff to work and communicate effectively in a multicultural environment. Not everyone is able to take part in these kinds of learning experiences today, due to personal, financial, physical and other obstacles. However, more than ever, international collaboration is needed to tackle the major challenges that Europe and the world face, since these challenges are all transnational.

We will ensure that Circle U. is an **inclusive** alliance offering international experience for as many students and staff as possible. This will based on joint policies, initiatives to support underrepresented groups, new administrative procedures, and IT infrastructures that will enable and simplify physical and/or virtual mobility. Physical mobility will therefore be complemented by well-developed infrastructure for blended learning, digital learning cooperation and virtual mobility, thus broadening access to learning opportunities. Such inclusive educational opportunities will contribute to Europe's democracy, social cohesion, competitiveness and innovative capacity. No potential should be wasted, regardless of ethnic or social background, gender or geography.

Respecting the various needs of learners and teachers in a more complex world requires more **diverse** learning processes and opportunities. To be able to realize our aim of being inclusive, we will develop more flexible educational offers – including both formal education and informal opportunities for lifelong learners. We will develop integrated, interdisciplinary programmes; shorter and more intensive courses at all tertiary educational levels; as well as open courses and

challenge-based learning opportunities that are accessible across institutional and national borders. This will lead to a significant increase in opportunities for our students and staff to gain international exposure, moving towards our longer-term vision of securing an international experience for everyone.

We have created Circle U. for our students, and our students have been central in developing the alliance in the pilot phase. Through the establishment of CUSU – the Circle U. Student Union – our students have been involved and engaged in the strategic development of the alliance and in numerous initiatives. This emphasis on **co-creation** is a central characteristic of Circle U., and goes beyond our partnership with the students. By continuing to work together – staff, students and associated partners – we will develop new learning opportunities benefitting society at large and involving public, private and civic stakeholders. In working towards this goal, we will enlarge the network of students formally involved in Circle U. initiatives, and continue creating new opportunities for collaboration with associate partners and external stakeholders.

Circle U. is an alliance built by like-minded universities, driven by our strong traditions in research that have fuelled our successful contributions to society for centuries: fostering the highest quality standards in research, teaching critical thinking and scientific methods, gaining new insights by crossing disciplinary boundaries, bridging the past and the present, and reaching out to external partners to transfer our knowledge to the regional, national and international levels. We share the foundations of **academic freedom, integrity, responsibility and sustainability**, and we are committed to bringing our communities together around these values.

Our mission

Circle U. aims to act as a catalyst for change by providing high-quality, inclusive, shared and diverse international teaching and learning experiences.

Together, we want to take internationalisation to a new level. We want to further diversify the educational opportunities we offer by developing innovative teaching and learning formats that foster research-based learning, interdisciplinary approaches and societal engagement. We are committed to providing varied opportunities for mobility, including virtual, blended and short-term mobility, and for networking within and outside academia. We aspire to develop joint teaching structures, as well as ensuring the accessibility of research infrastructure and resources for our academic and wider communities.

By building links between our campuses and networks, we aim to create a unique learning and research environment that fosters transferable knowledge for societal change.

Circle U. consists of equally dedicated universities. We all embrace the transformative power of our alliance. Our alliance is grounded in principles that contribute to shaping a sustainable society: inclusivity, diversity, co-creation, academic freedom, integrity and responsibility. We are committed to using our expertise in education, research and innovation to facilitate dialogues across disciplines, sectors and cultures, working towards long-term solutions that will **make a difference** in addressing major societal challenges.

Visualising our mission

The long-term success of Circle U. will hinge on our ability to integrate education, research and innovation in service to society, and on our ambitions to connect our regional ecosystems to deepen our connections with society in the years to come. Our three key interdisciplinary platforms – Knowledge Hubs – focusing on **Climate**, **Democracy** and **Global Health** will be further strengthened with educational opportunities and dedicated staff, and we will add another Knowledge Hub in the next period – based on a consultative and academically driven process within Circle U.

Together with other key platforms of Circle U. – the Teaching Innovation Lab, the Multilingualism, Interculturality and Languages Lab, the InCU.bator and the Early-Career Reseachers Community of Practice – we will have an infrastructure that builds closer links between education, research, innovation and service to society.

To fulfil our mission, we have linked our various platforms in a joint ecosystem – an Open Campus (see figure 1):

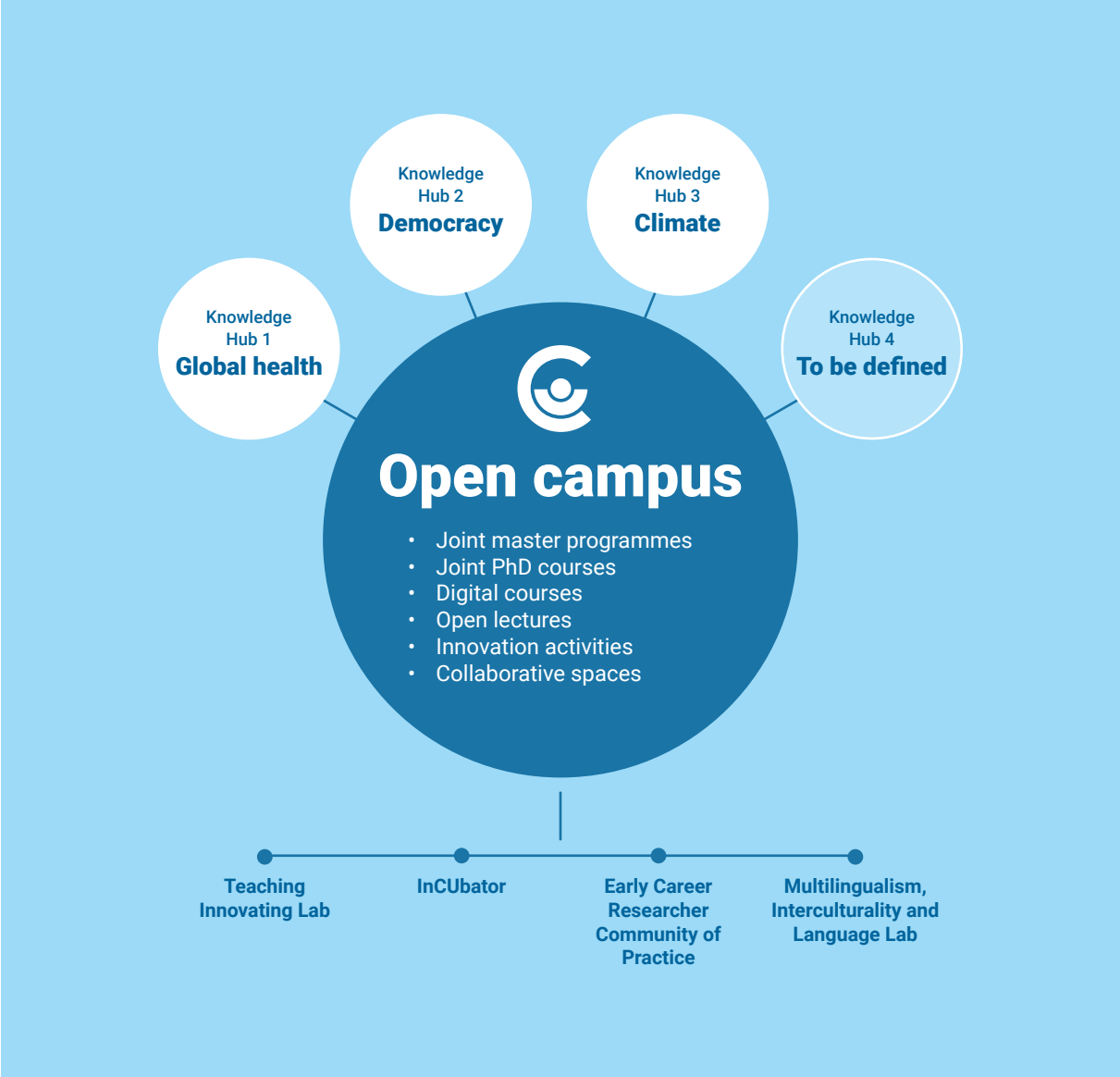


Figure 1: Circle U. Open Campus and related platforms

Implementing our mission

The Circle U. Open Campus

Circle U. is home to almost 500,000 students with different needs and ambitions. It is also an alliance that attracts and embeds other learners, and has numerous connections to policy-making, the economy, civil society and culture. This complex web of actors and interests requires varied, open and flexible learning and knowledge development opportunities – offered through our **Circle U. Open Campus**, which serves as the entry point for all educational opportunities in Circle U. This digital, integrated learning platform will showcase joint learning opportunities for all our learners and stakeholders, as well as designing learning content and accelerating the uptake of innovative pedagogies in formal and informal educational opportunities. The Open Campus will be at the heart of Circle U., linking together the various other platforms, including services to support mobility and aid administrative and technical implementation (see figure 1). When building the platform, our administrative and technical staff will draw on best practices from the pilot phase and ensure solid and agile cross-institutional operations in support of our vision and mission.

Different types of learning opportunities have been tested in the pilot phase or proposed during the consultation phase. While there should be flexibility as to the content of the Open Campus, it will contain selected **flagship learning experiences**:

- At least **three joint degrees** across and beyond the themes of the Knowledge Hubs
- A **set of bachelor modules on sustainability** across and beyond the Knowledge Hubs which can be integrated into various study programs
- A range of **short-term and blended flagship learning formats** such as the Circle U. summer and winter schools, Circle U. conversations, Circle U. Open Courses, Circle U. Challenges, and Circle U. language and intercultural skills modules – offering formal and informal learning opportunities.

Besides the flagships, the Open Campus will also provide space for bottom-up initiatives, and will be the platform for facilitating **Circle U. Exchange Programs** (for early career researchers), and **"traditional" Erasmus+ activities**: student mobility for study abroad; student mobility for traineeships; staff mobility for teaching; staff mobility for training and blended intensive programmes.

The Circle U. Platforms

We will build on and strengthen our three existing **Knowledge Hubs** on **Global Health**, **Climate and Democracy**, pursuing their overarching mission to tackle big societal challenges through research-based, inter- and transdisciplinary activities. The Hubs host activities created with and for various stakeholders (academics, researchers, students, global partners, associated partners) in order to empower them to make big societal impact. These are spaces shared across the 9 universities that take an inter- and transdisciplinary approach to their topics, going beyond what is possible within every single university. The Hubs will be reinforced with more academic chairs (see below) and more educational content, and we will initiate a process that would lead to the creation of **a fourth Knowledge Hub**. More emphasis will be given to actions needed to create impact, including developing a disciplinary/transdisciplinary mindset, incubation of projects, support for project development, dissemination, implementation of solutions in natural environments and policy development. The Hubs also play an essential role in developing new innovative teaching and learning methods.

The Teaching Innovation Lab (CU.til) is an arena for knowledge-based innovation and development in teaching and learning, which gathers both academic and technical expertise. In collaboration with other academic initiatives in Circle U., the CU.til will develop and implement new modes and formats in teaching and learning. The CU.til will connect existing institutional Teaching and Learning Centres at Circle U. universities, and build competence among teachers and students, together with tools and solutions for innovative pedagogies.

The Multilingualism, Interculturality and Language Lab (CU.mil) will develop a diverse range of courses and language activities within the Circle U. Open Campus, including preparatory training for physical, blended and virtual mobility. The CU.mil will also develop smaller pilot projects to foster a multilingual working environment within Circle U., while adapting to existing and novel technologies in teaching and learning.

The InCU.bator is an arena for challenge-based learning and support for students to develop innovation skills and entrepreneurship projects. The InCU.bator fosters collective learning opportunities, in collaboration with associate partners, and public, private and civic actors. It will contain a range of challenge-based and

co-creative formats including hackathons, games, etc., in authentic work-life relevant settings where students take centre stage in the social innovation process.

The Community of Practice for Early Career Reseachers (CU.ecr) is a support service that provides early-career researchers with opportunities for networking, exchange, competence-building, mobility and for developing and maturing their research interests in close collaboration with colleagues from Circle U. The activities will be characterised by co-creative modes and the needs defined by participants.

The Circle U. Chairs and Fellows Programme

The Circle U. Chairs and Fellows programme is the backbone of our alliance ecosystem, ensuring strong, sustainable and concrete connections between academics, researchers, students, and associated and global partners. It is our academic chairs and fellows who are the enablers of our vision, mission and building blocks. They drive collaborations across the alliance to ensure that the alliance reaches its full potential, as well as helping embed Circle U. in our communities and involving other stakeholders. In the next phase, the number of academic chairs will be expanded to 54, and new types of chairs and fellows will be added:

- The **Academic Chairs**: their main mission is to initiate, support, facilitate or coordinate new collaborations in our various platforms.
- The **Student Fellows**: their main mission is to initiate, support, facilitate or coordinate joint student activities, and to foster student participation in the Circle U. initiatives.
- The **Associate Partner Fellows**: their main mission is to initiate, support, facilitate or coordinate new collaborations involving non-academic stakeholders.
- The **Global Fellows**: their main mission is to bring a global perspective in the Circle U. initiatives and to contribute to the implementation of the global strategy of the alliance.

The programme and its new components (student fellows, associate partner fellows and global fellows) will be developed gradually, in order to ensure that we can meet the expected objectives while maintaining high quality. The Circle U. Academy will consists of current and former chairs and fellows, providing continuity and creativity to the programme as members take on roles as mentors and contribute to the programme's development.

The Circle U. Funding Schemes

Circle U. will provide some financial support to individuals or projects to stimulate new collaborations and activities across the alliance. Different funding schemes will be developed, including:

- Travel bursaries for students and staff
- Seed funding schemes encouraging collaborations across the university community
- Circle U. summer/winter school support
- Circle U. internships
- Mobility schemes for Early Career Researchers

The Circle U. Office

The Circle U. Office will be strengthened to support the Secretary General and to support all aspects of governance, including: legal matters related to the Circle U. legal entity (established as a international not-for-profit association under Belgian law, AISBL), liaison with the EU entities, liaison with other alliances, communication and dissemination. The office ensures the long-term and sustainable development of the alliance, beyond the ongoing and future EU-funded projects. A membership fee will be introduced in Circle U., partly to support the office function and partly to support the proposed funding schemes.

From project to permanence

Over the last years, Circle U. has enlarged to nine universities, has recruited a Secretary General, established a governance framework, and built trust and mutual understanding despite pandemic and post-pandemic challenges. Rectors, Presidents, academic leaders, students and administrative staff have come together across institutions, discussing new ideas to overcome obstacles and find solutions, on many occasions and in various formats. Our students are at the heart of our alliance, and have been involved since the beginning in the development of the Circle U. concept – and through the Circle U. Student Union (CUSU), they have participated in developing our new vision and mission, and the opportunities that will emerge in our Open Campus. They will continue to have active roles in the governance and the implementation of the alliance.

We have received renewed commitments from our associated public and private partners: enthusiastic civil society organisations, hospitals, city administrations and other public authorities, businesses and entrepreneurial initiatives are committed to increasing their role in Circle U. These stakeholders provide us with new and relevant ideas and insights we are eager to take forward in realizing our ambitions. Along with our committed staff and our students, we have evaluated and learned from the pilot project – and we are sure that our practices of sharing and co-creation are the best way forward and hallmarks of the alliance.

During the past decades, EU Research and Innovation programmes have fostered transnational research collaborations in an unprecedented way, and Erasmus programmes have secured lively student and staff exchanges. However successful, these collaborations have been moving on separate tracks. The European Universities Initiative and the pilot phase have demonstrated that the alliances are a game changer in the European Higher Education and Research Area.

But the pilot phase has also shown that, as an alliance, we are definitely moving from shorter-term, project-based collaboration to longer-term, sustainable and integrated collaboration directly and effectively linked to European ideas and values. This collaboration is embedded in all dimensions and missions of our universities and has an impact for our communities and beyond.

With this updated vision and mission statement, we reiterate our commitment to this long-term transformational process that goes far beyond any EU-funded project. As we learn from the pilot phase, we will now further develop, scale up and realize our joint ambition.

The future is now
– The future is Circle U.

Annex 1



Circle U.
European University Alliance

Circle U.
European University Alliance

AARHUS UNIVERSITY
HUMBOLDT-UNIVERSITÄT ZU BERLIN
KING'S College LONDON
UCLouvain
UNIVERSITÀ DI PISA
universität wien
Université Paris Cité
UNIVERSITY OF BELGRADE
UNIVERSITY OF OSLO

Circle U. AISBL
Place de l'Université 1
1348 Louvain-la-Neuve
Belgium
www.circle-u.eu
engage@circle-u.eu

Annex 2

Nom / Name: CIRCLE U
Forme légale / Legal entity: association internationale sans but lucratif
Siège / Head Office: Place de l'Université 1, 1348 Louvain-la-Neuve
Numéro d'entreprise / Reference number: 0766.517.754

Statuts coordonnées tels qu'approuvés par l'Assemblée générale du 12 novembre 2021 et publiés au Moniteur belge	Coordinated statutes as approved by the General Assembly on 12 November 2021 and published in the Belgian Official Journal (unofficial translation)
TITRE I. **Article 1. Nom, forme juridique et durée** Il est créé une association internationale sans but lucratif, sous la dénomination de « Circle U. ». Cette dénomination doit apparaître sur tous les actes, factures, annonces, publications, lettres, notes de commande, sites internet et autres documents sous forme électronique ou non émanant de l'AISBL, et être immédiatement précédée ou suivie des mots « association internationale sans but lucratif » ou de l'abréviation « AISBL », avec l'indication précise du siège, du numéro d'entreprise et les termes « Registre des personnes morales » ou de l'abréviation « RPM », suivis de l'indication du tribunal du siège et le cas échéant, l'adresse électronique et le site internet. L'AISBL est constituée pour une durée indéterminée et peut être dissoute à tout moment.	**TITLE I.** **Article 1. Name, legal form and duration** An international non-profit association is established under the name "Circle U.". This name must appear on all deeds, invoices, announcements, publications, letters, order notes, websites and other documents in electronic or non-electronic form emanating from the AISBL, and be immediately preceded or followed by the words 'international non-profit association' or the abbreviation "AISBL", with the precise indication of the registered office, the company number and the terms "Register of Legal Entities" or the French abbreviation "RPM", followed by the indication of the court of the registered office and, where applicable, the email address and the website. The AISBL is set up for an indefinite period and can be dissolved at any time.
Article 2. Siège social Le siège social de l'AISBL est situé en Région wallonne. L'AISBL peut établir son siège d'exploitation en Belgique ou tout autre pays.	**Article 2. Head office** The AISBL's head office is located in the Walloon Region. The AISBL may establish its operational headquarters in Belgium or in any other country.
TITRE II. **Article 3. But et activités** Le but non lucratif d'utilité internationale de l'AISBL est de :	**TITLE II.** **Article 3. Purpose and activities** The AISBL's not-for-profit aim of international utility is to:

- créer un écosystème interuniversitaire européen avec des infrastructures qui favorisent les échanges réels et virtuels ; - développer des méthodes pédagogiques permettant à leurs étudiants d'acquérir les compétences et les valeurs qui leur permettront de naviguer dans un monde globalisé et en constante évolution, notamment en revisitant les frontières entre enseignement et recherche ; - relever les grands défis mondiaux fondés sur les valeurs et le leadership européens. Dans cette mission, une attention particulière sera accordée à l'inclusion, l'équité, la diversité et l'accessibilité. En vue de réaliser ses buts, l'association entend réaliser des activités conjointes : - qui augmentent l'exposition internationale des étudiants et des membres du personnel ; - qui améliorent l'intégration sociale et académique des étudiants ; - qui favorisent la collaboration en matière de recherche et d'enseignement, y compris le codéveloppement de cours et de programmes entre les universités et les disciplines ; - qui augmentent l'engagement des étudiants et du personnel dans des approches innovantes de la durabilité, dans la co-création de connaissances et de solutions avec des parties prenantes externes, et dans l'élaboration de politiques en relation avec les défis sociétaux ; - qui soutiennent les plaidoyers en relation avec les espaces européens de la recherche et de l'éducation.	- create a European interuniversity ecosystem with infrastructures that promote real and virtual exchanges; - develop teaching methods to enable their students to acquire the skills and values that will enable them to navigate a globalised and everchanging world, in particular by revisiting the boundaries between teaching and research; - address major global challenges based on European values and leadership. In this mission, special attention will be given to inclusion, equity, diversity and accessibility. In order to achieve its goals, the association intends to carry out joint activities that: - increase international exposure of students and staff members; - improve the social and academic integration of students; - foster research and teaching collaborations, including the codevelopment of courses and programmes across universities and disciplines; - increase student and staff engagement in innovation approaches to sustainability, in co-creating knowledge and solutions with external stakeholders, and in policy development in relation to societal challenges; - support advocacy in relation to the European Research and Education Areas.
TITRE III. **Article 4. Membres** Les membres peuvent être des personnes physiques ou des personnes morales.	**TITRE III.** **Article 4. Members** Members may be natural or legal persons.

Il existe plusieurs catégories de membres : (1) les membres universités (2) les membres étudiants (3) les membres associés (4) les membres d'honneur Les membres universités bénéficieront de tous les droits attachés à la qualité de membres effectifs, y compris le droit de vote à l'Assemblée générale, à l'exception des décisions concernant les projets dont ils ne sont pas parties dans le cadre d'autres conventions tels que des « consortium agreements » et des « grant agreements ». Les membres étudiants bénéficieront de tous les droits attachés à la qualité de membres effectifs, y compris le droit de vote à l'Assemblée générale, à l'exception des décisions concernant les admissions et exclusions de membres ainsi que celles relatives aux cotisations des membres universités. Les membres associés et les membres d'honneur peuvent être invités à l'Assemblée générale mais n'ont pas le droit de vote. Dans les présents statuts, le terme « membres », sauf indication contraire, fait référence aux membres universités et membres étudiants. Sont membres de l'AISBL : - les sept universités fondatrices ; - deux étudiants nommés par l'Assemblée générale. Ces étudiants seront préalablement désignés selon la procédure décrite dans le règlement d'ordre intérieur.	There are several categories of members: (1) university members (2) students members (3) associate members (4) honorary members University members shall enjoy all the rights attached to full membership, including the right to vote in the General Assembly, with the exception of decision concerning projects to which they are not parties within the framework of other agreements such as "consortium agreements" or "grant agreements". Student members shall enjoy all the rights attached to full membership, including the right to vote in the General Assembly, with the exception of decisions concerning admissions and exclusion of members as well as those relating to university membership fees. Associate members and honorary members may be invited to the General Assembly but do not have the right to vote. In these statutes, the term "members", unless otherwise specified, refers to university members and student members. The AISBL's members are: - the seven founding universities; - two students appointed by the General Assembly, who will be designated beforehand according to the procedure described in the internal regulations.
Article 5. Admission à la qualité de membre Toute candidature doit être adressée au Président de l'Assemblée générale et doit contenir, l'identité complète de la personne physique ou morale et le cas échéant de son (ses) représentant(s).	**Article 5. Admission to membership** All candidatures must be addressed to the President of the General Assembly and must contain the full identity of the natural or legal person and, if applicable, of its representative(s).

L'admission de tout nouveau membre doit être approuvée à l'unanimité des voix des membres universités conformément à l'article 4 des présents statuts. Les membres étudiants auront un avis consultatif mais n'auront pas le droit de vote.	The admission of any new member, full or associate, must be approved unanimously by the votes of the university members in accordance with Article 4 of these statutes. Student members shall have an advisory opinion but shall not have the right to vote.
Article 6. Représentation des membres **6.1. Membres personnes morales** Chaque membre personne morale nommera au moins une personne physique afin de le représenter au sein de l'AISBL. Cette personne physique doit être Recteur / Président / Vice-chancelier de son membre ou un représentant de haut niveau agissant sous l'autorité d'un Recteur / Président / Vice-chancelier. Ce représentant aura le droit de vote. Une autre personne physique peut assister le représentant. Cette deuxième personne n'aura pas le droit de vote. Si un représentant perd la qualité en vertu de laquelle il a été désigné comme représentant, cesse d'être employé par ou n'est plus lié de quelque façon que ce soit au membre qu'il représente, il perdra de plein droit sa qualité de représentant et sera remplacé immédiatement par le membre. **6.2. Membres étudiants** Les deux étudiants nommés par l'Assemblée générale peuvent être représentés par deux autres étudiants dont les noms auraient été transmis au Président de l'Assemblée générale au moment de leur nomination.	**Article 6. Representation of members** **6.1. Members which are legal entities** Each legal entity member shall appoint at least one natural person to represent it within the AISBL. This natural person must be Rector/President/Vice-Chancellor of its member or a high-level representative acting under the authority of a Rector/President/Vice- Chancellor. This representative will have the right to vote. Another natural person may assist the representative. This second person will not have the right to vote. If a representative loses the capacity under which he or she was appointed as a representative, or ceases to be employed by or is no longer linked in any way whatsoever to the member he or she represents, he or she will automatically lose his or her status as representative and will be replaced immediately by the member. **6.2. Student members** The two students appointed by the General Assembly may be represented by two other students whose names would have been transmitted at the time of their appointment to the President of the General Assembly.
Article 7. Démission et exclusion de membres Les membres sont libres de démissionner en tout temps en communiquant leur démission par courrier ordinaire ou électronique au Président de l'Assemblée générale. Peut être exclu de sa qualité de membre, en vertu d'une décision de l'Assemblée générale, un membre qui :	**Article 7. Resignation and exclusion of members** Members are free to resign at any time by sending their resignation by post or email to the President of the General Assembly. A member may be excluded from membership, by virtue of a decision of the General Assembly, when said member:

- cesse de satisfaire à la définition de la catégorie de membre à laquelle il appartient, telle que définie à l'article 4 des présents statuts ; - ne se conforme pas aux présents statuts, au règlement d'ordre intérieur, ou à d'autres conventions tels que des « consortium agreements » et des « grant agreements » ; - porte atteinte aux intérêts et principes de l'AISBL, tels que précisés dans sa vision fondatrice ; - est en situation d'administration provisoire, de faillite, de réorganisation judiciaire, de dissolution ou de liquidation, ou fait l'objet de procédures d'insolvabilité de nature similaire conformément aux lois de toute juridiction. La décision d'exclusion est votée à l'unanimité des voix des membres universités conformément à l'article 4 des présents statuts, à l'exclusion du vote du membre dont l'exclusion est proposée. Les membres étudiants auront un avis consultatif mais n'auront pas le droit de vote. Est réputé démissionnaire le membre étudiant qui : - soit n'est plus étudiant au sein des universités membres - soit n'est plus mandaté en tant que membre étudiant dans le cadre des modalités définies dans le règlement d'ordre intérieur.	- ceases to meet the definition of the category of member to which it belongs, as defined in Article 4 of these statutes; - fails to comply with these statutes, the internal regulations, or other agreements such as "Consortium agreements" and "Grant agreements"; - undermines the interests and principles of the AISBL, as set out in its founding vision; - is in a situation of provisional administration, bankruptcy, judicial reorganisation, dissolution or liquidation, or is the subject of insolvency proceedings of a similar nature in accordance with the laws of any jurisdiction. The decision to expel shall be taken by unanimous vote of the university members in accordance with Article 4 of these statutes, excluding the vote of the member whose exclusion is proposed. Student members shall have an advisory opinion but shall not have the right to vote. A student member is deemed to have resigned if: - he or she is no longer a student at a member university, or - he or she is no longer mandated as a student member under the terms and conditions defined in the internal regulations.
Article 8. Cotisations de membre universités Les membres universités peuvent être soumis à une cotisation annuelle dont les modalités seront définies dans un règlement d'ordre intérieur. Le cas échéant, la cotisation annuelle est déterminée annuellement par l'Assemblée générale. La cotisation annuelle doit être approuvée à l'unanimité des voix des membres universités présents ou représentés conformément à l'article 4 des présents statuts.	**Article 8. University membership fees** University members may be subject to an annual membership fee, the terms of which are defined in the internal regulations. Where applicable, the annual membership fee is determined annually by the General Assembly. The annual membership fee must be approved unanimously by the votes of the university members present or represented in accordance with Article 4 of these statutes.

Les membres étudiants ne seront soumis à aucune cotisation et n'auront pas le droit de vote concernant les décisions relatives aux cotisations	Student members shall not be subject to any membership fee and shall not have the right to vote on decisions relating to membership fees.
TITRE IV. Assemblée générale **Article 9. Composition et droits de vote** L'Assemblée générale est composée des membres universités et des membres étudiants tels que définis à l'article 4. Les membres associés et les membres honoraires ainsi que des tiers peuvent être invités sans droit de vote. Le Secrétaire général est invité à l'Assemblée générale en tant que membre sans droit de vote. Le Président de l'Assemblée générale présidera toutes les réunions de l'Assemblée générale, et en cas d'empêchement de celui-ci, son remplaçant sera désigné par l'Assemblée générale lors de la tenue de la réunion.	**TITLE IV. General Assembly** **Article 9. Composition and voting rights** The General Assembly is composed of university members and student members as defined in Article 4. Associate members and honorary members may be invited but shall not have voting rights. The Secretary General is invited to the General Assembly as a non-voting member. The President of the General Assembly shall preside over all meetings of the General Assembly, and if he or she is unable to do so, his or her replacement shall be designated by the General Assembly when the meeting is held.
Article 10. Pouvoirs L'Assemblée générale aura tous les pouvoirs nécessaires à la réalisation du but de l'AISBL à l'exception des pouvoirs qui sont accordés spécifiquement au Conseil d'administration par les présents statuts. L'Assemblée générale agira en tant qu'organe collégial. Elle veillera toujours à rechercher un consensus entre ses membres. L'Assemblée générale aura notamment les prérogatives suivantes : - la détermination des objectifs stratégiques et politiques de l'AISBL ; - la détermination éventuelle d'un calendrier relatif à la réalisation de ces objectifs ; - l'évaluation et la modification de toute procédure opérationnelle mise en place par le Conseil d'administration ; - l'examen de la manière dont les buts et objectifs stratégiques et politiques de l'AISBL sont atteints ; - la nomination et la révocation de son Président ;	**Article 10. Powers** The General Assembly shall have all powers necessary for the realisation of the AISBL's purpose with the exception of those powers which are specifically granted to the Management Board by these statutes. The General Assembly shall act as a collegial body. It will always seek consensus among its members. In particular, the General Assembly will have the following prerogatives: - the determination of the AISBL's strategic and political objectives; - the possible determination of a timetable for the achievement of these objectives; - the evaluation and modification of any operational procedure put in place by the Management Board; - the examination of the way in which the AISBL's strategic and political goals and objectives are achieved; - the appointment and dismissal of its President;

- la nomination et la révocation d'un commissaire et la détermination de sa rémunération ; - la nomination et la détermination de la rémunération éventuelle de ses administrateurs ; - la décharge aux administrateurs et au commissaire, si un commissaire a été nommé ; - l'admission de nouveaux membres ; - l'exclusion de membres ; - la modification des statuts en se conformant aux quorum de présence et de vote prévus dans les statuts ; - le transfert du siège social de l'AISBL ; - la création de sièges d'exploitation en Belgique ou à l'étranger ; - l'approbation du budget de l'AISBL ; - l'approbation des comptes de l'AISBL ainsi que de l'affectation comptable de son résultat ; - l'adoption d'une méthode de calcul des cotisations des membres Université ; - l'adoption du montant de la cotisation annuelle des membres Universités ; - la décision de dissolution de l'AISBL ainsi que l'affectation de son actif net à une fin désintéressée ; - la nomination d'un ou plusieurs liquidateur(s) ; - l'apport ou l'acceptation d'apport à titre gratuit d'une universalité.	- the appointment and dismissal of an auditor and the determination of his or her remuneration; - the appointment and determination of the remuneration, if any, of the members of the Management Board; - the discharge of the members of the Management Board and the auditor, if an auditor has been appointed; - the admission of new members; - the exclusion of members; - the amendment of the statutes by complying with the attendance and voting quorums provided for in the statutes; - the transfer of the AISBL's registered office; - the creation of operating offices in Belgium or abroad; - the approval of the AISBL's budget; - the approval of the AISBL's accounts and the accounting allocation of its results; - the adoption of a method for calculating the membership fee of each university member; - the adoption of the amount of the membership fee of each university member; - the decision to dissolve the AISBL as well as the allocation of its net assets for a disinterested purpose; - the appointment of one or more liquidators; - the contribution or acceptance of a contribution free of charge.
Article 11. Réunions L'Assemblée générale se réunit au moins deux fois par an sur convocation du Président de l'Assemblée générale et aux date et lieu déterminés dans la convocation. Une réunion de l'Assemblée générale chargée de l'approbation	**Article 11. Meetings** The General Assembly shall meet at least twice a year upon convocation by the President of the General Assembly and at the date and place determined in the meeting notice. A meeting of the General Assembly responsible for

des comptes annuels et du budget sera tenue dans les six mois suivant la clôture de l'exercice social (« Assemblée générale ordinaire »). Une Assemblée générale extraordinaire pourra être convoquée par le Président de l'Assemblée générale à tout moment à la demande écrite du Conseil d'administration ou d'au moins un tiers des membres de l'Assemblée générale.	approving the annual accounts and the budget shall be held within six months after the end of the financial year (« ordinary General Assembly"). An extraordinary General Assembly may be convened by the President of the General Assembly at any time at the written request of the Management Board or of at least one third of the members of the General Assembly.
Article 12. Procurations Chaque membre aura le droit de donner procuration à un autre membre pour le représenter lors d'une réunion de l'Assemblée générale. Aucun membre ne peut être porteur de plus d'une procuration.	**Article 12. Proxies** Each member shall have the right to give a proxy to another member to represent him or her at a meeting of the General Assembly. No member may hold more than one proxy.
Article 13. Convocations et ordre du jour La convocation sera envoyée par lettre ordinaire ou courrier électronique au minimum 14 jours calendrier précédant la réunion pour les assemblées générales ordinaires et au minimum 10 jours calendrier précédant la réunion pour les assemblées générales extraordinaires. La convocation reprendra l'ordre du jour, la date, l'heure et le lieu de la réunion. Tout membre de l'Assemblée générale peut ajouter un point à l'ordre du jour initial par notification écrite à tous les autres membres jusqu'à 7 jours calendrier avant la réunion pour les assemblées générales ordinaires et jusqu'à 5 jours calendrier avant la réunion pour les assemblées générales extraordinaires. Lors d'une réunion, les membres présents ou représentés peuvent convenir à l'unanimité d'ajouter un nouveau point à l'ordre du jour pour autant que tous les membres soient présents ou représentés. Les réunions peuvent être tenues par vidéoconférence ou par d'autres moyens de télécommunication permettant l'identification de ses membres et garantissant leur participation effective. Les membres sont dans ce cas réputés présents ou représentés pour le calcul des quorums. La convocation contient une description précise des procédures relatives à la participation à distance. Le procès-verbal mentionne les éventuels problèmes et incidents	**Article 13. Meeting notice and Agenda** The meeting notice shall be sent by ordinary letter or e-mail at least 14 calendar days prior to the meeting for ordinary General Assembly meetings and at least ten calendar days prior to the meeting for extraordinary General Assembly meetings. The meeting notice shall include the agenda, date, time and place of the meeting. Any member of the General Assembly may add an item to the initial agenda by written notification to all other members up to seven calendar days before ordinary General Assembly meetings and up to five calendar days before extraordinary General Assembly meetings. At a meeting, the members present or represented may unanimously agree to add a new item to the agenda provided that all members are present or represented. Meetings may be held by videoconference or other means of telecommunication that allow the identification of its members and guarantee their effective participation. In this case, the members are deemed present or represented for the calculation of quorums. The meeting notice shall contain a precise description of the procedures relating to remote participation. The minutes shall mention any technical problems and incidents that have prevented or disrupted remote participation in the General Assembly or in the vote.

techniques qui ont empêché ou perturbé la participation à distance à l'Assemblée générale ou au vote.	
Article 14. Quorum et votes Sauf stipulation contraire dans les présents statuts, l'Assemblée générale ne délibère valablement que si les deux tiers de ses membres sont présents ou représentés. Si le quorum de présence n'est pas atteint, le Président de l'Assemblée générale convoquera une autre réunion ordinaire dans les 14 jours calendrier qui sera habilitée à décider sans quorum de présence. Chaque membre disposant du droit de vote, présent ou représenté à la réunion dispose d'une voix. Les décisions sont prises à la majorité qualifiée de deux tiers des voix exprimées, sauf si la loi et/ou les présents statuts requièrent un quorum de vote différent.	**Article 14. Attendance and voting quorums** Unless otherwise stipulated in these statutes, the General Assembly shall only deliberate validly if two thirds of its members are present or represented. If the attendance quorum is not reached, the President of the General Assembly shall convene another ordinary meeting within 14 calendar days, which will be entitled to take decisions without an attendance quorum. Each member entitled to vote, who is present or represented at the meeting, has one vote. Decisions are taken by a qualified majority of two thirds of the votes cast, unless the law and/or the Articles of the statutes require a different voting quorum.
Article 15. Procédure écrite Exceptionnellement, les décisions de l'Assemblée générale peuvent être prises par décision unanime de tous les membres, exprimée par lettre ordinaire ou courrier électronique, à moins qu'il s'agisse d'un cas où les statuts ont exclu sans réserve cette modalité. Lorsqu'il y est recouru, la réunion de l'Assemblée générale suivante valide formellement la décision prise tout en précisant les raisons qui ont présidé à recourir à ce procédé. Ces raisons doivent être reprises dans le procès-verbal de la réunion.	**Article 15. Written procedure** Exceptionally, the decisions of the General Assembly may be taken by unanimous decision of all members, expressed by posted letter or email, unless the statutes have unreservedly excluded such communication methods. Where recourse to this procedure is taken, the meeting of the following General Assembly shall formally validate the decision taken, while specifying the reasons for taking recourse. These reasons must be recorded in the meeting minutes.
Article 16. Registre des procès-verbaux Un procès-verbal de chaque réunion est établi sous la responsabilité du Président de l'Assemblée générale et est envoyé à tous les membres dans les 10 jours calendrier suivant la réunion. Le procès-verbal sera considéré comme accepté après avoir été approuvé lors de la réunion suivante de l'Assemblée générale. Le procès-verbal accepté sera mis à disposition de tous les membres.	**Article 16. Minutes** Minutes of each meeting shall be drawn up under the responsibility of the President of the General Assembly and sent to all members within ten calendar days of the meeting. The minutes shall be considered accepted after being approved at the next meeting of the General Assembly. The accepted minutes shall be made available to all members.
TITRE V. Conseil d'administration **Article 17. Composition**	**TITLE V. Management Board** **Article 17. Composition**

Les administrateurs sont des personnes physiques. Le Conseil d'administration est composé d'un administrateur par membre université. Chaque administrateur pourra être assisté et représenté par une autre personne. Les membres universités proposent leur(s) administrateur(s) au président de l'Assemblée générale afin de procéder à leur nomination par l'Assemblée générale en tant qu'administrateur(s). Les administrateurs sont nommés pour une durée indéterminée. Le Secrétaire général sera invité au Conseil d'administration sans droit de vote. Le Conseil d'administration peut inviter, le cas échéant, le trésorier ou des tiers à participer aux réunions, sans droit de vote. Le Conseil d'administration élira un président en son sein. Le Président du conseil d'administration doit appartenir à une université différente de celle du Président de l'assemblée générale. La durée du mandat du Président du conseil d'administration sera identique à celle du Président de l'assemblée générale. Le Conseil d'administration sera présidé par le Président du conseil d'administration, et en cas d'empêchement de celui-ci, son remplaçant sera désigné par le conseil d'administration lors de la tenue de la réunion. Outre l'expiration du terme, le mandat d'administrateur prend fin par le décès, la démission ou la révocation, ou s'il perd la qualité en vertu de laquelle il a été désigné. Tout administrateur qui veut démissionner doit signifier sa démission par lettre ordinaire ou courrier électronique au conseil d'administration.	Members are natural persons. The Management Board is composed of one Board member per university member. Each Board member may be assisted and represented by another person. University members shall propose their administrator(s) to the President of the General Assembly in order to proceed with their appointment by the General Assembly as administrator(s). Members of the Management Board are appointed for an indefinite period. The Secretary General will be invited to the Management Board without the right to vote. The Management Board may invite the Treasurer or third parties to participate in the meetings, without the right to vote. The Management Board shall elect a Chairperson from among its members. The Chairperson of the Management Board must belong to a different university from that of the President of the General Assembly. The term of office of the Chairperson of the Management Board shall be the same as that of the President of the General Assembly. The Management Board shall be chaired by the Chairperson of the Management Board, and if the latter is unable to attend, his or her replacement shall be designated by the Management Board when the meeting is held. In addition to the expiry of the term of office, the term of office of a Management Board member ends upon death, resignation or removal, or if he or she loses the capacity under which he or she was appointed. Any member of the Management Board who wishes to resign must communicate his or her resignation by post or email to the Management Board.
Article 18. Pouvoirs Le Conseil d'administration agira en tant qu'organe collégial. Il veillera toujours à rechercher un consensus entre les administrateurs.	**Article 18. Powers** The Management Board will act as a collegial body. It will always seek consensus among the members of the Management Board.

Le Conseil d'administration est responsable de la mise en œuvre des décisions de l'Assemblée générale. Il veillera au caractère efficient de cette mise en œuvre notamment en mettant en place des règles de bonne gouvernance ainsi que des procédures opérationnelles optimales au regard des principes de contrôle interne. Il sera également en charge de la gestion administrative et financière de l'AISBL. Cette gestion inclura : - le suivi des dépenses par rapport au budget de l'AISBL ; - le suivi de dépenses consenties par les membres dans le cadre de budgets spécifiques qui leur auraient été alloués suite à la répartition d'un projet entre les différents membres universités de l'AISBL ; - la décision de l'engagement ainsi que la nomination du Secrétaire général, du « MEL Officer » et du trésorier ; - l'adoption, la modification et la suppression du règlement d'ordre intérieur de l'AISBL à l'exclusion des points du règlement intérieur qui touchent à l'Assemblée générale, auquel cas l'adoption, les modifications et la suppression des points sont soumises à l'Assemblée générale pour approbation ; - l'approbation des rapports (comptes-rendus, rapports d'étape,..) destinés au pouvoir subsidiant ; - la décision, le cas échéant, de la répartition entre les membres universités des projets et des moyens alloués pour les réaliser, ceci dans le cadre de projets dont la gestion serait reprise par l'AISBL ; - la modification, le cas échéant, de la répartition entre les membres universités des projets et des moyens alloués pour les réaliser, ceci dans le cadre de projets dont la gestion serait reprise par l'AISBL. Il recueillera, auprès des membres universités, des informations afin de s'assurer de l'avancement des projets. Il examinera ces informations pour évaluer la conformité de l'avancement du projet avec le cahier des charges et proposera éventuellement des modifications aux plans d'action initiaux.	The Management Board is responsible for implementing the decisions of the General Assembly. It will ensure that this implementation is efficient, in particular by putting in place rules of good governance and optimal operational procedures with regard to the principles of internal control. It will also be responsible for the AISBL's administrative and financial management. This management will include: - the monitoring of expenditure in relation to the AISBL budget; - the monitoring of expenditure incurred by university members within the framework of specific budgets allocated to them per their role in an AISBL project; - the decision on the appointment and nomination of the Secretary General, the 'MEL Officer' and the Treasurer; - the adoption, modification and abolition of the AISBL's internal regulations, with the exception of those points of the internal regulations which relate to the General Assembly, in which case the adoption, modification and deletion of these points shall be submitted to the General Assembly for approval; - the approval of reports (minutes, progress reports, etc.) intended for the subsidising authority; - the decision, where applicable, on the distribution of projects and the means allocated to carry them out among the university members, within the framework of projects whose management is taken over by the AISBL; - the modification, where applicable, of the distribution of projects and the means allocated to carry them out among the university members, within the framework of projects whose management is taken over by the AISBL. It will collect information from university members in order to ensure the progress of the projects. It will examine this information to assess the conformity of the project's progress with the specifications, and will possibly

Il proposera, en outre et s'il y a lieu, à l'approbation de l'Assemblée générale : - le transfert du siège social de l'AISBL ; - la création de sièges d'exploitation en Belgique ou à l'étranger ; - le budget de l'AISBL ; - les comptes de l'AISBL ainsi que l'affectation du résultat ; - l'adoption, la modification ou la suppression du règlement d'ordre intérieur de l'AISBL. À tout moment, le Conseil d'administration peut déléguer des pouvoirs spécifiques à un ou plusieurs administrateur(s) ou à d'autres personnes ou organes, avec ou sans pouvoir de subdélégation, dans les limites légalement autorisées.	propose, in agreement with the university members, modifications to the initial action plan. If necessary, it will also propose to the General Assembly for approval: - the transfer of the AISBL's registered office; - the creation of operating offices in Belgium or abroad; - the AISBL budget; - AISBL accounts as well as allocation of the result; - the adoption, modification or abolition of the AISBL's internal regulations. At any time, the Management Board may delegate specific powers to one or more member(s) of the Management Board or to other persons or bodies, with or without the power to subdelegate, within the limits permitted by law.
Article 19. Réunions Le Conseil d'administration se réunira chaque fois que les intérêts de l'AISBL le requièrent sur convocation du Président du Conseil d'administration, au moins trimestriellement et aux date et lieu déterminés dans la convocation. Un Conseil d'administration pourra également être convoqué à tout moment à la demande écrite d'au moins un administrateur. Le Conseil d'administration sera convoqué par le Président du Conseil d'administration ou, à son défaut, par le Président de l'Assemblée générale ou le Secrétaire général.	**Article 19. Meetings** The Management Board shall meet whenever the AISBL's interests so require, upon convocation by the Chairperson of the Management Board, at least quarterly and at the date and place determined in the meeting notice. The Management Board may also be convened at any time at the written request of at least one member of the Management Board. The Management Board shall be convened by the Chairperson of the Management Board or, in his or her absence, by the President of the General Assembly or the Secretary General.
Article 20. Procurations Chaque administrateur aura le droit de donner procuration à un autre administrateur pour le représenter. Aucun administrateur ne peut être porteur de plus d'une procuration.	**Article 20. Proxies** Each member of the Management Board shall have the right to appoint another member of the Management Board as a proxy to represent him or her. No member of the Management Board may exercise more than one proxy.

Article 21. Convocations et ordre du jour La convocation sera envoyée par lettre ordinaire ou courrier électronique au minimum 7 jours calendrier avant la réunion pour les conseils d'administration ordinaires et au minimum 3 jours calendrier avant la réunion pour les conseils d'administration extraordinaires. La convocation reprendra l'ordre du jour, la date et le lieu de la réunion. Un administrateur peut ajouter un point à l'ordre du jour initial par notification écrite à tous les autres administrateurs jusqu'à 2 jours calendrier avant la réunion. Lors d'une réunion, les administrateurs présents ou représentés peuvent convenir à l'unanimité d'ajouter un nouveau point à l'ordre du jour pour autant que tous les administrateurs soient présents ou représentés. Les réunions peuvent être tenues par vidéoconférence ou par d'autres moyens de télécommunication permettant l'identification des administrateurs et garantissant leur participation effective. Les administrateurs sont dans ce cas réputés présents ou représentés pour le calcul des quorums. La convocation contient une description précise des procédures relatives à la participation à distance. Le procès-verbal mentionne les éventuels problèmes et incidents techniques qui ont empêché ou perturbé la participation à distance au Conseil d'administration ou au vote.	**Article 21. Meeting notice and agenda** The notice will be sent by post or e-mail at least seven calendar days before the meeting for ordinary Management Board meetings and at least three calendar days before extraordinary Management Board meetings. The notice shall state the meeting's agenda, date and place. A member of the Management Board may add an item to the initial agenda by written notification to all other members of the Management Board up to two calendar days before the meeting. At a meeting, a new item may be added to the agenda provided that all members of the Management Board are present or represented and vote unanimously to do so. Meetings may be held by videoconference or other means of telecommunication that allow the identification of members of the Management Board and guarantee their effective participation. In this case, the members of the Management Board are deemed to be present or represented for the calculation of quorums. The meeting notice contains a precise description of the procedures for remote participation. The minutes shall mention any technical problems and incidents that prevent or disrupt remote participation in the Management Board or voting.
Article 22. Quorums de présence et de vote Sauf stipulation contraire dans les présents statuts, le Conseil d'administration ne délibère valablement que si les deux tiers des administrateurs sont présents ou représentés. Si le quorum n'est pas atteint, le Président du Conseil d'administration convoquera une autre réunion ordinaire dans les 14 jours calendrier qui sera habilitée à décider sans quorum de présence. Chaque administrateur présent ou représenté à la réunion dispose d'une voix. Les décisions sont prises à la majorité qualifiée de 2/3 des voix exprimées.	**Article 22. Attendance and voting quorums** Unless otherwise stipulated in these statutes, the Management Board may only deliberate validly if two thirds of the members of the Management Board are present or represented. If the attendance quorum is not reached, the Chairperson of the Management Board shall convene another ordinary meeting within 14 calendar days which will be empowered to take decisions even without an attendance quorum. Each member of the Management Board present or represented at the meeting has one vote. Decisions are taken by a qualified majority of two thirds of the votes cast.

En cas de désaccord au sein du Conseil d'administration, un administrateur peut soumettre le sujet au Président de l'Assemblée générale qui, dans le cadre de son mandat, peut prendre la décision après consultation et après avoir, si nécessaire, porté le point à l'ordre du jour de l'Assemblée générale.	In the event of disagreement within the Management Board, a member of the Management Board may submit the matter to the President of the General Assembly who, within the framework of his mandate, can take the decision after consultation and after, if necessary, having put the item on the agenda of the General Assembly.
Article 23. Procédure écrite Exceptionnellement, les décisions du Conseil d'administration peuvent être prises par décision unanime de tous les administrateurs, exprimée par écrit, à moins qu'il s'agisse d'un cas où les statuts ont exclu sans réserve cette modalité. Lorsqu'il y est recouru, la réunion du Conseil d'administration suivant valide formellement la décision prise tout en précisant les raisons qui ont présidé à recourir à ce procédé. Ces raisons doivent être reprises dans le procès-verbal de la réunion.	**Article 23. Written procedure** Exceptionally, the decisions of the Management Board may be taken by unanimous decision of all the members of the Management Board, expressed in writing, unless the statutes have unreservedly excluded this method of expression. Where recourse to this procedure is taken, the next meeting of the Management Board shall formally validate the decision taken, while specifying the reasons for taking recourse. These reasons must be recorded in the meeting minutes.
Article 24. Conflits d'intérêts L'administrateur qui a, directement ou indirectement, un intérêt de nature patrimoniale opposé à l'intérêt de l'AISBL, doit en informer les autres administrateurs avant la délibération du Conseil d'administration sur le point à l'ordre du jour. La déclaration de cet administrateur, ainsi que ses explications sur la nature de ce conflit d'intérêt doivent figurer dans le procès-verbal de la réunion du Conseil d'administration. L'administrateur ayant un intérêt opposé ne peut prendre part à la délibération concernant le conflit d'intérêt, ni prendre part au vote sur le point à l'ordre du jour.	**Article 24. Conflicts of interest** A member of the Management Board who, directly or indirectly, has an interest of a proprietary nature that conflicts with the AISBL's interests, must inform the other members of the Management Board before the Management Board deliberates on the item on the agenda. The declaration of this member of the Management Board, as well as his or her explanations on the nature of this conflict of interest, must be included in the Management Board's meeting minutes. A member of the Management Board with a conflicting interest may not take part in the deliberation concerning said interest, nor take part in the vote on the item on the agenda.
Article 25. Registre des procès-verbaux Un procès-verbal de chaque réunion est établi sous la responsabilité du Président du Conseil d'administration et est envoyé à tous les administrateurs dans les 10 jours calendrier suivant la réunion. Le procès-verbal sera considéré comme accepté après avoir été approuvé lors de la réunion suivante du Conseil d'administration et sera rendu	**Article 25. Minutes** Minutes of each meeting shall be drawn up under the responsibility of the Chairperson of the Management Board and sent to all members of the Management Board within ten calendar days of the meeting. The minutes shall be considered accepted after being approved at the next meeting of the Management Board. The accepted minutes shall be made available to all Management Board and General Assembly members.

disponible à tous les administrateurs ainsi qu'aux membres de l'Assemblée générale pour information.	
TITRE VI. Président de l'Assemblée générale **Article 26. Nomination** L'Assemblée générale nomme en son sein un Président selon les modalités qui figurent dans le Règlement intérieur.	**TITLE VI. President of the General Assembly** **Article 26. Nomination** The General Assembly nominates a President in accordance with the procedures set out in the internal regulations.
Article 27. Pouvoirs Le Président de l'Assemblée générale aura les pouvoirs qui lui sont spécifiquement accordés par les présents Statuts. Il aura notamment les pouvoirs suivants : - il représentera l'AISBL lors des réunions avec le pouvoir subsidiant et les tiers ; - il préside les réunions de l'Assemblée générale ; - il est chargé de préparer les réunions, de proposer des points à l'ordre du jour, de préparer l'ordre du jour des réunions de l'Assemblée générale, de présider ces réunions, de préparer les procès-verbaux et de surveiller la mise en œuvre des décisions prises lors des réunions ; - il dirige et supervise les travaux du Secrétaire général.	**Article 27. Powers** The President of the General Assembly shall have the powers specifically granted to him or her by these statutes. In particular, he or she shall: - represent the AISBL at meetings with the subsidizing authorities and with third parties; - chair meetings of the General Assembly; - be responsible for preparing the meetings, proposing agenda items, preparing the General Assembly meeting agenda, chairing the meetings, preparing the minutes and monitoring the implementation of the decisions taken at the meetings; - direct and supervise the work of the Secretary General.
TITRE VII. Groupes de travail **Article 28. Groupes de travail** L'Assemblée générale et le Conseil d'administration peuvent créer des groupes de travail dont le fonctionnement sera défini dans un Règlement d'ordre intérieur.	**TITLE VII. Working Groups** **Article 28. Working groups** The General Assembly and the Management Board may set up working groups, the functioning of which will be defined in the internal regulations.
TITRE VIII. Secrétaire général **Article 29. Nomination** Le Secrétaire général est nommé par le Conseil d'administration selon la procédure éventuellement définie dans le règlement d'ordre intérieur.	**TITLE VIII. Secretary General** **Article 29. Nomination** The Secretary General is appointed by the Management Board according to the procedure possibly set out in the internal regulations.

Article 30. Pouvoirs La gestion journalière est confiée au Secrétaire général. La gestion journalière comprend aussi bien les actes et les décisions qui n'excèdent pas les besoins de la vie quotidienne de l'association que les actes et les décisions qui, soit en raison de l'intérêt mineur qu'ils représentent, soit en raison de leur caractère urgent, ne justifient pas l'intervention du Conseil d'administration. Le Secrétaire général aura les pouvoirs qui lui sont spécifiquement accordés par présents Statuts. Il aura notamment les pouvoirs suivants : - il sera responsable de la gestion quotidienne de l'AISBL, facilitera la communication entre les membres de l'AISBL, coordonnera et soutiendra la mise en oeuvre de toutes les activités de l'AISBL ; - il assiste le Président de l'Assemblée générale dans ses fonctions et fait rapport au Président de l'Assemblée générale ; - il fera office de Secrétaire de l'Assemblée générale et du Conseil d'administration et assistera le Président de l'Assemblée générale ainsi que le Président du Conseil d'administration pour l'exécution des décisions de l'Assemblée générale et du Conseil d'administration ; - il dirige et supervise, le cas échéant, le travail du MEL officer et du trésorier ; - il prépare le budget et les comptes.	**Article 30. Powers** The day-to-day management is entrusted to the Secretary General. Day-to-day management includes both acts and decisions which do not exceed the association's daily operational needs as well as acts and decisions which, either because of the minor interest they represent or because of their urgency, do not justify the intervention of the Management Board. The Secretary General shall have the powers specifically granted to him or her by these statutes. In particular, he or she shall: - be responsible for the AISBL's daily management, facilitate communication between AISBL members, coordinate and support the implementation of all AISBL activities; - assist the President of the General Assembly in his functions and report to the President of the General Assembly; - act as secretary of the General Assembly and of the Management Board and assist the President of the General Assembly and Chairperson of the Management Board in the execution of the decisions of the General Assembly and the Management Board; - direct and supervise, where appropriate, the work of the MEL Officer and the Treasurer; - prepares the budget and accounts.
TITRE IX. Responsabilité **Article 31. Responsabilité** Les membres ne contractent aucune responsabilité concernant les obligations de l'AISBL. Les administrateurs, le(s) Président(s), le Secrétaire général et le cas échéant le Trésorier ne sont pas tenus personnellement par les obligations de l'AISBL. Leur responsabilité sera limitée à l'exécution des tâches qui leur sont	**TITLE IX. Responsibility** **Article 31. Responsibility** Members shall not incur any liability with respect to the AISBL's obligations. Management Board members, the President(s), the Secretary General and, if applicable, the Treasurer are not personally bound by the AISBL's obligations. Their liability shall be limited to the performance of the tasks assigned to them and to the faults committed in the performance (or non-performance) of their obligations and duties.

assignées et aux fautes commises dans l'exécution (ou la non-exécution) de leurs obligations et tâches.	
TITRE X. Représentation générale **Article 32. Représentation générale** Les actes qui engagent l'Association, autres que de gestion journalière, sont signés, à moins d'une délégation spéciale du Conseil, conjointement par deux administrateurs, lesquels n'auront pas à justifier de leurs pouvoirs à l'égard des tiers.	**TITLE X. General representation** **Article 32. General representation** Acts which bind the AISBL, other than those relating to daily management, shall be signed, unless the Management Board has specially delegated this power, jointly by two members of the Management Board, who shall not be required to justify their powers with regard to third parties.
TITRE XI. Règlement d'ordre intérieur **Article 33. Règlement d'ordre intérieur** Le Conseil d'administration peut établir un règlement d'ordre intérieur dans lequel sont réglés tous les points qui ne sont pas expressément prévus dans les statuts ou/et qui ne sont pas expressément dévolus aux statuts par le Code des Sociétés et des Associations. Le règlement peut être adopté et modifié par le Conseil d'administration à tout moment, à la majorité des deux tiers des voix des membres présents ou représentés à l'exclusion des points du règlement intérieur qui touchent à l'Assemblée générale, auquel cas l'adoption, les modifications et la suppression de ces points sont soumises à l'Assemblée générale pour approbation. Le règlement et ses amendements sont communiqués aux membres conformément à l'article 2:32 du Code des Sociétés et des Associations. Les statuts doivent faire référence à la dernière version approuvée par le Conseil d'administration ou l'Assemblée générale conformément à l'article 18 des présents statuts.	**TITLE XI. Internal regulations** **Article 33. Internal regulations** The Management Board may draw up internal regulations in which all matters which are not expressly provided for in the statutes and/or which are not expressly assigned to the Articles by the Code of Companies and Associations are regulated. The regulations may be adopted and amended by the Management Board at any time by a two-thirds majority of the votes of the members present or represented with the exception of those points of the internal regulations which relate to the General Assembly, in which case the adoption, modification and deletion of these points shall be submitted to the General Assembly for approval. The regulations and amendments shall be communicated to the members in accordance with Article 2:32 of the Code of Companies and Associations. These statutes shall refer to the latest version approved by the Management Board or the General Assembly in accordance with Article 18 of these statutes.
TITRE XII. Exercice social, Comptes, Budget, Contrôle des comptes **Article 34. Exercice social** L'exercice social de l'AISBL commencera le 1er janvier et se terminera le 31 décembre, à l'exception du premier exercice social de l'AISBL, qui	**TITLE XII. Fiscal year, accounts, budget, auditing** **Article 34. Financial year** The AISBL's financial year will begin on 1 January and end on 31 December, with the exception of the AISBL's first financial year, which will begin on the

commencera à partir de la date à laquelle l'AISBL aura acquis la personnalité juridique et se terminera le 31 décembre 2021.	date on which the AISBL acquires legal personality and end on 31 December 2021.
Article 35. Comptes annuels et budget Le Conseil d'administration établira chaque année le projet de comptes annuels de l'exercice social écoulé, ainsi que le projet de budget de l'exercice social suivant. La devise de l'AISBL sera l'euro pour les comptes annuels et pour tous les autres documents officiels comptables, fiscaux et légaux. Chaque année, dans les six mois suivant la clôture de l'exercice social, le Conseil d'administration soumettra le projet de comptes annuels et le projet de budget à l'Assemblée générale ordinaire pour approbation. Le projet de comptes annuels et le projet de budget seront communiqués à tous les membres au moins quatorze jours calendrier avant l'Assemblée générale ordinaire.	**Article 35. Annual accounts and budget** Each year, the Management Board shall draw up the draft annual accounts for the past financial year, as well as the draft budget for the following financial year. The AISBL shall use the euro for annual accounts and for all other official accounting, fiscal and legal documents. Each year, within six months following the end of the financial year, the Management Board shall submit the draft annual accounts and the draft budget to the ordinary General Assembly meeting for approval. The draft annual accounts and the draft budget shall be communicated to all members at least 14 calendar days before the ordinary General Assembly.
Article 36. Contrôle des comptes Si la loi le requiert, l'Assemblée générale nommera un commissaire, choisi parmi les membres de l'« Institut des Réviseurs d'Entreprise ». Si l'AISBL n'est pas légalement tenue de nommer un commissaire, l'Assemblée générale pourra cependant nommer un commissaire ou un comptable externe afin de contrôler les comptes annuels. Le commissaire ou le comptable externe, le cas échéant, rédigera un rapport annuel à propos des comptes annuels de l'AISBL. Ce rapport sera soumis à l'Assemblée générale ordinaire avant l'approbation des comptes annuels.	**Article 36. Auditing of accounts** If required by law, the General Assembly shall appoint an auditor, chosen from among the members of the "Institut des Réviseurs d'Entreprise". If the AISBL is not legally obliged to appoint an auditor, the General Assembly may appoint an external auditor or accountant to audit the annual accounts. The external auditor or accountant, as the case may be, will draw up an annual report on the AISBL's annual accounts. This report will be submitted to the ordinary General Assembly meeting prior to the approval of the annual accounts.
TITRE XIII. Modifications des statuts **Article 37. Modifications des statuts** L'Assemblée générale ne peut valablement décider de modifier les présents statuts que si (i) au moins 2/3 des membres sont présents ou représentés et (ii) les décisions de modification obtiennent 2/3 des votes exprimés par les membres présents ou représentés.	**TITLE XIII. Amendments to the statutes** **Article 37. Amendments to the statutes** The General Assembly may validly decide to amend these statutes only if (i) at least two thirds of the members are present or represented and (ii) the amendment decisions obtain two thirds of the votes cast by the members present or represented.

Les termes principaux de toute proposition de modification des présents statuts seront explicitement mentionnés dans l'ordre du jour de la convocation adressée aux membres et aux administrateurs. Toute décision de l'Assemblée générale relative aux modifications des présents statuts est soumise aux exigences supplémentaires imposées par la loi. En particulier, lorsque la loi le requiert, les modifications aux présents Statuts doivent être approuvées par Arrêté Royal ou être constatées par acte authentique.	The main terms of any proposal to amend these statutes shall be explicitly mentioned in the agenda of the meeting notice. Any decision of the General Assembly on amendments to these statutes shall be subject to the additional requirements imposed by law. In particular, where required by law, amendments to these statutes must be approved by Royal Decree or evidenced by an authenticated deed.
TITRE XIV. Dissolution et liquidation L'Assemblée générale ne peut valablement prononcer la dissolution de l'AISBL que si (i) au moins deux tiers (2/3) des membres sont présents ou représentés et (ii) si la décision obtient une majorité des deux tiers (2/3) des votes exprimés par les membres présents ou représentés. Toute proposition de dissoudre l'AISBL sera explicitement mentionnée dans l'ordre du jour de la convocation. Lors de la dissolution et de la liquidation de l'AISBL, l'Assemblée générale se prononcera sur : la nomination d'un ou plusieurs liquidateur(s), le processus de prise de décision des liquidateurs si plusieurs liquidateurs sont nommés, et la portée de ses/leurs pouvoirs. À défaut de nomination d'un ou plusieurs liquidateur(s), tous les administrateurs seront considérés être conjointement en charge de la liquidation de l'AISBL. L'Assemblée générale décidera également de l'affectation de l'actif net de l'AISBL, étant entendu cependant que l'actif net ne pourra être affecté qu'à un but désintéressé.	**TITLE XIV. Dissolution and liquidation** The General Assembly may validly pronounce the dissolution of the AISBL only if (i) at least two thirds of the members are present or represented and (ii) the decision obtains a two-thirds majority of the votes cast by the members present or represented. Any proposal to dissolve the AISBL shall be explicitly mentioned in the agenda of the meeting notice. Upon the dissolution and liquidation of the AISBL, the General Assembly will decide on: the appointment of one or more liquidator(s), the decision- making process of the liquidators if several liquidators are appointed, and the scope of its/their powers. In the absence of the appointment of one or more liquidator(s), all Management Board members will be considered to be jointly in charge of the AISBL's liquidation. The General Assembly will also decide on the allocation of the AISBL's net assets, it being understood that the net assets may only be used for disinterested purposes.
TITRE XV. Divers Tout ce qui n'est pas prévu dans les présents statuts ou, le cas échéant, dans le règlement d'ordre intérieur, sera régi par le Code des Sociétés et Associations. Dans le cas où il existerait un conflit entre les présents statuts et, le cas échéant, le règlement d'ordre intérieur, les procédures internes, ou tout autre type de règles de l'AISBL, les présents Statuts prévaudront. Les affaires de l'AISBL seront menées en anglais, sans préjudice des obligations légales applicables.	**TITLE XV. Miscellaneous** Anything not provided for in these statutes or, as the case may be, in the internal regulations shall be governed by the Code of Companies and Associations. In the event of any conflict between these statutes and, where applicable, the internal regulations, internal procedures or any other type of AISBL rules, these statutes shall prevail. AISBL business shall be conducted in English, without prejudice to applicable legal obligations.

Les présents statuts sont rédigés en français et en anglais, mais seule la version française constituera le texte officiel. Les membres personnes morales ont nommés leurs représentants en vertu de l'article 6 des présents statuts.	The present statutes are drawn up in French and English, but only the French version shall constitute the official text. The legal entity members have appointed their representatives in accordance with Article 6 of these statutes.
DISPOSITIONS TRANSITOIRES ET (OU) FINALES **1. Adresse du siège** L'adresse du siège est située à Place de l'Université 1 à 1348 Louvain-la-Neuve. **2. Désignation des membres du Conseil d'administration** L'Assemblée Générale approuve la composition suivante du Conseil d'administration : • Pour l'UNIVERSITÉ CATHOLIQUE DE LOUVAIN : Pro-rector, ProfDana SAMSON domiciliée à 1450 Chastre, rue du Village 51 • Pour UNIVERZITET U BEOGRADU : le Professeur Nenad ZRNIC, domicilié à Belgrade, Cika Ljubinia 010, Stari Grad. • Pour UNIVERSITETET I OSLO : le Vice-recteur, le Professeur Bjørn STENSAKER, domicilié à 0855 Oslo, Sognsveien 137A • Pour HUMBOLDT-UNIVERSITÄT ZU BERLIN : le Représentant de la Présidence, le Professeur Yoan VILAIN, domicilié à 10243 Berlin, Am Comeniusplatz, 2 • Pour AARHUS UNIVERSITET : la Pro-rectrice, la Professeure Berit EIKA, domiciliée à 8200 Aarhus, Heklagade 5A • Pour KING'S COLLEGE LONDON : la Vice-présidente et Vice-principale, la Professeure Oluwafunmilayo OLONISAKIN, domiciliée à London NW2 4JA, 28, Thanetlodge, 10 Mapesbury Road • Pour UNIVERSITÉ PARIS CITÉ: le Vice-président pour l'Europe, le Professeur Antoine CAZE, domicilié à 45100 Orléans, 16, rue Jules Gouchault • Pour UNIVERSITÄT WIEN : le Vice-recteur, le Professeur Jean-Robert TYRAN, domicilié à 1090 Wien, Schubertgasse 19/18 • Pour UNIVERSITÀ DI PISA : le Pro-recteur, le Professeur Francesco MARCELLONI, domicilié à 56126 Pisa, Via Risorgimento 31	**TRANSITIONAL AND (OR) FINAL PROVISIONS** **1. Address of the head office** The head office is located at Place de l'Université 1 à 1348 Louvain-la-Neuve. **2. Appointment of the Management Board members** The General Assembly approves the following composition of the Management Board. • For UNIVERSITÉ CATHOLIQUE DE LOUVAIN: Pro-rector, ProfDana SAMSON domiciled at 1450 Chastre, rue du Village 51 • For UNIVERZITET U BEOGRADU: Prof. Nenad ZRNIC, domiciled at Belgrade, Cika Ljubinia 010, Stari Grad. • For UNIVERSITETET I OSLO : Vice-rector, Prof. Bjørn STENSAKER, domiciled at 0855 Oslo, Sognsveien 137A • For HUMBOLDT-UNIVERSITÄT ZU BERLIN : Presidency's Representative, Prof. Yoan VILAIN, domiciled at 10243 Berlin, Am Comeniusplatz, 2 • For AARHUS UNIVERSITET : Pro-rector, Prof. Berit EIKA, domiciled at 8200 Aarhus, Heklagade 5A • For KING'S COLLEGE LONDON : Vice-president and Vice-principal, Prof. Oluwafunmilayo OLONISAKIN, domiciled at London NW2 4JA, 28, Thanetlodge, 10 Mapesbury Road • For UNIVERSITÉ DE PARIS : Vice-president for Europe, Prof. Antoine CAZE, domiciled at 45100 Orléans, 16, rue Jules Gouchault • For UNIVERSITÄT WIEN : Vice-rector, Prof. Jean-Robert TYRAN, domiciled at 1090 Wien, Schubertgasse 19/18 • For UNIVERSITÀ DI PISA : le Pro-recteur, le Professeur Francesco MARCELLONI, domiciled à 56126 Pisa, Via Risorgimento 31

Annex 3

CIRCLE U. GOVERNANCE FRAMEWORK

Version 15

25 February 2022

Circle U.
European University Alliance

Co-funded by the
Erasmus+ Programme
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Circle U.
European University Alliance

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1 OBJECTIVES AND SCOPE

This document provides the general governance framework of Circle U. It reminds key aspects of Circle U.'s vision and mission and sets out the roles, rules, and regulations that govern Circle U. European University Alliance. It also defines the cooperation principles that should guide all those taking part in the activities of the alliance at any given time. As explained below, this document refers to various agreements and other legally binding or founding documents, as well as reference documents that was agreed by Circle U. partners.

Even though this document provides all those involved in the alliance with rules, they are not a substitute to good communication between the different stakeholders – students, researchers, professors, administrative staff, associated partners, etc. Good communication in a diverse environment sometimes comes as a challenge. But to build a strong alliance that works for everyone it is vital to have diverse range of skills, knowledge, culture and experiences and so we should be mindful to accommodate and preserve this diversity in the way we work.

2 CIRCLE U. EUROPEAN UNIVERSITY ALLIANCE IN A NUTSHELL

2.1 VISION AND OBJECTIVES BY 2025

The vision of the Circle U. Alliance may be summarised as follows: "*By 2025, Circle U. is an inclusive, research-intensive and interdisciplinary European university. Students, staff and partners from civil society, businesses and the public sector collaborate to jointly develop competencies and solutions for keeping Europe and our planet healthy, peaceful, democratic and prosperous*".

With this vision in mind, we seek to fulfil the three interconnected objectives:

- Create a European inter-university ecosystem with infrastructures that promote real and virtual exchanges;
- Enable our students to acquire the skills and values that will empower them to navigate a globalised and ever-changing world, in particular by revisiting the boundaries between teaching and research;
- Draw on European values and leadership to address major global challenges.

In the longer term, we envision a holistic and structurally sound ecosystem between our universities that touches on all aspects of our institutions: our missions, the way we operate, the infrastructures we use. By sharing expertise and resources, Circle U. will become a European University able to mobilise knowledge for impact and contribute in this way to a sustainable society and biosphere.

2.2 VALUES

Circle U. is based around values and beliefs that tie the member entities together. As a consortium, we follow these core values:

- Academic freedom and integrity
- Responsibility to inclusiveness and to society at large
- European identity in all its diversity and openness to the world

2.3 GUIDING PRINCIPLES FOR COOPERATION

Circle U. thrives to work in agile, participatory, open, respectful and innovative ways with three core principles cutting across the general governance framework.

First, subsidiarity should guide us in how the alliance is run. Issues will be escalated only if no solutions could be found by those directly concerned. Teams will be given enough autonomy and time to address challenges where they arise and resolve them. As explained below, the General Assembly and the Management Board are the main decision-making bodies. While the General Assembly is responsible to define the strategic orientations, the Management Board is responsible for the management of the alliance. Therefore, issues will generally be escalated to the Management Board.

Second, "unity in diversity" is core to what Circle U. stands for and this should transpire on how we try to find the best solutions to overcome the hurdles that we encounter.

Third, the alliance decision-making process is consensus-oriented. Consensus does not mean that we shall agree on all developments and shall thus "uniformize" our ideas and perspectives. In terms of governance, consensus decision-making implies that we shall equally balance the distribution of leading positions among member universities.

2.4 AGREEMENTS AND LEGALLY BINDING RULES

2.4.1 Memoranda of Understanding

Memoranda of Understanding (MoU) are used as tools to set out modes of collaboration between Circle U. and new cooperation partners.

2.4.2 AISBL statutes and internal regulations

Circle U. partners are committed to closely collaborate for the long run and decided to consolidate their partnership by acquiring the legal status of "AISBL (international non-profit association)" under Belgian law as of the 30th of March 2021. The legal statute of Circle U. may change in the future if the European Commission proposes a more attractive alternative legal statute.

The AISBL is set up for an indefinite period and can be dissolved at any time. The AISBL rests on legally binding written statutes (see Appendix 1) as well as legally binding written internal regulations referred to in the statutes. The content of the statutes and internal regulations is summarized in the sections below. The internal regulations are highlighted in light blue.

Any change to the statutes of the AISBL will require a vote from the General Assembly. According to the Belgian law of the 23rd of March 2019, any modification should be registered to the Clerck and published in the Belgian Official Journal. Changes concerning the powers and competences of the General Assembly, the mode of decision of the General Assembly, the organisation of the General Assembly meetings, the modalities of modifications of statutes, liquidation and dissolution of the AISBL should be notified in a notarial deed.

Any change of the internal regulations will require the approval of the Management Board, with the exception of the elements related to the General Assembly that requires a vote from the General Assembly.

2.4.3 Grant agreements

In order to avoid the multiplication of governance structures, all funded projects identified as strategic projects for Circle U. refer in their grant agreement to the relevant governance bodies, rules and procedures defined in the AISBL statutes and internal regulations.

2.4.4 General governance structure

The Circle U. governance structure includes two types of bodies:

- Alliance management bodies (see bodies in blue in Figure 1) and,
- Project management bodies (see bodies in red in Figure 1).

All alliance management bodies of Circle U. include representatives from all members of Circle U. while project management bodies only include members taking part in the project. A project is understood here as a set of planned tasks and activities to contribute to the realisation of the vision and mission of Circle U.

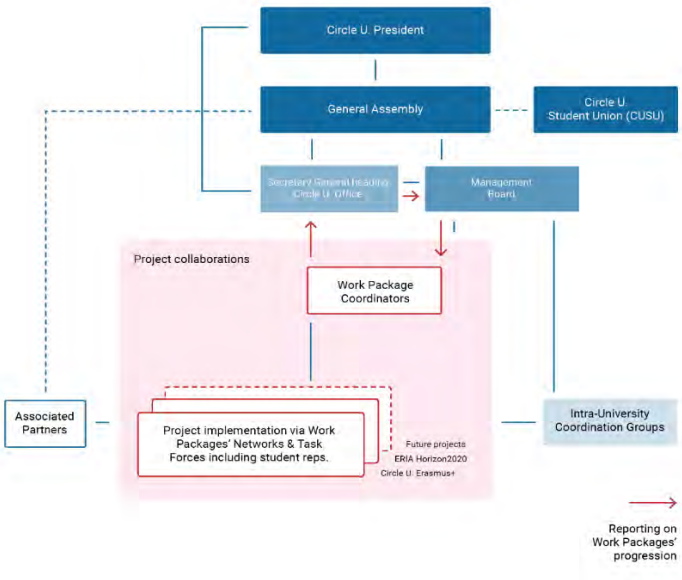


Figure 1. Schematic representation of the governance structure.

3 MEMBERSHIP AND PARTNERSHIP

In the following section, membership refers to current and future members of the AISBL. The rights and obligations of the AISBL members are defined in the AISBL statutes. Those members contribute, through the dedicated body, to the realisation of the AISBL's purpose and more broadly to the vision and mission of Circle U.

Partnership refers to current and future partners that collaborate with the Circle U. AISBL members on a specified project for the achievement of set goals. Those partners contribute, through the specified project, to the realisation of the AISBL's purpose.

3.1 AISBL MEMBERS

This section 3.1. is extracted from the AISBL statutes and corresponds to the articles 5 to 9.

There are several categories of members:

- university members
- student members
- associate members
- honorary members

University members shall enjoy all the rights attached to full membership, including the right to vote in the General Assembly, with the exception of decision concerning projects to which they are not parties within the framework of other agreements such as "consortium agreements" or "grant agreements".

Student members shall enjoy all the rights attached to full membership, including the right to vote in the General Assembly, with the exception of decisions concerning admissions and exclusion of members as well as those relating to university membership fees.

Associate members and honorary members may be invited to the General Assembly but do not have the right to vote.

3.1.1 Admission to AISBL members

All applications must be addressed to the President of the General Assembly and must contain the full identity of the natural or legal person and, if applicable, of its representative(s).

The admission of any new member, full or associate, must be approved unanimously by the votes of the university members in accordance with Article 5 of these statutes.

3.1.2 Representation of AISBL members

Each legal entity member shall appoint at least one natural person to represent it within the AISBL. This natural person must be Rector / President / Vice-Chancellor of its member or a high-level representative acting under the authority of a Rector / President / Vice-Chancellor. This representative will have the right to vote.

Another natural person may assist the representative. This second person will not have the right to vote.

If a representative loses the capacity under which s/he was appointed as a representative, ceases to be employed by or is no longer linked in any way whatsoever to the member s/he represents, s/he will automatically lose his or her status as representative and will be replaced immediately by the member.

The two students appointed by the General Assembly may be represented by two other students whose names would have been transmitted at the time of their appointment to the President of the General Assembly.

3.1.3 Resignation and exclusion of AISBL members

Members are free to resign at any time by sending their resignation by ordinary mail or e-mail to the President of the General Assembly.

A member may be excluded from membership, by virtue of a decision of the General Assembly, when said member:

- ceases to meet the definition of the category of member to which it belongs, as defined in Article 5 of these statutes (see section 2.1 above);
- fails to comply with these statutes, the internal regulations, or other agreements such as "Consortium agreements" and "Grant agreements";
- undermines the interests and principles of the AISBL, as set out in its founding vision;
- is in a situation of provisional administration, bankruptcy, judicial reorganisation, dissolution or liquidation, or is the subject if insolvency proceedings of a similar nature in accordance with the laws of any jurisdiction.

The decision to expel shall be taken by unanimous vote of the university members in accordance with Article 5 of these statutes (see section 2.1 above), excluding the vote of the member whose exclusion is proposed.

Student members shall have an advisory opinion but shall not have the right to vote.

A student member is deemed to have resigned if:

- s/he is no longer a student at a member university, or
- s/he is no longer mandated as a student member under the terms and conditions defined in these internal regulations and Circle U. Student Union's Terms of Reference.

3.1.4 University membership fees

University members may be subject to an annual membership fee, the terms of which will be defined in these internal regulations when relevant.

Where applicable, the annual membership fee is determined annually by the General Assembly. The annual membership fee must be approved unanimously by the votes of the university members present or represented in accordance with Article 5 of these statutes.

Student members shall not be subject to any membership fee and shall not have the right to vote on decision relating to membership fees.

At this moment, no annual membership has been determined.

3.2 PROJECT PARTNERS

Associate project partners are natural persons or legal entities that collaborate with the Circle U. AISBL members on a specified project for the achievement of set goals. The conditions of partnership are defined through MoUs or grant agreements.

Associate project partners can become (but are not necessarily) associate or honorary AISBL members.

4 ALLIANCE MANAGEMENT

The whole section is extracted from the AISBL statutes of Circle U. and the Online Terms of Reference.

4.1 APPOINTEES

To support the management of the Alliance, the governance framework foresees the appointment, election or hiring of several key players who have specific roles and responsibilities.

4.1.1 Circle U. President

The President of the Circle U. General Assembly acts as Circle U. President.

4.1.1.1 Election

The Circle U. President is elected among the representatives of the university members and shall thus be a President/Rector/Vice-Chancellor during the duration of the mandate. The Circle U. President is elected by the General Assembly for a mandate of 1 year, renewable once. Candidates for election should inform the Circle U. President in office and the Secretary General, no later than 7 days prior to the General Assembly.

The election will be made by a simple majority vote: the candidate obtaining the most votes shall be elected President.

If more than two candidates stand for election, the election will be made in a two-round election (or "runoff voting"). In the first round of voting, the candidate obtaining more than fifty percent of the votes shall be elected President. Otherwise, the two candidates obtaining most votes are placed on a second ballot. The candidate obtaining the most votes on the second ballot shall be elected President. If, in the first round, two or more candidates tie for first or second place, one candidate may withdraw or the lead candidates cast lots to determine which two candidates are placed on the second ballot.

Candidates may withdraw before vote, in which case the remaining candidate shall be elected President.

To ensure continuity of the appointed positions, the mandates of the Circle U. President and the Management Board Chairperson should overlap.

4.1.1.2 Role and responsibilities

The Circle U. President shall have the powers specifically granted to him/her. In particular, s/he will:

- represent Circle U. at meetings with funding bodies and with third parties;
- manage and chair meetings of the General Assembly; if s/he is unable to do so, his or her replacement shall be designated by the General Assembly when the meeting is held.
- be responsible for preparing the meetings, proposing agenda items, preparing the General Assembly meeting agenda, chairing the meetings, preparing the minutes and monitoring the implementation of the decisions taken at the meetings;
- direct and supervise the work of the Secretary General.

4.1.2 Management Board Chairperson

The Management Board Chairperson is elected among its members. The Management Board Chairperson must belong to a different university from that of the President of the General Assembly. The term of office of the Chairperson shall be the same as that of the Circle U. President.

Candidates for election should inform the Management Board Chairperson in office and the Secretary General, no later than 7 days prior to the Management Board meeting.

The election will be made by a simple majority vote: the candidate obtaining the most votes shall be elected Management Board Chairperson.

If more than two candidates stand for election, the election will be made in a two-round election (or "runoff voting"). In the first round of voting, the candidate obtaining more than fifty percent of the votes shall be elected Management Board Chairperson. Otherwise, the two candidates obtaining most votes are placed on a second ballot. The candidate obtaining the most votes on the second ballot shall be elected Management Board Chairperson. If, in the first round, two or more candidates tie for first or second place, one candidate may withdraw or the lead candidates cast lots to determine which two candidates are placed on the second ballot.

Candidates may withdraw before vote, in which case the remaining candidate shall be elected Management Board Chairperson.

To ensure continuity of the appointed positions, the mandates of the Circle U. President and the Management Board Chairperson should overlap.

The Management Board meetings shall be chaired by the Chairperson. If the latter is unable to attend, his or her replacement shall be designated by the Management Board when the meeting is held.

4.1.3 Secretary General

4.1.3.1 Appointment and nomination

The Circle U. Secretary General is appointed and nominated by the Management Board. S/he shall be selected through an open call, led by the President. The selection committee consists of the President and two vice-rectors (or equivalent) of other university members.

As long as the AISBL has not set up the necessary membership fee and has no operating budget, the Secretary General will be hired through a university.

4.1.3.2 Role and responsibilities

The day-to-day management is entrusted to the Secretary General. In particular, the Secretary General will:

- ensure the day-to-day management of Circle U. and direct and supervise, where appropriate, the work of the Monitoring Evaluating and Learning (MEL) Officer and the Treasurer;
- monitor the implementation of Circle U.'s activities in close collaboration with Work Package Coordinators and Networks;
- ensure the approval and quality of the deliverables in close collaboration with the Work Package Coordinators and Networks; escalating, if need be, any doubts about quality/delays/risks to the Management Board
- act as secretary of the General Assembly with no voting power;
- assist the President of Circle U.;
- act as secretary of the Management Board with no voting power;
- assist the Chairperson of the Management Board in the execution of the decisions of the Board.

The Secretary General is invited to the General Assembly to the General Assembly and the Management Board without the right to vote.

4.1.3.3 Reporting

As long as the Secretary General is hired through a university, s/he will report to his or her line manager at the local university for all matters related to employment conditions. In terms of his or her mission and role, the Secretary General will report to the Circle U. President.

4.1.4 MEL Officer

4.1.4.1 Appointment and nomination

The MEL officer can be appointed and nominated by the Management Board. The MEL officer is hired through a university.

The MEL officer will be invited to the General Assembly and the Management Board whenever relevant without the right to vote.

4.1.4.2 Roles and responsibilities

The MEL Officer will be responsible for the design and implementation of a MEL system to ensure efficient project monitoring for the purposes of learning and accountability in Circle U.

4.1.4.3 Reporting

As long as the MEL Officer is hired through a university, s/he will report to his or her line manager at the local university for all matters related to employment conditions. In terms of his or her mission and role, the MEL Officer will report to the Circle U. Secretary General.

4.1.5 Treasurer

4.1.5.1 Appointment and nomination

The treasurer can be appointed and nominated by the Management Board. The treasurer is hired through a university.

The treasurer will be invited to the General Assembly and the Management Board whenever relevant without the right to vote.

4.1.5.2 Roles and responsibilities:

Circle U.'s budget framework is elaborated and overseen by the treasurer. In cooperation with the partner universities, s/he will manage and oversee funding level and funding use including in a prospective manner.

In particular, the Treasurer will:

- for specific projects in which Circle U. is engaged, assist the project coordinator and liaise with other project coordinators at the partner universities about the state of expenditure of the project;
- monitor financial operations in relation to the purposely built Circle U. budget framework, monitor any financial risks and provide feedback and suggestions of reorientation of actions whenever necessary;
- assist the Secretary General in the preparation and presentation of the budget and accounts at the Management Board and General Assembly.

4.1.5.3 Reporting

As long as the Treasurer is hired through a university, s/he will report to his or her line manager at the local university for all matters related to employment conditions. In terms of his or her mission and role, the treasurer will report to the Circle U. Secretary General.

4.2 BODIES

The governance structure of the Alliance comprises several bodies whose composition, roles and responsibilities, mode of operation are defined in the AISBL statutes.

4.2.1 General Assembly

4.2.1.1 Composition

The General Assembly is composed of:

- **University members**, who shall enjoy all the rights attached to full membership, including the right to vote in the General Assembly. See additional information (article 7 of the AISBL statutes):
    - Each legal entity member shall appoint at least one natural person to represent it within the AISBL. This natural person must be Rector/President/Vice-Chancellor of its member or a high-level representative acting under the authority of a Rector/President/Vice-Chancellor.
    - Another natural person may assist the representative. This second person will not have the right to vote.
    - If a representative loses the capacity under which s/he was appointed as a representative, or ceases to be employed by or is no longer linked in any way whatsoever to the member s/he represents, s/he will automatically lose his or her status as representative and will be replaced immediately by the member.
- **Two students** appointed by the General Assembly, who will be designated beforehand according to the procedure described in the internal regulations. Student members shall enjoy all the rights attached to full membership, including the right to vote in the General Assembly, with the exception of decisions concerning admissions and exclusion of members as well as those relating to university membership fees. See additional information (article 7 of the AISBL statutes):
    - The two students appointed by the General Assembly may be represented by two other students whose names would have been transmitted at the time of their appointment to the President of the General Assembly.
- **Associate and honorary members** may be invited to attend the General Assembly but do not have the right to vote.

Members are free to **resign** at any time by sending their resignation by post or email to the President of the General Assembly. A student member is deemed to have resigned if s/he is no longer a student at a member university, or s/he is no longer mandated as a student member under the terms and conditions defined in the internal regulations.

The **Secretary General** is invited to the General Assembly as a non-voting member.

Representatives of the AISBL's partners and third parties may be invited but shall not have voting rights.

4.2.1.2 Role and responsibilities

The General Assembly shall have **all powers necessary for the realisation of the AISBL's purpose** with the exception of those powers which are specifically granted to the Management Board by the AISBL's statutes.

In particular, the General Assembly will have the following prerogatives:

Strategic orientations of the Circle U.'s AISBL

- the determination of the AISBL's strategic and political objectives;
- the possible determination of a timetable for the achievement of these objectives;
- the examination of the way in which the AISBL's strategic and political goals and objectives are achieved;

Financial management

- the **appointment and dismissal of an auditor** and the determination of his or her remuneration; See additional information (article 37 of the AISBL statutes):
    - If required by law, the General Assembly shall appoint an auditor, chosen from among the members of the *Institut des Réviseurs d'Entreprise*.
    - If the AISBL is not legally obliged to appoint an auditor, the General Assembly may appoint an external auditor or accountant to audit the annual accounts.
    - The external auditor or accountant, as the case may be, will draw up an annual report on the AISBL's annual accounts. This report will be submitted to the ordinary General Assembly meeting prior to the approval of the annual accounts.
- the **discharge of the auditor**, if an auditor has been appointed;
- the approval of the **AISBL's budget**;
- the approval of the **AISBL's accounts** and the accounting allocation of its results; See additional information (article 35 of the AISBL statutes):
- the adoption of a **method for calculating the membership fee** of each university member; See additional information (article 9 of the AISBL statutes):
- the adoption of the **amount of the membership fee of each university member**;
- the **decision to dissolve the AISBL** as well as the allocation of its net assets for a disinterested purpose; See additional information (Title XIV of the AISBL statutes):
- the **appointment of one or more liquidators**;
- the **contribution or acceptance of a contribution free of charge**;

Administrative Management

- the appointment and dismissal of its President;
- the evaluation and modification of any operational procedure put in place by the Management Board;
- the appointment and determination of the remuneration, if any, of the members of the Management Board;
- the discharge of the members of the Management Board;
- the admission of new members; See additional information (article 6 of the AISBL statutes):
- the exclusion of members; See additional information (article 8 of the AISBL statutes):
- the amendment of the statutes by complying with the attendance and voting quorums provided for in the statutes; See additional information (article 38 of the AISBL statutes):
- the transfer of the AISBL's registered office;
- the creation of operating offices in Belgium or abroad.

4.2.1.3 Procedures and meetings

General principles (articles 11 and 29 of the AISBL statutes)

The General Assembly shall act as a **collegial body**. It will always seek consensus among its members. The General Assembly may set up **working groups**, the functioning of which will be defined in the internal regulations.

Convening meetings and agenda (articles 12 and 14 of the AISBL statutes)

The General Assembly shall meet **at least twice a year** upon convocation by the President of the General Assembly and at the date and place determined in the meeting notice. A meeting of the General Assembly responsible for approving the annual accounts and the budget shall be held within six months after the end of the financial year ('**ordinary General Assembly**').

An extraordinary General Assembly may be convened by the President of the General Assembly at any time at the written request of the Management Board or of at least one third of the members of the General Assembly.

The meeting notice shall be sent by ordinary letter or e-mail **at least 14 calendar days** prior to the meeting for ordinary General Assembly meetings and **at least ten calendar days** prior to the meeting for extraordinary General Assembly meetings.

The meeting notice shall include the agenda, date, time and place of the meeting.

Any member of the General Assembly may add an item to the initial agenda by written notification to all other members up to seven calendar days before ordinary General Assembly meetings and up to five calendar days before extraordinary General Assembly meetings.

At a meeting, the members present or represented may unanimously agree to add a new item to the agenda provided that all members are present or represented.

Proxies (article 13 of the AISBL statutes)

Each member of the Management Board shall have the right to appoint another member of the Management Board as a proxy to represent him or her. No member of the Management Board may exercise more than one proxy.

Attendance and voting quorums (article 15 of the AISBL statutes)

Unless otherwise stipulated in these statutes, the General Assembly shall only deliberate validly if two thirds of its members are present or represented.

If the attendance quorum is not reached, the President of the General Assembly shall convene another ordinary meeting within 14 calendar days, which will be entitled to take decisions without an attendance quorum.

Each member entitled to vote, who is present or represented at the meeting, has one vote.

Decisions are taken by a qualified majority of two thirds of the votes cast, unless the law and/or the articles of the statutes require a different voting quorum.

Videoconference (article 14 of the AISBL statutes)

Meetings may be held by videoconference or other means of telecommunication that allow the identification of its members and guarantee their effective participation. In this case, the members are deemed present or represented for the calculation of quorums. The meeting notice shall contain a precise description of the

procedures relating to remote participation. The minutes shall mention any technical issues and incidents that have prevented or disrupted remote participation in the General Assembly or in the vote.

Written decisions (article 16 of the AISBL statutes)

Exceptionally, the decisions of the General Assembly may be taken by unanimous decision of all members, expressed by posted letter or email, unless the statutes have unreservedly excluded such communication methods. Where recourse to this procedure is taken, the meeting of the following General Assembly shall formally validate the decision taken, while specifying the reasons for taking recourse. These reasons must be recorded in the meeting minutes.

Minutes (article 17 of the AISBL statutes)

Minutes of each meeting shall be drawn up under the responsibility of the President of the General Assembly and sent to all members within ten calendar days of the meeting.

The minutes shall be considered accepted after being approved at the next meeting of the General Assembly. The accepted minutes shall be made available to all members.

4.2.2 Management Board

4.2.2.1 Composition

The Management Board is composed of **one Board member per university**. Each Board member may be assisted and represented by another person.

Universities shall propose their administrator(s) to the President of the General Assembly in order to proceed with their appointment by the General Assembly as administrator(s).

Members of the Management Board are appointed for an indefinite period.

In addition to the expiry of the term of office, the term of office of a Management Board member ends upon death, resignation or removal, or if s/he loses the capacity under which s/he was appointed.

Any member of the Management Board who wishes to **resign** must communicate his or her resignation by post or email to the Management Board Chairperson and the Secretary General.

The **Secretary General** will be invited to the Management Board without the right to vote.

The Management Board may invite the **Treasurer or third parties** to participate in the meetings, without the right to vote.

4.2.2.2 Role and responsibilities

The Management Board is responsible for **implementing the decisions** of the General Assembly.

It will ensure that this implementation is efficient, in particular by putting in place rules of good governance and optimal operational procedures with regard to the principles of internal control. It will also be responsible for the AISBL's administrative and financial management.

In particular, the Management Board will have the following prerogatives:

Financial management of the AISBL

- the monitoring of expenditure in relation to the **AISBL budget**; See additional information (article 36 of the AISBL statutes):
- the **monitoring of expenditure incurred by university members** within the framework of specific budgets allocated to them per their role in an AISBL project;

Administrative management of the AISBL

- the decision on the **appointment and nomination** of the Secretary General, the 'MEL Officer' and the Treasurer; See additional information (article 30 of the AISBL statutes):
- the adoption, modification and abolition of the **AISBL's internal regulations**, with the exception of those points of the internal regulations which relate to the General Assembly, in which case the adoption, modification and deletion of these points shall be submitted to the General Assembly for approval. See additional information (article 34 of the AISBL statutes);

Grant management

- the **approval of reports** (minutes, progress reports, etc.) intended for the subsidising authority;
- the **decision on the distribution of projects and the means allocated** to carry them out among the university members, within the framework of projects whose management is taken over by the AISBL;
- the **modification of the distribution of projects and the means** allocated to carry them out among the university members, within the framework of projects whose management is taken over by the AISBL.

It will **collect information from university members** in order to ensure the progress of the projects. It will examine this information to assess the conformity of the project's progress with the specifications, and will possibly propose, in agreement with the university members, modifications to the initial action plan.

Preparation of the GA

If necessary, it will also propose to the General Assembly for approval:

- the transfer of the AISBL's registered office;
- the creation of operating offices in Belgium or abroad;
- the AISBL budget;
- AISBL accounts as well as allocation of the result.

4.2.2.3 Procedures and meetings

General principles (articles 19, 29, 32 and 33 of the AISBL statutes)

The Management Board will act as a **collegial body**. It will always seek consensus among the members of the Management Board.

To fulfil specific tasks, the Management Board may decide to set up **working groups or any type of subgroups.** The Management Board shall define the composition, scope and duration of working groups. Working groups will be chaired by a Management Board member and s/he will be responsible for reporting progress to the Management Board. The Secretary General will be invited to working groups.

At any time, the Management Board may **delegate specific powers** to one or more member(s) of the Management Board or to other persons or bodies, with or without the power to subdelegate, within the limits permitted by law.

Management Board members are not personally bound by the **AISBL's obligations**. Their liability shall be limited to the performance of the tasks assigned to them and to the faults committed in the performance (or non-performance) of their obligations and duties.

Acts which bind the AISBL, other than those relating to daily management, shall be signed, unless the Management Board has specially delegated this power, jointly by two members of the Management Board, who shall not be required to justify their powers with regard to third parties.

Convening meetings and agenda (articles 20 and 22 of the AISBL statutes)

The Management Board shall meet whenever the AISBL's interests so require, upon convocation by the Chairperson of the Management Board, **at least quarterly** and at the date and place determined in the meeting notice.

The Management Board may also be convened at any time at the written request of at least one member of the Management Board.

The Management Board shall be convened by the Chairperson of the Management Board or, in his or her absence, by the President of the General Assembly or the Secretary General.

The notice will be sent by post or e-mail **at least seven calendar days** before the meeting for ordinary Management Board meetings and **at least three calendar days** before extraordinary Management Board meetings.

The notice shall state the meeting's agenda, date and place.

A member of the Management Board may add an item to the initial agenda by written notification to all other members of the Management Board up to two calendar days before the meeting.

At a meeting, a new item may be added to the agenda provided that all members of the Management Board are present or represented and vote unanimously to do so.

Proxies (article 21 of the AISBL statutes)

Each member of the Management Board shall have the right to appoint another member of the Management Board as a proxy to represent him or her. No member of the Management Board may exercise more than one proxy.

Attendance and voting quorums (article 23 of the AISBL statutes)

Unless otherwise stipulated in the statutes, the Management Board may only deliberate validly if **two thirds** of the members of the Management Board are present or represented. However,

If the attendance quorum is not reached, the Chairperson of the Management Board shall convene another ordinary meeting within 14 calendar days which will be empowered to take decisions even without an attendance quorum.

Each member of the Management Board present or represented at the meeting has one vote.

Decisions are taken by a **qualified majority of two thirds** of the votes cast. However, the Management Board will always seek consensus among the members.

In the event of disagreement within the Management Board, a member of the Management Board may submit the matter to the President of the General Assembly who, within the framework of his mandate, can take the decision after consultation and after, if necessary, having put the item on the agenda of the General Assembly.

Videoconference (article 22 of the AISBL statutes)

Meetings may be held by videoconference or other means of telecommunication that allow the identification of members of the Management Board and guarantee their effective participation. In this case, the members

of the Management Board are deemed to be present or represented for the calculation of quorums. The meeting notice contains a precise description of the procedures for remote participation. The minutes shall **mention any technical issues and incidents** that prevent or disrupt remote participation in the Management Board or voting.

Written decisions (article 24 of the AISBL statutes)

Exceptionally, the decisions of the Management Board may be taken **by unanimous decision** of all the members of the Management Board, **expressed in writing**, unless the statutes have unreservedly excluded this method of expression. Where recourse to this procedure is taken, **the next meeting of the Management Board shall formally validate the decision taken**, while specifying the reasons for taking recourse. These reasons must be recorded in the meeting minutes.

Minutes (article 26 of the AISBL statutes)

Minutes of each meeting shall be drawn up under the responsibility of the Chairperson of the Management Board and sent to all members of the Management Board **within ten calendar days** of the meeting.

The minutes shall be considered accepted after being approved at the next meeting of the Management Board. The accepted minutes shall be made available to all Management Board and General Assembly members.

Conflict of interest (article 25 of the AISBL statutes)

A member of the Management Board who, directly or indirectly, has an interest of a proprietary nature that conflicts with the AISBL's interests, must inform the other members of the Management Board before the Management Board deliberates on the item on the agenda.

The declaration of this member of the Management Board, as well as his or her explanations on the nature of this conflict of interest, must be included in the Management Board's meeting minutes.

A member of the Management Board with a conflicting interest may not take part in the deliberation concerning said interest, nor take part in the vote on the item on the agenda.

4.2.2.4 Cooperation with CUSU

Although the Circle U. Student Union (CUSU) is not participating in the Management Board, close cooperation and open dialogue is ensured by the Management Board and CUSU, with the support of the Secretary General. The cooperation and dialogue might take different forms that are deemed relevant.

4.2.3 Circle U. Student Union

This subsection is extracted from the Terms of Reference of the Circle U. Student Union.

4.2.3.1 Composition

CUSU consists of two student representatives from each member university. These representatives are called "Student Ambassadors", and shall be elected by a democratic body at their home university. The ambassador should be elected for at least one year if possible. In case of a vacancy, the local student representative body must appoint a new ambassador within one month. Membership is voluntary and decided upon at the local level.

4.2.3.2 Role and responsibilities

As stated in its Terms of Reference, the role of CUSU is to represent the student's opinions and to provide strategic direction for the Circle U. The Circle U. Student Union is an interest group for the students at the participating universities. The union is independent and non-partisan.

CUSU pursue the following main missions:

- Representing students in the management bodies of Circle U.;
- Designating student representatives in the General Assembly;
- Defending student interests by delivering recommendations for the strategic direction to Circle U.

4.2.3.3 Participation in the General Assembly

CUSU will elect two student representatives and two personal substitutes to participate in the General Assembly. These student representatives are elected by CUSU ambassadors among themselves and appointed by the General Assembly. The election is held through secret ballot by simple majority.

The mandate for CUSU representatives participating in the General Assembly is elected for a duration fixed by CUSU but limited to two terms.

4.2.3.4 Procedures and meetings

CUSU holds three ordinary meetings per year; the meetings should last for at least two days. Ordinary physical meetings must be announced at least one month in advance while virtual meetings must be announced at least one week in advance.

An extraordinary meeting can be held to deal with urgent matters. Physical meetings must be announced at least 15 days in advance. Extraordinary virtual meetings must be announced at least 3 days in advance.

4.2.4 Intra-University Coordination Groups

4.2.4.1 Composition

University members are free to decide on their internal coordination of activities, but most partners will have an internal coordination group. These Intra-University Coordination Groups typically comprise university management and staff members who are members of the Circle U. governing bodies, involved in the implementation of its activities or are line managers of those active in the work packages. It also includes a university coordinator. The exact composition of these groups and how they are led is at the discretion of each university.

4.2.4.2 Role and responsibilities

Inter-University Coordination Groups have a key role to play as intermediaries between the universities and the alliance. They represent a collective force to ensure that the alliance finds anchor points in the different institutions and also that the necessary information and inputs is given to Circle U.

4.2.4.3 Procedures and Meetings

Procedures and meetings are to be decided by each university according to need.

5 PROJECT MANAGEMENT

5.1 PROJECT COORDINATOR

5.1.1 Appointment and nomination

The Project Coordinator is appointed by the university that submits the project to the funding agency.

5.1.2 Role and responsibilities

The Project Coordinator acts as intermediary between the partner universities and the funding agency. In particular, s/he will:

Consortium agreement

- draft the consortium agreement in compliance with the AISBL statutes;
- assist the Secretary General in seeking approval of the consortium agreement by the Management Board and partner universities where relevant;
- submit the consortium agreement to the funding agency;
- monitor compliance by the partner universities with their obligations and keep the Secretary General informed of any breach;

Liaison between Circle U. and the funding agency

- keep the address list of partner universities and other contact persons updated and available;
- collect reports and other deliverables (including financial statements and related certifications), assist the Management Board and the Secretary General with the review and verification of the deliverables and submit them as well as any other specific requested documents to the funding agency;
- transmit documents and information connected to the grant to any other parties concerned;
- provide, upon request, the partner universities with official copies or originals of documents that are in the sole possession of the Coordinator when such copies or originals are necessary for the parties to present claims;

Financial administration of the grant

- administer the financial contribution of the funding agency in collaboration with the Treasurer and Secretary General.

5.1.3 Reporting

As long as the Project Coordinator is hired through a university, s/he will report to his or her line manager at the local university for all matters related to employment conditions and his or her mission and role.

5.2 INTRA-UNIVERSITY COORDINATOR

5.2.1 Appointment and nomination

Each university appoints its Intra-University Coordinator for each ongoing project.

5.2.2 Role and responsibilities

The Intra-University Coordinator acts as intermediary between his or her university and the Project coordinator for all matters related to the grant. In particular, s/he will:

Consortium agreement

- ensure compliance of the consortium agreement with his or her university's rules;

Liaison between his/her university and the project coordinator

- provide, upon request, all the relevant information to the Project coordinator (and Secretary General where relevant) in relation to the local administration of the grant including about financial updates and deliverables.

5.2.3 Reporting

As long as the Intra-University Coordinator is hired through a university, s/he will report to his or her line manager at the local university for all matters related to employment conditions and his or her mission and role.

5.3 WORK PACKAGE COORDINATOR AND LEAD

5.3.1 Appointment and nomination

The Work Package Coordinator is appointed by the university that is coordinating and leading a given work package taking into consideration the expertise that is best suited to lead and support the implementation of the activities foreseen under that work package.

The Work Package Lead is appointed by the partner universities according to their expertise and the management skills required in the individual work packages. Each Work Package Lead reports to his or her university.

Each university should ensure that the coordinator or lead has the mandate to represent her/his university in all activities developed by the work package. Throughout the project development and implementation, each university should ensure continuity in their respective positions(s).

5.3.2 Role and responsibilities

The Work Package Coordinator ensures the performance and progress of the work package with regard to the overall work plan. In particular, s/he will:

WP Network meetings and progress

- plan and manage the meetings of the Work Package Network;
- ensure the scope of the WP Network s/he leads is understood by all members of the WP network;
- monitor the progress of the WP against time and budget allocations, including through the completion of progress dashboards, and ensure that the work package fulfils the objectives listed as milestones and deliverables;
- prepare proposals for the update of the work plan (if needed);
- communicate the work of the WP through their local Circle U. communications officer;

Liaison between the WP network and the Task Force Leads

- cascading any relevant information to the Task Force Leads;

Liaison between the WP network and the Secretary General, the MEL officer, and -when relevant- the Chairs

- alert the Secretary General in case of delay or default in the performance of the WP;
- alert the Secretary General in case of potential budget overrun or underrun;
- alert the Secretary General to issues that require coordination across the WPs;
- send the proof of deliverables to the Secretary General;
- assist the MEL officer in collecting data;

Liaison between the WP network and Management Board

- keep his or her Intra-University Coordinator and/or Management Board member informed of the progress of the WP Network activities.

5.3.3 Reporting

As long as the Work Package Coordinator is hired through a university, s/he will report to his or her line manager at the local university for all matters related to employment conditions and his or her mission and role.

5.4 WORK PACKAGE NETWORKS

5.4.1 Composition

A Work Package Network is set up for each work package. The Work Package Network comprises the Work Package Coordinator, a Work Package Lead from each partner university and student representatives appointed by the CUSU. In addition, the work package network meetings may include, as observer, a communications officer from the university coordinating the work package.

5.4.2 Role and responsibilities of Work Package Networks

Work Package Networks gather academic and professional expertise to plan, coordinate, deliver and approve the activities, milestones and deliverables of the work package. Working closely with the Secretary General, it is responsible for the quality and timely delivery of these. In particular, it will:

Overall coordination and monitoring of activities

- decide on the activities it will carry out without recourse to Task Forces;
- request changes in timetable of deliverables if needed;
- centralise information about financial needs and spending, including input for budget reports;
- monitor the progress of the activities, including by feeding into the progress dashboard and MEL reports;
- for Work Packages involving Academic Chairs, work in close cooperation with the selected academics so that the activities foreseen in the Work Packages are implemented;
- manage the proof of deliverables;
- cooperate with other Work Package Networks on specific tasks that require alignment across Work Packages

- Finally, liaise with the Circle U. communication team in order to communicate and disseminate information effectively on the actions of the Work Package.

Task forces

- ensure that the planned Task Forces are set-up and members of the Task Forces are appointed;
- if necessary suggest the creation of new Task Forces to the Management Board;
- ensure the Task Forces provide input for the progress dashboards, MEL and financial monitoring and proofs of deliverables;

Student representation

- decide, in cooperation with the Task Forces, on matters related to students' involvement in the WP activities.

5.4.3 Procedures and Meetings

Procedures and meetings are left to the Work Package Coordinator to decide upon those best suited to the needs of the work package.

5.5 TASK FORCES

5.5.1 Composition

The Task Forces gather typically two to three universities, even though more can take part, with one of the universities assuming the coordination.

5.5.2 Task Force Coordinator

The Task Force Coordinator coordinates the activities and acts as intermediary between the Task Force and the WP Coordinator. S/he is responsible for reporting on the progress of the Task force activities. In particular, s/he will:

Task Force meetings

- lead the meetings of the Task Force and keep records of the meetings;
- ensure the scope of the Task Force s/he leads is understood by all members of the Task Force;
- ensure that the Task Force fulfils its role, including through the completion of progress dashboards, resources management and the production of proof of deliverables;

Liaison between the Task Force and the WP Coordinator

- escalate any relevant information to the WP Coordinator, including information for the progress dashboard, resources management and proofs of deliverables.

5.5.3 Role and responsibilities of Task Forces

Working closely with the Work Package Coordinator, the Task Force is responsible for the delivery of the assigned activities. In particular, it will:

Management of activities

- plan the activities in relation to the available resources and the set deadlines for the deliverables;
- ensure activities are harmoniously conducted in relation to other local institutional projects;
- monitor progress of the activities, including providing input to progress dashboard;
- suggest amendments to the deadlines for deliverables.

Mobilizing internal and external stakeholders

- identify and mobilize all the stakeholders relevant to perform the activities.

Financial management

- manage the resources to perform the activities, including providing input to the budget reports.

MEL reporting

- provide input for the MEL analyses where relevant;

Proof of deliverables and project reports

- produce the proof of deliverables to be transmitted to the WP network;
- give input to project reports where relevant.

5.5.4 Procedures and Meetings

Procedures and meetings are left to the Task Force Lead to decide upon those best suited to the needs of the task.

5.6 ACADEMIC CHAIRS

5.6.1 Appointment and nomination

Each Circle U. member university has set up their own selection procedure and committee, with a vision to foster diversity of profiles, including gender diversity.

5.6.2 Roles and responsibilities:

Chairs are expected to dedicate 20% of their time to the development of activities in the Circle U. Platforms (see Section 6 for the description of these platforms). All appointed chairs share the same roles and responsibilities. These are:

- Develop and lead challenge-based and inter-disciplinary projects across Circle U.
- Link education and research within and across disciplines
- Engage students to take an active role in knowledge creation and socially-engaged research
- Represent and champion Circle U. internally, nationally and internationally, as well as with external stakeholders
- Stimulate new models of academic collaboration and partnership, and share these across Circle U.

5.7 CHAIR ACADEMY

As defind in its terms of reference, the Chair Academy is an arena where Chairs will share, discuss, evaluate, revise and further develop the collaborative working models and methods across Circle U.

The ultimate role of the Academic Chair Academy is to ensure that a thriving academic community is built around and re-enforces the work of all current Academic Chairs across the partner universities. The Academy will enable the exchange of ideas, research findings, and new knowledge, whilst contributing to an exceptional student experience.

The responsibilities of the Chair Academy will be to:

- Provide a forum for collaboration among Academic Chairs, including sharing best practices, driving innovation, and scoping opportunities for new research activities, especially interdisciplinary projects;
- Advise the General Assembly and the Management Board on the strategic orientations of Circle U.;
- Propose new activities, and identify new themes for the Knowledge Hubs;
- Engage and empower students to apply knowledge to solve ‘real-world’ problems and address global challenges;
- Help to promote the activities of Circle U. to internal and external stakeholders; Be a link between Erasmus+ and Horizon Europe projects;
- Contribute to the evaluation and learning of Circle U. as it progresses.

The Academic Chair Academy commits to convene one general meeting per year, either in person or virtually, to share experiences and plan future activities. It is also expected to be an active and interactive forum that shares experiences on a regular basis, either by organising cluster meetings, events, or virtual exchanges via an online platform.

6 PERSONAL DATA MANAGEMENT

This section defines the main principles concerning personal data management in Circle U. whose prime responsibility lies in each university members. At this moment, Circle U. as legal entity does not collect, manage or process any personal data. In the implementation of the actions they are responsible for, each university has thus the exclusive responsibility for processing personal data in accordance with the applicable legal provisions. For Circle U. activities, personal data might also refer to students.

6.1 LEGAL FRAMEWORK AND DEFINITIONS

Within the framework of their relationship, Circle U. university members undertake in principle and explicitly, each in their respective capacity, to comply with the provisions of Regulation 2016/679/EU of 27 April 2016 on the protection of individuals with regard to the processing of personal data and on the free movement of such data (General Data Protection Regulation or GDPR).

The terms used in this section have the meaning assigned to them by the GDPR.

6.2 PROCESSING OF PERSONAL DATA, PURPOSES AND LEGAL BASIS OF THE PROCESSING

Personal data are processed only in the context of the mission of Circle U. notably the establishment of a European interuniversity ecosystem with infrastructures that promote real and virtual exchanges. It is collected based on the consent of individuals.

6.3 RECIPIENTS OF PERSONAL DATA

Only Circle U. university members have access to this personal data. They have access to the personal data to the extent necessary for the performance of their duties. Access to this data is based on individual and limited access authorizations. Persons with access are subject to an obligation of confidentiality. Personal data is never transferred to third parties.

6.4 PERSONAL DATA STORAGE DURATION

Personal data processed by Circle U. university members are kept for a period in accordance with legal provisions or necessary for the purposes for which they were collected. Since the data are collected in the framework of time-limited projects, the data will be kept for the duration of the project. Currently, the Circle U. Erasmus+ project is running for 36 months as of 1 November 2020. The Circle U. ERIA project is running for 36 months as of 1 September 2021.

They may also be deleted at any time upon decision of individuals.

6.5 EXERCISING THE RIGHTS OF DATA SUBJECTS

Controllers of each Circle U. university members will ensure that they respond to requests from data subjects to exercise their rights (right of access, right of rectification, right to erasure, right to portability, right to

restriction of processing, right to object, right to lodge a complaint with the national supervisory authority and right to withdraw consent at any time).

6.6 PERSONAL DATA PORTECTION

Circle U. university members shall take appropriate technical and organisational measures to ensure adequate protection of personal data, including protection against unauthorised or unlawful processing and against accidental loss, destruction or damage. The controller shall take the necessary technical and organisational measures to ensure that the places where personal data are processed are not accessible to unauthorised persons. The controller shall restrict access to personal data to those staff members who need the data to perform their tasks.

6.7 NOTIFICATION OF PERSONAL DATA INCIDENTS

The data controllers undertake to notify any (attempted) unlawful or otherwise unauthorised processing of or access to personal or other confidential data, collected or managed in the framework of Circle U. activities. The data controller shall notify the other data controllers of the breach in question ideally no later than 24 hours after the incident has been discovered. In addition, the controller shall take all measures reasonably necessary to prevent or limit any (further) breach of security measures.

The controller shall state at least the following in its notification:

- nature of the incident
- when the incident was observed
- impacted data
- measures taken directly to limit further damage
- when the incident ended
- structural prevention measures for the future

The controller shall notify data leaks that fall under a legal notification obligation to the competent supervisory authority within the legal deadlines.

6.8 OBLIGATION AT THE END OF THE PROCESSING OF PERSONAL DATA

The parties agree that, shall the collaboration between them be terminated, the personal data processed will be permanently deleted.

6.9 REFERENCES IN EACH UNIVERSITY MEMBER

- Aarhus Universitet: https://international.au.dk/about/profile/privacy-policy
- Humboldt-Universität zu Berlin : https://www.hu-berlin.de/en/hu-en/imprint/data-protection-statement
- King's College London: https://www.kcl.ac.uk/research/support/rgei/research-ethics/kings-college-london-statement-on-use-of-personal-data-in-research
- UCLouvain: https://uclouvain.be/fr/uclouvain-et-vie-privee.html
- Università di Pisa : https://www.unipi.it/index.php/documenti-ateneo/item/12721-privacy-policy

- Universität Wien: https://dsba.univie.ac.at/fileadmin/user_upload/p_dsba/datenschutzerklaerung_websites_V04_26062020_EN.pdf
- Université de Paris :
- Universitetet i Oslo: https://www.uio.no/english/for-employees/support/privacy-dataprotection
- Univerzitet u Beogradu

7 MANAGEMENT OF INTELLECTUAL PROPERTY

This section defines the main principles concerning intellectual property management linked to Circle U. activities. At this moment, expected results are linked to the actions developed in the projects funded by the EU. Therefore, this section compiles the information provided in the grant agreements with the European Commission.

7.1 PRE-EXISTING RIGHTS AND ACCESS RIGHTS TO PRE-EXISTING RIGHTS

Where industrial and intellectual property rights (including rights of third parties) exist prior to the projects, Circle U. university members shall establish a list of these pre-existing industrial and intellectual property rights, specifying the owner, any persons that have a right of use and any restrictions or encumbrances on their use or the granting of access rights. Circle U. university members may include new industrial and intellectual property rights developed outside but during the projects.

Such a list has not been established previously as it was not deemed relevant before starting the projects.

Circle U. university members must give access to any pre-existing industrial and intellectual property rights to other Circle U. university members where such access is needed for the implementation of the projects and to the extent that they are free to do so.

7.2 OWNERSHIP OF RESULTS AND RIGHTS OF USE

The results of the actions led in the projects are owned by the university member(s) where the results were created. These have given the European Commission and the related agencies (EACEA and REA) the right to use the results for their communication activities.

7.3 SHARED PRINCIPLES AND PRACTICES

Circle U. university members are committed to take measures to implement the principles set out in Points 1 and 2 of the Code of Practice annexed to the European Commission Recommendation on the management of intellectual property in knowledge transfer activities, namely:

- Develop an IP policy as part of the long-term strategy and mission of the public research organisation, and publicise it internally and externally, while establishing a single responsible contact point
- In this policy, provide clear rules for staff and students regarding in particular the disclosure of new ideas with potential commercial interest, the ownership of research results, record keeping, the management of conflicts of interest and engagement with third parties

7.4 REFERENCES AT EACH UNIVERSITY MEMBER

- Aarhus Universitet: https://international.au.dk/about/organisation/index/6/67/67-03/au10/
- Humboldt-Universität zu Berlin : https://www.hu-berlin.de/en/research/transfer/patente_lizenzen/pl_pat_rec_html
- King's College London: https://www.kcl.ac.uk/governancezone/research/intellectual-property-commercial-exploitation-and-financial-benefit

- UCLouvain:
- Università di Pisa :
- Universität Wien: https://transfer.univie.ac.at/en/tech-transfer/inventions/ip-protection
- Universitetet i Oslo: https://www.uio.no/english/about/regulations/research/intellectual-property/
- Université de Paris :
- Univerzitet u Beogradu: http://www.ctt.bg.ac.rs/en/documents

8 BRAND MANAGEMENT

This section defines guidelines for the use of the Circle U. “brand” by its individual partners and, when relevant by its associated partners, for actions within the public domain. It should encourage partners to bring to wider attention Circle U. and all it represents in the landscape of higher education and research, and as much as possible utilise the “brand” to support and further the work of Circle U.

8.1 CIRCLE U. LOGO

The letter “C”, the letter “U” and a full stop. All as geometric shapes. By associating this name with this logo, Circle U. wishes to place the students at the heart of the project. The coloured version of the logo uses red and blue present in the graphic identities of the member universities. The forms, on the other hand, are arranged in a dynamic and inclusive design that reflects the fundamental values and ambition of the alliance: to create a truly inter-European campus in which the student is the meeting point of the seven universities.

8.2 USE OF CIRCLE U. “BRAND”

An university-led initiative may be branded as a Circle U. initiative if it satisfies the following cumulative criteria:

- builds on, or aims to contribute to Circle U.’s vision and mission
- be promoted as a Circle U.-related action
- involves at least two universities of Circle U.

For initiatives led by individuals, their “home” university will be responsible to ensure the guidelines defined in this section are applied. For initiatives led by associated partners, the related university, with the support of Circle U. office, will be responsible to ensure the use of Circle U. is compliant with the guidelines.

8.3 USE OF CIRCLE U. LOGO AND ITS VARIATIONS

The logo is the key visual identifier of our alliance and should be displayed consistently and in the correct manner at all times. The logo is made up of:

- the Circle U. symbol in colour,
- the name “Circle U.” in black,
- the reference to “European University Alliance” in black.

These three elements are the basis of Circle U. identity and must be used consistently. The logo cannot be recomposed at any time.

Our logo is strongest when surrounded by plenty of space, and with no other elements interfering with or distracting attention from it. Although no safety margin has been included in the logo, please ensure that no other text or graphic elements fall within this area.

The minimum size of the logo is 19 mm wide (224 pixels) with a we recommend using a safety margin of 4 mm on each side of the logo.

We recommend to use the logo in colour on white background. On coloured background or on an image, the negative version of the logo can be used. The logo would either display the Circle U symbol in colour and the two other elements in white, or the three elements in white. A greyscale version can also be used when appropriate.

The Circle U. symbol can be used alone in communication where the Circle U. identity is already displayed. The Circle U. symbol would be thus used as an additional graphic element.











8.4 MISUSE OF CIRCLE U. “BRAND”

Reflecting our ways of working as described in the cooperation principles, we aim to remain open to dialogue where a misuse, misrepresentation or abuse of the “brand” appears to occur whether by partners or non-partners. We aim never to have to resort to legal actions and will first encourage dialogue and “amicable resolution” wherever possible.

In the very unlikely event that the Circle U. brand is found to be misused or misrepresented, the Management Board will raise any concerns with the partner involved. If misuse of the brand continues, following written request from the Board to withdraw the brand, it will remain at the discretion of the Management Board to take appropriate measures.

8.5 USE OF THE EUROPEAN COMMISSION COMMUNICATION PACKAGE ON EUROPEAN UNIVERSITIES INITIATIVE

Circle U. being until further notice one of the 41 European University Alliances selected by the European Commission to be part of its European Universities Initiative (https://ec.europa.eu/education/education-in-the-eu/european-education-area/european-universities-initiative_en), it has been asked by the European Commission to use the visual identity of this initiative available in the six languages of Circle U. The above guidelines for the Circle U. brand also apply for the visual identity of the European Universities Initiative.

LIST OF ANNEXES

- Circle U. revised AISBL Statutes (November 2021)
- Circle U. Consortium Agreement (October 2020)
- Circle U. Online Terms of Reference (April 2021)
- Circle U. Student Union Terms of Reference (March 2021)
- Circle U. Chair Academy Terms of Reference (October 2021)

Circle U. Monitoring, Evaluation and Learning (MEL) Strategy

1 Introduction

Why monitoring and evaluation is important for Circle U.

1.1 Circle U. aims to enhance the knowledge, skills and mindsets of its students and staff through transnational learning experiences to collectively tackle the central challenges that Europe and the world face. In its initial 3-year pilot phase, Circle U. will evolve through a process of exploration and experimentation, generating new ideas to test the assumptions needed for change to happen, embracing its successes and learning from its challenges as opportunities for adaptation to guide Circle U's long-term vision and strategy, as well as provide useful insights to other alliances in the European University Initative, and contribute to shaping the European Higher Education agenda.

1.2 In times of constrained resources, it is vital that funds are spent wisely to ensure maximum value, and decisions are built on evidence of what works and what doesn't. Good quality monitoring and evaluation (M&E) information will be vital for making and communicating decisions relating to the activities of Circle U.'s seven work packages to ensure what we are doing benefits the partner institutions, staff and its students. Embedding learning within the M&E framework will help to ensure lessons are learnt beyond understanding what has happened to asking why it has happened, and how. It will ensure we are accountable to our funders, partners and service users.

1.3 The M&E framework will ensure that Circle U. activities are aligned to the project's long-term goals, and that plans for M&E are effectively delivered. The high-quality evidence generated through M&E activities will build on the theory of change developed in consultation with project stakeholders at all partner universities and be used to test the assumptions or underlying beliefs about the project. High-quality M&E evidence will enable progress to not only be tracked, but used to create knowledge needed to iteratively learn and adapt, and help to identify the barriers or risks to successful delivery. It can facilitate improved project management, enhance communication between stakeholders, increase participation and provide evidence for policy influencing.

1.4 In this strategy, monitoring and evaluation is defined as the following:

- **Monitoring and evaluation** is a continuous process of assessing progress against set targets through regular reviews, formal reporting and evidence of outputs delivered and milestones met, creating feedback loops to facilitate adaptation and learning. It focuses on evaluation of the design, implementation and results processes used to deliver outcomes and impacts.

2. The MEL Strategy

2.1 Ambition

The overarching goals are to ensure the generation of high-quality monitoring and evaluation evidence, which will be integrated into decision making at a senior level and delivered within a robust measurement and governance framework to understand to what extent the project is achieving and will have achieved its objectives during the pilot phase. This will provide **greater accountability** and a **strong evidence base** that will 1) capture the learnings needed to inform the future of Circle U. beyond the next three years as well as; 2) assess the impact of Circle U.'s interventions towards delivering the strategic objectives of the European Commission for the European Universities Initiative and for the future of the European Higher Education agenda. The learnings captured through monitoring and evaluation will help to strengthen Circle U. as a model of cooperation, collaboration and sustainability, linking education with research across the partner institutions.

Critical to the success of the Strategy will be:

- Project staff have the **knowledge, capacity and resources** to successfully generate high-quality M&E evidence; recognise the value of MEL to delivering and achieving Circle U.'s long-term goal and vision, and a commitment to systemic change.

- **Openness and transparency** - recognising the importance of successful collaboration amongst the members of Circle U. to the delivery of its outcomes; clarity and transparency in the development of M&E frameworks and processes and an openness to reporting and reflecting when data shows potential challenges in meeting the project's objectives

- **A culture of curiosity, willingness to learn and critical reflection** that incentivises the use of meaningful M&E evidence by stakeholders to share, discuss, learn, make informed decisions, adapt and improve performance. A learning culture that facilitates experimentation and embraces successes and failures as contributing to learning and improvement.

2.2 Objectives

To achieve the ambition, this Strategy sets out four objectives, to:

1) Establish robust monitoring, evaluation and learning frameworks for measurement (Section 3);

2) Work collaboratively and in partnership; identifying MEL champions across all partner institutions to support the collection and communication of M&E information (Section 4);

3) Create models of management and governance that allow the Alliance to learn from results to iteratively improve and adapt (Section 5);

4) Dissemination of results and learnings to internal and external stakeholders (Section 6).

3 Establishing robust MEL frameworks

3.1 An important foundation will be to establish an environment which incentivises the delivery of high-quality M&E evidence. In part, this will require a culture in which the value of M&E is emphasised and conveyed by senior management. The requirement for M&E will need to be embedded into Circle U.'s own governance structures to ensure it is and remains part of key decision-making processes.

3.2 A monitoring and evaluation framework will be designed to detect and assess whether and how change is happening within Circle U. A theory of change (ToC), mapped to the results framework, and a set of well-defined indicators aligned to Circle U. outputs (products or services resulting from project activities), outcomes (short-medium-term changes) and impacts will be developed and adopted by all alliance member institutions. Connecting these to indicators will enable project staff to assess to what extent the anticipated results are being achieved and whether the identified assumptions (underlying beliefs about the project) are valid. The results framework will consist of a set of qualitative and quantitative indicators and targets for project stakeholders to explore the long-term, sustainable outcomes for Circle U (see Figure 1).

3.3 Testing of the assumptions will be important in tracking progress at each stage of the ToC, alongside the results framework, which will serve as a monitoring tool for the project during its pilot phase. In addition, monitoring will provide frequent feedback so that work package activities can be adapted when necessary (see Section 5).

3.4 Indicators will help to measure progress and change across the Circle U. work packages. Data collected should not be limited to them alone and should be captured on areas including unintended results (positive and negative) and external factors affecting work package activities. Developing indicators will be based on an assessment of what data will be most useful to the work packages and their own activities. Each indicator in the results framework will be developed through consultation with relevant project staff to:

- determine the types of data required (qualitative or quantitative), assess the need for baseline values, targets and milestones and, where feasible and applicable, disaggregated data.
- decide the methodology for measurement sources of data, tools, frequency of data collection, roles and responsibilities, and reporting mechanisms. Detailed information on methodologies will accompany each indicator and provide guidance to those responsible for data collection.

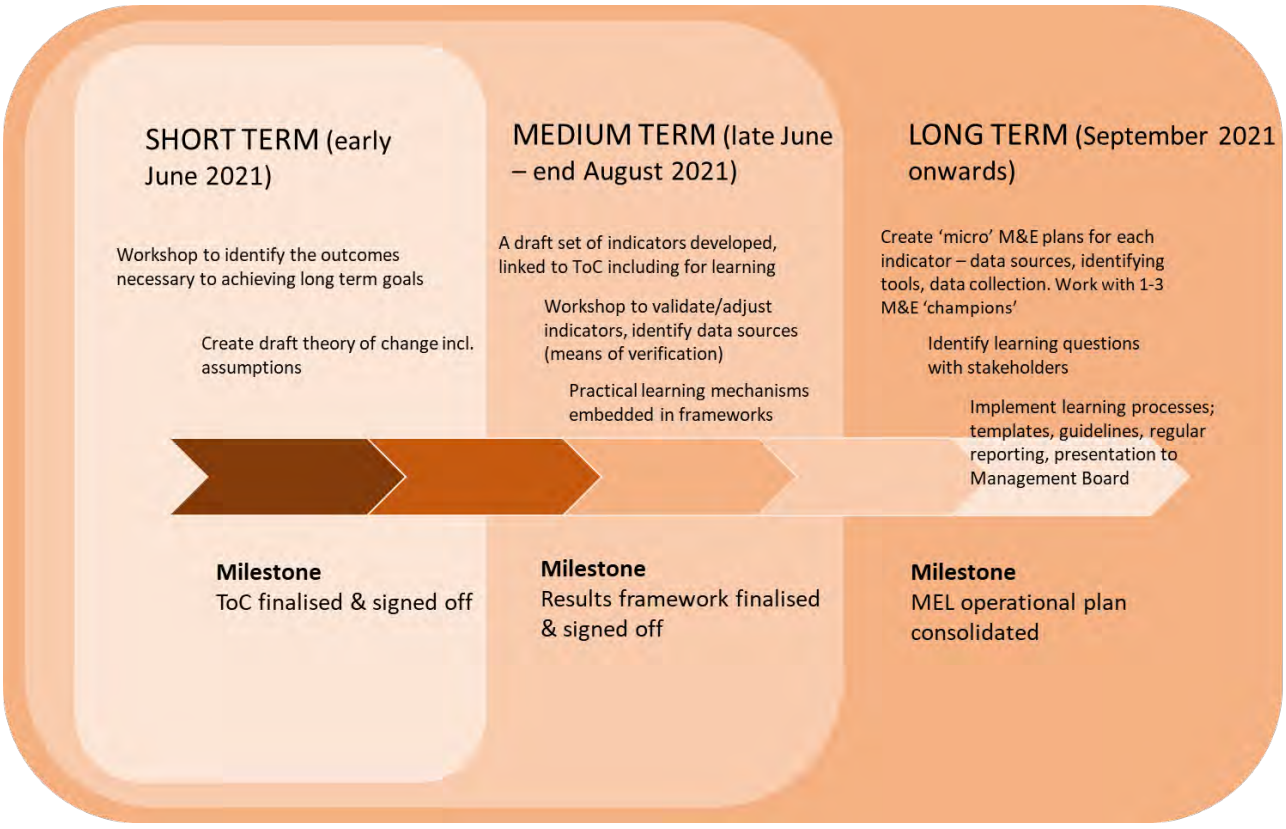
3.5 Learning questions will be developed in collaboration to establish what wider external stakeholders will want and need to know about the project. Clear questions set early on will help to set the agenda for both monitoring and evaluation, by guiding the prioritisation of indicators to

be measured and data to be collected. As the project progresses, new and different learning questions may supersede those originally identified.

3.6 Large amounts of data will be collected by partners through M&E activities over time and sent to the Senior MEL Officer, that will need to be properly stored, processed, and shared. Data and knowledge management will help to facilitate its use by project stakeholders, and scoping will be conducted to select the most appropriate platform(s) following the establishment of the results framework.

3.7 Developing the frameworks will be a consultative and iterative process that will draw on the experience and insights of staff and students across the partner institutions. The M&E framework will require time and input from project stakeholders and iteratively evolve over time as progress is assessed, adapted and improved. It is important that theories of change and results frameworks are seen as hypotheses about a project since results are difficult to predict.

Figure 1 Timeline of key activities and milestones



4 Working collaboratively and in partnership

4.1 The Senior MEL Officer will work closely with partner institutions and their respective work package leads to build the evidence to guide their activities. This will be led by King's College London with the active involvement of project staff and student representatives across partner institutions during the design and development stages of the theory of change and accompanying results framework.

4.2 Effective monitoring and evaluation in Circle U. will need strengthened capacity and incentives for project staff and is often closely aligned to project management. Project staff may need support to understand the nature and value of evidence, and incentives to take risks and be inquisitive when collecting and analysing data. Data collection will not be just for the purpose of submitting donor deliverables therefore a good technical support system will be essential for strengthening M&E capabilities in the work packages. This will be provided by the Senior MEL Officer and supplemented by a small network of M&E champions based across the partner institutions. Enhanced capacity of project staff and a supporting environment will help to improve the quality of data collection, and analysis and subsequently the certainty of results.

4.3 A key component of successful M&E is a supporting environment in which open and honest communication is encouraged when collecting, analysing, sharing and reporting information. Good communication flows will ensure that feedback on decisions made at senior level are fed back to work packages and demonstrate how the information they provide is used. Informal, regular review mechanisms will provide opportunities for work package leads to comment on their data and resulting analyses, to build a greater sense of ownership.

5 Iterative learning

5.1 During this pilot phase, M&E evidence will be analysed, shared and used for the purposes of accountability, learning and decision making. A culture of M&E in which learning and risk-taking is embraced will be essential to success.

5.2 Data on its own requires analysis and presentation in an accessible format before it can be useful for review and adaptation. For each of the work packages, making sense of the data once it has been collected will be a key priority. Monitoring will provide regular feedback for work package leads and enable decisions to be made to improve sample sizes or methodologies for data collection, and analysis.

5.3 Processes will be put in place for conducting regular and comprehensive, internal, data-informed evaluative reviews, which will be critical for ensuring data from monitoring is used for learning and to inform decision-making. These will help leads to develop conclusions and provide spaces to review and analyse evidence and openly discuss successes, failures and lessons learned in a safe environment. WP Leads and their networks will be incentivised to incorporate learnings from the MEL framework and adapt the project, work package activities and processes in an agile and iterative way, allowing for learnings to be incorporated into effective, responsive and agile project management. The learnings will feed back directly into the MEL system, including the learning questions and results framework, and help to facilitate improvements and adaptations. This will allow for the assumptions set out in the theory of change to be continuously tested to understand whether its hypotheses are valid or not, and make changes where needed. Progress against output and outcome indicators will be shared

and discussed via the Secretary General and the WP Leads Network and escalated to senior leadership and/or the Management Board where necessary.

5.4 Reporting will be critical to achieving accountability and learning. This will require engaging with key stakeholders to determine their needs and expectations for reporting. They are also an opportunity for learning and should be integrated with reviews to make reports more meaningful. Results reports will be produced quarterly, mid-term and yearly and be discussed with the Management Board and presented to the General Assembly. A summative report resulting from external evaluation is anticipated at the end of the pilot project.

6. Disseminating and learning from results

6.1 Reporting and knowledge sharing - consolidating and translating data into knowledge for reports - will facilitate learning along the reporting chain, as well as for stakeholders and wider audiences. While M&E for accountability is often focused on the achievement of results (outputs and outcomes), learning includes understanding the processes for how and why different results have been achieved. This will provide valuable insight into how results can be replicated or enhanced for the future.

6.2 Good monitoring requires a strategy for the dissemination of findings, as well opportunities to discuss and learn from findings. Formal reports are just one way of sharing insights with stakeholders, and these will be considered and tailored accordingly in line with different audiences.

6.3 Evaluations or impact assessments conducted externally can offer more in-depth exploration of performance and results than project-level monitoring, as well as bring an outside perspective to help add credibility. Internal reviews and evaluations should complement one another and help provide knowledge that will be of interest to wider audiences interested in Circle U. Evaluations and impact assessments can also answer learning questions not answered through the M&E framework, and further research can help to better understand how change happens in particular areas.

6.4 A case for a summative evaluation at the end of the pilot phase will be assessed and proposed. Evaluations (summative) will have an accompanying communications and dissemination strategy, which will include sharing of findings with the other EUI Alliances, via (but not solely) the FOREU forum, policy briefs to inform decision-makers on key messages and recommendations; webinars or events; presentations at conferences, international forums and workshops.

7 Next steps

This Strategy sets out the Circle U. ambition for monitoring and evaluation during its pilot phase. It provides a broad road map that will allow for constant monitoring and evaluation, and adaptive project management. It will be refined over time, and progress reviewed regularly. For success, a high level of commitment amongst project stakeholders, senior level staff and management is needed.

A key milestone will be the completion of the theory of change, results framework and learning questions and delivery to key project stakeholders during summer 2021.

Annex 4

CIRCLE U. LOGIC MODEL

Enabling infrastructure

- Governance and management, including QA and MEL
- Inter-operable ICT
- Communications and dissemination strategy and infrastructure
- Circle U. Chairs and Academy
- Support service and networks for bids and implementation of research and educational projects
- Collaboration among administrative and technical staff for agile cross-institutional operations

Programmatic interventions

- Research into, and promotion of, effective approaches to Open Science and Open Education
- Framework and infrastructure to enable mobility – physical and virtual - including for students and staff with fewer opportunities.
- Opportunities for students and staff to come together across disciplines and engage with external actors in policy-related learning and activities - including through the Open School of Public Governance
- Challenge-based activity - including mentoring, networking and courses - for student innovation, with a particular emphasis on women
- Infrastructure for collaboration between students, staff and partners from civil society, the private and public sectors, to co-create learning opportunities, knowledge through inter-disciplinary research, and solutions - including through Knowledge Hubs
- Research and trialling of innovative educational models - including approaches to multilingualism – including through the Think and Do Tank
- Support for students less likely to enrol and/or at risk of dropping out

Outcomes

- More inclusive Circle U. student communities
- Increased, substantive international exposure of students and staff, physically and virtually
- Increased collaboration within and across universities and with outside sectors
- European Education Area and European Research Area influenced by new approaches to mobility, pedagogy, and education and research cooperation successfully trialled through Circle U.
- Sustainable education solutions, incubated by Circle U, widely adopted in Circle U. institutions
- Circle U. profile attracting wide attention and opening up valuable opportunities

- Solutions designed to contribute to sustainable futures* for Europe and the wider planet are created through Circle U. collaborations with outside sectors
- Students and staff have the skillset – including multilingualism - mindset and values to cooperate across disciplines, sectors and national borders, to innovate and contribute to sustainable futures* for Europe and the wider planet
- Policies designed to contribute to sustainable futures* for Europe and the wider planet are developed with Circle U. input

Impact

1. Diverse Circle U. alumni, and Circle U-developed or influenced solutions and policies, contribute to a more healthy, peaceful, sustainable, democratic and prosperous Europe and the wider planet.
2. Higher education institutions beyond Circle U. adopt appropriate reforms based on Circle U. innovations.

* “Sustainable futures” is shorthand for the second part of impact statement #1

Circle U.
European University Alliance

RESULTS FRAMEWORK

IMPACT 1	Impact Indicator 1
Diverse Circle U. alumni, and Circle U-developed or influenced solutions and policies, contribute to a more healthy, peaceful, sustainable, democratic and prosperous Europe and the wider planet	% of Circle U alumni, disaggregated by sex/gender and other demographics of interest, working in specified sectors within three years of graduating.
	Impact Indicator 2
	# adopted policies in specified areas where influence of Circle U. research and/or dialogue can be evidenced.
	Impact Indicator 3
	# adopted solutions in specified areas that were developed through Circle U. collaborations with outside sectors
IMPACT 2	**Impact 2 Indicator 1**
Higher education institutions beyond Circle U. adopt appropriate reforms based on Circle U. innovations	# adopted reforms by higher education institutions (beyond Circle U) where Circle U. innovations can be evidenced
OUTCOME 1	**Outcome 1 indicator 1**
Solutions designed to contribute to sustainable futures* for Europe and the wider planet are created through Circle U. collaborations with outside sectors	# solutions created in specified areas through Circle U. collaborations with outside sectors (incl. those with city administrations and university hospitals – D4.2)
OUTCOME 2	**Outcome 2 Indicator 1**
Students and staff have the skillset – including multilingualism - mindset and values to cooperate across disciplines, sectors and national borders, to innovate and contribute to sustainable futures* for Europe and the wider planet	# students and staff who report and/or demonstrate substantive change in specified cognitive and affective areas
OUTCOME 3	**Outcome 3 Indicator 1**
Policies designed to contribute to sustainable futures* for Europe and the wider planet are developed with Circle U. input	# of policy dialogues involving Circle U teams that embed clear traces in further stages in policy development
OUTCOME 4	**Outcome 4 Indicator 1**

More inclusive Circle U. student communities	Composition of student communities along relevant demographics
	Outcome 4 Indicator 2
	Drop-out rates among relevant demographics
	Outcome 4 Indicator 3
	# students - among relevant demographics - surveyed who report expectations of inclusion exceeded
OUTCOME 5	**Outcome 5 Indicator 1**
Increased, substantive international exposure of students and staff, physically and virtually	% a) students spending at least one term b) staff spending at least 2 days at a university in another country
	Outcome 5 Indicator 2
	% students participating in classroom-based virtual exchanges with students from a university in another country
	Outcome 5 Indicator 3
	% staff participating in virtual thematic seminars, workshops and conferences between universities in another country
OUTCOME 6	**Outcome 6 Indicator 1**
Increased collaboration within and across universities and with outside sectors	# collaborations a) between departments in the same uni; b) between different unis in Circle U; c) between Circle U teams and external organisations disaggregated by type
OUTCOME 7	**Outcome 7 Indicator 1**
European Education Area and European Research Area influenced by new approaches to mobility, pedagogy, and education and research cooperation successfully trialled through Circle U.	# substantive proposals/changes in each Area where there is reliable evidence of the influence of Circle U experience.
OUTCOME 8	**Outcome 8 Indicator 1**
Sustainable education solutions, incubated by Circle U, widely adopted in Circle U institutions	# sustainable education solutions, incubated by Circle U, widely adopted in Circle U institutions
	Outcome 8 Indicator 2
	# of Open Science and Open Educational Resources in use in Circle U universities which were developed as part of Circle U.'s activities
OUTCOME 9	**Outcome 9 Indicator 1**
Circle U. profile attracting wide attention and opening up valuable opportunities	# downloads of Circle U key resources
	Outcome 9 Indicator 2

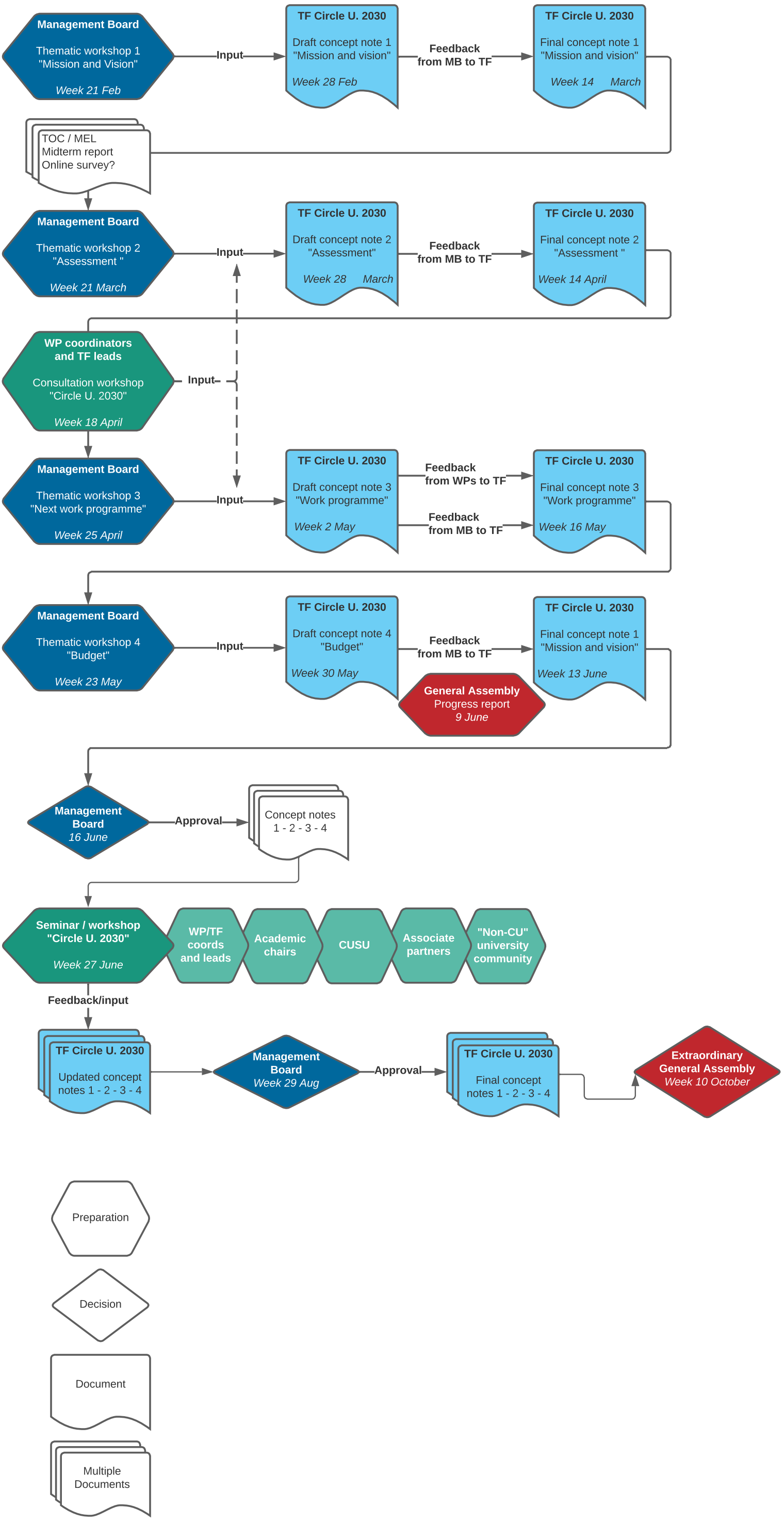
	# approaches by external institutions for more information about Circle U activities
	Outcome 9 Indicator 3
	# approaches to Circle U unis for collaboration where there is evidence that the approach stemmed from Circle U. communications
INTERVENTION 1	**Intervention 1 Indicator 1**
Research into, and promotion of, effective approaches to Open Science and Open Education	# substantive knowledge products on OS and OE (D7.13-14)
INTERVENTION 2	**Intervention 2 Indicator 1**
Framework and infrastructure to enable mobility – physical and virtual - including for students and staff with fewer opportunities.	Joint policy framework produced for sustainable and inclusive student and staff mobility (D2.1)
	Intervention 2 Indicator 2
	Joint policy and procedures for recognition of student status, credits and grades operational (D2.3)
	Intervention 2 Indicator 3
	Shared solutions for student registration etc (D2.4)
	Intervention 2 Indicator 4
	# targeted, bottom-up physical and virtual mobility initiatives (D2.10)
	Intervention 2 Indicator 5
	# Circle U. students participating in language preparation (D2.2)
INTERVENTION 3	**Intervention 3 Indicator 1**
Opportunities for students and staff to come together across disciplines and engage with external actors in policy-related learning and activities - including through the Open School of Public Governance	# a) students, b) staff, and c) external actors pursuing policy-related learning and joint activities (D5.7-8)
INTERVENTION 4	**Intervention 4 Indicator 1**
Challenge-based activity - including mentoring, networking and courses - for student innovation, with a particular emphasis on women	# city administrations and hospitals collaborating on solutions with students through Circle U. (D4.1)
	Intervention 4 Indicator 2
	# online modules on sustainable innovation and entrepreneurship (D4.3)
	Intervention 4 Indicator 3
	# student start-ups at Circle U. universities including data on their focus and founders (sex-disaggregated) (D4.6)
INTERVENTION 5	**Intervention 5 Indicator 1**
Infrastructure for collaboration between students, staff and partners from civil society, the private and public sectors, to co-create learning opportunities, knowledge through interdisciplinary	# research collaborations initiated within Circle U. (D5.3)
	Intervention 5 Indicator 2
	# thematic seminars and public events organised by Circle U. (D.5.4)

research, and solutions - including through Knowledge Hubs	
	Intervention 5 Indicator 3
	# joint and interdisciplinary Summer Schools organised by Circle U. (D5.5)
	Intervention 5 Indicator 4
	# joint courses/ programmes developed within Circle U. (D5.6)
INTERVENTION 6	**Intervention 6 Indicator 1**
Research and trialling of innovative educational models - including approaches to multilingualism – including through the Think and Do Tank	# knowledge products and events on innovation in HE with a view to its sustainability (D6.1-3)
	Intervention 6 Indicator 2
	# study programmes at the partner universities where curricula and teaching methods are transformed to be more sustainable (D6.4)
	Intervention 6 Indicator 3
	# knowledge products and events on multilingualism (D6.5)
INTERVENTION 7	**Intervention 7 Indicator 1**
Support for students less likely to enrol and/or at risk of dropping out	# student-driven bridging initiatives (D2.11)
	Intervention 7 Indicator 2
	# students participating in mentorship programmes (D2.12)
	Intervention 7 Indicator 3
	# knowledge products on inclusion and attrition (D2.13-14)
ENABLING INFRASTRUCTURE 1	**Enabling infrastructure 1 Indicator 1**
Governance and management, including QA and MEL	Work packages set up to use MEL system; system and tools jointly owned (D1.10-11)
	Enabling infrastructure 1 Indicator 2
	# and examples of MEL being used strategically (D1.10-11)
	Enabling infrastructure 1 Indicator 3
	# QA activities successfully implemented in CU/ % students satisfied
ENABLING INFRASTRUCTURE 2	**Enabling infrastructure 2 Indicator 1**
Inter-operable ICT	# key areas of cooperation facilitated by inter-operable ICT (D2.5-2.8)
ENABLING INFRASTRUCTURE 3	**Enabling infrastructure 3 Indicator 1**
Communications and dissemination strategy and infrastructure	# students, staff and external partners engaged in a) CU events and b) comms/knowledge products (D7.11-12; D6.2)

ENABLING INFRASTRUCTURE 4	Enabling infrastructure 4 Indicator 1
Circle U. Chairs and Academy	# staff and students engaged in CU activities (D3.3)
	Enabling infrastructure 4 Indicator 2
	# events organised by the Chair Academy; and % of which are reported to be valuable by surveyed participants (D3.5)
ENABLING INFRASTRUCTURE 5	**Enabling infrastructure 5 Indicator 1**
Support service and networks for bids and implementation of research and educational projects	Usage of shared research infrastructures (D7.4)
	Enabling infrastructure 5 Indicator 2
	# seed funding projects submitted/awarded (D7.5)
	Enabling infrastructure 5 Indicator 3
	# number of Erasmus+ and Horizon projects submitted/awarded (D7.5 and D5.3)
ENABLING INFRASTRUCTURE 6	**Enabling infrastructure 6 Indicator 1**
Collaboration among administrative and technical staff for agile cross-institutional operations	# substantive cross-institutional collaborations between designated groups of admin and technical staff

Annex 5

Circle U. 2030 - Preparation process overview



Annex 6

CIRCLE U. 2030

ASSESSMNT OF THE PILOT PHASE – KEY OUTCOMES

Version 5 (29 June 2022)

Circle U.
European University Alliance

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Circle U.
European University Alliance

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Context of the note:

The note integrates most of the elements of discussion on the "building blocks" of our alliance, that emerged in the joint Management Board and CUSU workshop (22 April 2022), as well as in the consultation of the academic chairs (30 May 2022) and the working session with the rectors and presidents (9 June 2022). Since not all "building blocks" have been discussed in-depth during the workshop, the authors have also included some additional analysis and proposals that mainly reflect their personal views. Those elements have not been discussed or agreed by the TF.

We propose to open up the discussions and reflections to the staff members involved in the various WPs to have their views on the future of our "building blocks" that could be included in the next application.

The reported challenges should not be taken as any kind of critics against the many colleagues engaged and committed to Circle U, and their actions. The aim is to bring out from different perspectives, strengths, weaknesses and proposals for pursuing our ambitious work.

The different elements collected will then be analysed by the TF Circle U. 2030.

The analysis of the eight building blocks is split into "successes", "challenges" and "proposals" for each block. Points are not listed in order of importance. This building block structure should not discourage those writing the next application from restructuring, removing or creating building blocks.

ENABLING STRUCTURES

1 SUSTAINABLE & INCLUSIVE MOBILITY

1.1 SUCCESSES:

- **Physical mobility:**
  - The **Circle U. Erasmus+ multilateral agreement** has been signed (5 semester places per university for ongoing students and 5 others for incoming students). Although the number of semester places is relatively low, this provides a backup option in case bilateral agreements don't exist between our universities, and it allows us to raise awareness of Circle U. mobility in each university.
  - **Summer Schools:** have been well planned and are on track.
- **Online mobility:**
  - For our students, we succeeded in opening **online language modules** in German, French, Portuguese and Arabic (Jan.-April 2022) thanks to the commitment of King's College London professors and the support of the Blended Learning taskforce (WP2).
  - For admin staff, **two online mobility weeks** (June 2021/May 2022) were organized, mainly targeting staff of the International Relations offices.
- **Language and culture:** A **French Hub** has been set up. One of its goals is to support the mobility of students to French-speaking countries by offering French language courses. The French Hub has offered Beginners' courses for refugees students in June 2022.
- **Academic staff mobility:** mainly provided by the Chair Programme.

1.2 CHALLENGES:

- **Added value of the Circle U. funding for mobility:** what is Circle U. mobility in comparison with other forms of mobility (mainly Erasmus+ mobility)? What can Circle U. fund that cannot be funded by other programmes? There haven't been propositions on embedded mobility or short mobility schemes.
- **Physical mobility:**
  - **The numbers for students physical mobility among our university are low (see mid-term report).**
  - **The future of the Circle U. Erasmus+ multilateral agreement:** what is next? A quota of 5 semester places is not enough. Should we increase those numbers? Sometimes, the low numbers have created confusion and frustration internally. The purpose of the agreement is difficult to explain (it is a back up).
  - **Mobility is still organized at faculty level**, so the multilateral agreement was difficult to organize at many universities because it was a "trans-faculty" agreement managed centrally. Physical mobility within the alliance cannot only rest on the Circle U. multilateral agreement (too few places): how to encourage establishment of bilateral faculty agreements, despite the challenge of working in a decentralized and loose organisation.
  - **Resources:** money remains a barrier for students and has not been addressed by Circle U. (e.g. no policy of scholarships). One other way to handle it is by providing more opportunities for short and online mobility. For staff, it was sometimes unclear if they could use Erasmus+ funding or the Circle U. funding.
  - **Summer Schools:** it was not possible to provide credits to all students participating in the first session (2022). The scholarships are set up according to the Earsmus+ rates in most of our universities but the amount still differ (in Louvain for example, students get full reimbursement of their travel tickets, while at other universities they receive a fixed grant for travel).
- **Blended mobility:**
  - Not all students consider blended mobility as mobility
  - There have been several attempts to implement Erasmus+ Blended Intensive Programmes (Summer Schools, WP2, …) but to our knowledge, none of them succeeded for various reasons: the framework of the blended intensive programmes (BIP) is very tight; Circle U. didn't provide any HR support to actually implement those BIPs.
- **Communication on mobility:**
  - Because of the ambitious target numbers for mobility, the visibility of ALL mobility opportunities (not just Circle U.) is of utmost importance. So far, we have only communicated about mobility opportunities directly funded by Circle U. on our website. We need a more comprehensive, user-friendly approach: for students it is hard to understand the difference between a Circle U. summer School and Aarhus / Oslo / X summer school.
  - Events: A Circle U. Day was organized to explain the opportunities of the Circle U. Summer Schools (an online meeting of a couple of hours); 70 students attended. A clear campaign should be organised to foster all types of mobility in our alliance.
  - We need to bear in mind that virtual mobility is not a substitute for physical mobility.
- **Staff mobility:** so far, staff mobility has been either handled through the Chair Programme for a limited number of professors, or through virtual staff weeks for admin staff involved in International Relations offices.

1.3 PROPOSALS:

1. **Circle U. should offer new opportunities of "international exposure"** (not just mobility) for students: we should be able to present to students what is the "added value" of the alliance in terms of of "student journey" or "education offer". Students look for opportunities they cannot have at home.

2. **Mobility should be diversified**: we should develop several mobility formats in parallel while not loosing focus on quality rather than quantity:
   - **Exchange curricula and exchange mobility**:
     - Make proposals about the future of the Circle U. multilateral agreement
     - Make proposals about how to encourage the setting up of Erasmus+ bilateral agreements
   - **Mobility windows and embedded mobility**:
     - Partners in a network of programmes in a certain study area each organize a "mobility window" which can be followed by students of all partners in the network. Start with a pilot.
     - Fund a gap year? On the model of the EDUC alliance
     - **Embedded mobility within courses and programmes:** development of international summer schools or seminars which are embedded (compulsory for students) in the course or the programme.
   - **Flexible mobility:**
     - Develop Short & Online Mobility (SOM): under the format of micro-collaboration (see the DIONE project), propose "Circle U. Bricks" (joint one-off events, seminars, etc). The accumulation of those bricks will be recognized in credits and a Circle U. certificate could be awarded. Microcollaborations can help us increase numbers.
     - Offer "free sitting" scheme for staff mobility (academic and admin): possibility to come and work for a week or two in another university.
     - Enable more physical mobility for shorter periods, as this can be more realistic for students and staff.
     - Continue with **Summer Schools,** which can also be used to build links between KHs.
   - **Joint curricula and structured mobility:** about joint programmes which include mobility semester (such as Erasmus Mundus), we should agree on our ambitions and the number of joint programmes. We should decide on what level to offer this programme, in light of the fact that MA are already funded by Erasmus Mundus

3. **Make propositions on the recognition of mobility:** we could consider awarding a certificate to recognise students/staff who have accumulated various types of international exposure (e.g. multiple shorter mobility periods).

4. **Make concrete proposals about "internationalisation at home":**
   - Suggestion to focus on developing a global or "Circle U." classroom; it refers to internationalization at home but maybe we could transform the concept and have "CU@H"
   - About language courses / multilingualism: how to structure and mutualize a Circle U. offer?
   - The development of an offer on intercultural skills
   - Mentoring scheme for students between our universities
   - Organize joint events in sports, arts and culture, e.g. a yearly festival for students within CU, to build an academic and social community within Circle U.

5. **The alliance should have a language policy**. What does that mean concretely for the alliance in terms of mobility or education offer to be multilingual ? Does that imply that we offer language courses to our students prior mobility?

6. **Develop a common platform for ALL mobility opportunities in the alliance,** whether funded by Circle U. or not. The website could be built by the students themselves. Develop not only mobility

initiatives, but also strengthen the purpose of this mobility. Avoid viewing or presenting virtual mobility as a substitute for physical mobility.

7 **Closely monitor mobility numbers**: develop a strategy with progressive target numbers.

8 As physical mobility can give rise to environmental issues, **provide information about and incentives for green travel alongside mobility options.**

9 Bear in mind the need to ensure **the participation of all CU students**, including UK students in light of Brexit.

2 COLLABORATION ECOSYSTEM: GOVERNANCE AND OPERATIONAL STRUCTURES

2.1 SUCCESSES:

- The **Management Board is operating effectively**. Decisions are usually made by consensus, involving university leadership, project managers and CUSU. The project managers' presence in MB meetings is valuable.
- **Intra-university governance structures** are well-established and bottom-up activities are increasing.
- **Community-building** activities such as podcasts and "Circle U. cafes" have begun.
- The **operational governance** in the WPs has been established and is well running, Leads have been appointed almost in every taskforce for every university; a Who's Who has been set up; the taskforces format has helped with addressing specific topics.

2.2 CHALLENGES:

- Although the situation has evolved positively over the last months, the **MB is sometimes overloaded with project-related discussions**. If not enough time or preparation is dedicated to strategic decisions, no decision can be taken, meaning that the rest of the alliance lacks direction. Processes for **urgent decision-making** are not systematised (cf. position on Ukraine).
- **Subsidiarity:** sometimes, WPs are left to decide on their own but feel that they are stuck because they lack guidance. Sometimes WP coordinators were invited to the MB so that the MB could take decisions, but they were invited too late for the WP to reorganize the activities according to the decision taken (cf. WP4).
- **The role of WP1:** until the arrival of the Secretary General, little discussion took place on the role of WP1 Leads. Due to various profiles and types of contracts (some working full-time on Circle U., others part-time), they didn't seem to share the same missions / responsibilities. Their role of structuring the Circle U. alliance in their own university and involving internal communities was essential. WP1 Leads sometimes felt that they lacked information on the advancement of the WPs / deliverables and couldn't anticipate delays or redirections.
- **Information flows between CUSU and other parts** of Circle U. is sometimes insufficient.
- **Chairs** have a central role in Circle U., but **no role in the governance structure**. The Chair Academy has not served this purpose yet.

- There has been very few cooperation with **Associated Partners**, although they are nominally part of the governance structure.
- **WPs tend to work in silos** and there are **not always sufficient connexions between Circle U. platforms**. Although WP coordinators' meetings have been set up to discuss transversal issues, there is still some lack of coordination among the WP activities. For example, there could be more dissemination of good pedagogical practices developed in WP2 and WP5 through WP6 (T&DT).

2.3 PROPOSALS:

1 **Clarify the roles**:
   - o Develop more precise "job descriptions", including for WP Leads, Coordinators, Chairs, Associated Partners, General Assembly and those participating in Task Forces (TFs). Provide appropriate guidelines and training. Distinguish between the roles of Leads and Coordinators vs. Chairs and acknowledge that Coordinators are also responsible for strategic decisions; they are not just administrators.
   - o Clarification of governance roles is also needed for the President, Secretary General, Chair of the Management Board.
   - o We should reflect on the workload allocated by each WP1 Leads to CU.
   - o If possible, ensure continuity between those writing the WP content and those coordinating it afterwards.

2 Suggestion to have the **General Assembly** to meet more systematically but virtually and on specific topics

3 Establish a process for **urgent decision-making**

4 **Have the Chairs to contribute in the governance structure**: consult Chairs on different ways of doing this; either define the Chair Academy or reconsider whether we need it; recruit new Chairs via transparent calls.

5 **Broad agreement on the necessity to have the middle admin management of each university involved** (e.g. Director of Education Services, Director of IT services, …)

6 **Reconsider the number, remit and transversality of WPs and TFs** and ensure good connexions between them, implementing mechanisms to use synergies and avoid silos. To do this, both the missions of the platforms could be refined and the communication circuits between the platforms could be specified. Academic staff should be better aware of admin support available.

7 **Reduce the number of deliverables**, focus on deliverables that mobilize engagement among our communities and make space for longer-term, more strategic and creative thinking at a slower pace. We are an alliance and not a project, so we should not be steered only by deliverables.

8 **Allow for variable geometry**: decisions on transversal topics must be made inclusively, but allow options for smaller constellations of unis to work on pilot projects.

9 **Consider the potential role of Associated Partners in governance** and in co-creating content in Circle U.; consult partners on their potential role and create mechanisms for cooperation which have added value for both Circle U. and partners.

10 **Representation:** student representation should cover both political and academic aspects. Consider whether CUSU fulfils this role. Improve and systematise information flows between CUSU and the MB. Consider establishing a structure for enhanced representation of early-career researchers in Circle U.

11 **Create a transversal governance structure for IT** issues which brings together IT experts and project coordinators and makes strategic decisions. Allocate budget to specific IT activities, not just

to “IT”. Agree on a strategic vision for IT in Circle U. and a common definition of the “virtual campus” at MB level or above.

3 COMMUNICATION AND DISSEMINATION

3.1 SUCCESSES:

- **Well-functioning comms tools**: website, monthly Newsletter, Twitter, LinkedIn
- A **communication and dissemination strategy** has been elaborated and agreed by WP7
- A new WP7 coordinator was hired (March 2022) working only on WP7 within the project
- Several **dissemination events organized**, e.g. extension event (March 2022), meeting with MEPs at the European Parliament (March 2022), first National Conference organized in King’s College London (May 2022).

3.2 CHALLENGES:

- **Several overlapping structures** with different or the same participants, depending on each university: WP7 / Comm group. It remains somehow challenging to understand who is doing what.
- WP7 has **many, largely unrelated missions**: sharing of research infrastructures, training in open education, support for open science, communication and dissemination. The WP7 coordinator and leads cannot have skills in all of those domains.
- Communication between the Comm group and the internal communication services of each university remains challenging.
- Realizing that Circle U. comm is not enough (the website is not very well-known), we need **very good internal communication** as well.
- Lack of clarity about the role of the WP7 Leads and Comm Officers: their role is not just to discuss Circle U. communication but **to be the relay** of the Circle U. opportunities in their own university.
- **Some aspects** of an efficient communication strategy **are lacking**:
  - Visual identity (for posters, instagram, etc)
  - Roll up & Goodies
- **Anticipation**: communication shoud be planned well in advance of the respective event; this was not done e.g. for Summer Schools.

3.3 PROPOSALS:

1. **Circle U. needs to become a “brand”,** a community, with clear advantages to being involved
2. **Need for human resources on comms:** a communication manager full time, entirely dedicated to communication of the alliance (not all the aspects of WP7)
3. **Need to rationalize WP7** and its missions (too many different tasks)
4. **Need to clarify the role of the communication officers** involved in the comm group: they are leaders who communicate about Circle U. in their own university.

5 **Need for a media strategy** for the alliance: what media? Who is going? How to agree on messages?

6 **Communication should be considered and reinforced in terms of target audiences**, not in terms of deliverables (see Mobility). Our communication channels should include any relevant information for our target audience. The question is not “is this funded by Circle U.?” But “is this useful to our students or staff?” An editorial committee can decide how to answer this question and regulate the choice of channels and the amount of communication that is acceptable. A separate (but linked) platform for mobility opportunities could be created.

7 **The project’s activities need to be thought out according to a timeline**: if there are too many activities at the same time, communication becomes tricky and opportunities are lost in the flow.

4 BUDGET/RESOURCES FRAMEWORK

4.1 SUCCESSES:

- A treasurer has been hired by Oslo.
- The financial part of the mid-term report has been written.
- An agreement has been reached on the calculation of the mobility scholarships for the Circle U. Summer Schools

4.2 CHALLENGES:

- At mid-term of the project, the Circle U. budget coming from the EU has been highly underused (around 20-30% of it has been used)
- Finance departments in each university need to be involved in the project so that Circle U. can benefit from their knowledge and experience. WP1 Coordinators are not financial officers.
- Chairs are not equally supported financially in all universities (co-funding).

4.3 PROPOSALS:

- Priorities in terms of **sources of funding**:
  - Agreement to consider membership fees but it should be less than the fees of The Guild (<45.000 EUR)
  - With the development of CU office and the fees, some rectors suggested to adopt a stepwise approach
  - Need to have a complete picture about the different fundings available/possible
  - Requires trust, transparency and acceptance of assymetries (we want equal involvement in management but accept inequalities in funding to tailor to the specific realities of universities and their level of external funding)
  - There needs to be a match between ambition and budget
- Priorities in terms of **activities**:
  - Central office with a few people (stepwise approach). Office could be located in Brussels close to the Guild etc. (see cost implications). Potential missions:

        - Support for the platforms (Hubs, Open school, Think and Do Tank)
        - Support for the chairs
        - Support for the coordination (see current fatigue)
        - Support for seedfunding
    - We need to look at the personnel cost and activity costs and take into account any ratio imposed by the European Commission
- **Ways of managing fundings:**
    - Clear agreement that we should reinforce CU "central" office through the AISBL
    - See most optimum way to finance collaboration with King's

ACTIVITIES

5 ACADEMIC CHAIRS

5.1 SUCCESSES:

- Fundamental, innovative and **distinctive element for CU**, compared to other alliances
- Chairs have been **appointed according to the planned timeline**
- The chairs are very **enthusiastic about their role** in Circle U. and they can see the potential for developing teaching, learning and research activities with a bigger impact than if they were working alone. They see that the **Chair Academy** has the potential to create unity, facilitate communication and act as a prestigious organisation that helps Chairs develop individually and as a group.
- Chairs have been **involved in the Circle U. deliverables** (top-down) and have also **proposed and initiated their own projects** (bottom up), being the drivers and enablers of CU ecosystem.
- The **link between Erasmus+ and ERIA**: the Chairs have been made aware since the beginning of the activities going on in their respective KHs in the ERIA project. WP5 Erasmus+ and WP3 ERIA are led by the same person and ERIA was discussed during WP5E+ meetings. Some of the Chairs participate in the ERIA activities in the KH.

5.2 CHALLENGES:

- **The selection of the Chairs:** a call for applicants was drafted by WP3, as our application stated that we should have a shared call within all institutions. However, some universities used it and others did not. Some Chairs were designated by the top management of the university, some others went through a selection process. The applications were not discussed among partners but remained under the sole responsibility of each university. As some universities didn't use the call for applicants, it was difficult to say "no" to some candidates, which led to having more chairs than planned and created "imbalance" across partner universities.
- **The role of the Chairs:** although the expected role of the Chairs was described in the call, the communication about their role was not necesserly consistent across partner universities. While some chairs were informed about the deliverables of the WP to which they would "belong", others were not. The role of the Chairs was still unclear: were they supposed to implement Circle U. deliverables or were they free to propose any project? The role of the Chairs in the Circle U.

governance remains unclear. Chairs said that they are **overwhelmed by the number of deliverables** and ask for more focus and more room for creativity.

- **Commitment:** the Chairs have been recruited among permanent staff to dedicate 20% of the working time to Circle U. However, considering the workload of those academics, it remains very challenging for the Chairs to actually spend 20% of their time on Circle U.
- **External and internal visibility:** some universities have had problems with making their Chairs visible in their internal space. Some others have asked their Chairs to undertake a Leader role internally by putting them at the head of internal networks.
- **Chair Academy:** the "identity" and goals of the Chair Academy remain somewhat unclear. Chairs say that they do not understand what the Chair Academy is for. Originally, the Chair Academy was in the governance scheme of Circle U., similar to a Scientific Advisory Board. But the Chair Academy was withdrawn from the governance scheme. No Chair representative was elected because there were no volunteers.
- **Research** should be at the core of what Chairs bring to the alliance, but this has not always been the case.

5.3 PROPOSALS:

1 **Clarify the Chair Programme on several points:**

- **Selection process:** is it a joint process at Circle U. level, a coordinated process or specific process in each partner university? Is it an appointment or a selection process? Do we keep the current chairs?
- The **number of (new) Chairs** is less important than the development of current Chairs. Can we have flexibility in numbers per university? Do we extend the concept to student Chairs and associate partner Chairs?
- **The role of the Chairs** should be clarified, starting with what was written in the first call but getting rid of any ambiguity. Ensure Chairs anchor Circle U. sustainably in their institution and establish intra-university networks – and include these tasks in role description. We should reinforce inter-and trans-disciplinarity, combining approaches and points of view, building bridges with external stakeholders and clarifying the Chairs' role with relation to these stakeholders. In parallel, the role of the other academics that do not hold a chair (the Leads and beyond) should be clarified. The relationship of the Chairs to the WPs should be re-thought: do we need this link ?
- **Focus:** Chairs should be better able to prioritise within Circle U. rather than working on many minor activities in the KHs.
- **Commitment:** the Chairs should be given the possibility by the home university to actually spend 20% of their time on the project. A contractual approach could be explored.
- **Funding & support:** we should have visibility on the funding and support provided to the chairs in each university. The lack of funding for the research projects of the Chairs has been pointed out. More ressources are asked by some of the Chairs for bottom-up initiatives or at least clarity on the possibility or not to get funding for bottom up initiatives.
- **Ways of working:** Meetings are sometimes not efficient enough. Content, leadership and physical contact are missing.
- **Representation & governance:** Chairs should be more involved in the Circle U. governance, either through the Chair Academy (if not, what would be its role?) or through a closer collaborative work with the GA and/or the MB.

- **Feedback (assessment)**: How do we assess their contribution? What is the quality "control"? An assessment of the programme should be performed as part of the MEL.
- **Research**: ensure this is at the heart of Chairs' role, also with regard to teaching and learning activities.

2. **Reinforce the link between the students and the Chairs**: A proposition was made in WP6 and during the workshop to have Student Chairs. The difficulty would be to fund it. It can work only if their role is precisely described.
3. **Develop the Chair Academy** into a coherent body with a sense of unity, identity and purpose.

6 KNOWLEDGE HUBS AND TEACHING & RESEARCH COLLABORATION

6.1 SUCCESSES:

- The KHs have **boosted collaboration and built networks** between academics. Chairs have proposed seed funded projects in each Hub in education and research.
- The KHs **designed and launched three Summer Schools** for 2022 which received many applications, will support academic networks and will raise Circle U.'s visibility.

6.2 CHALLENGES:

- There is no definition of a **KH's role or mission and potential structural evolution**. A clearer definition of the aims of KHs is needed:
  - Are they forum of experimentation ? What is to be experimented?
  - What should be the difference betwee the Hubs and the OSPG?
  - Should the Chairs have individual or joint project? What room is there for individual projects in the KHs? (cf. Chairs section)
- Although it was not foreseen initially, **links between KHs (conceptualising and implementing teaching and research cooperation initiatives) and WP2 (enabling this cooperation)** have been established but could still be reinforced. WP2 has not always received direction or direct requests from Hubs, and has therefore not been able to play the "consultancy" role which it usefully could. Instead, WP2 has worked on frameworks that are not initially thought through the activities developed by the hubs.
- KHs seem to be the main focus of Circle U., while some chairs, coordinators and leads feel **WP4/student-led sustainable innovation and WP6/Think&Do tank to be "marginalized"**. This could be related to quantity of deliverables in KHs compared to WP4/WP6.
- In some partner universities, **collaboration between academics and administrative staff** has not always been strong. Project coordinators/Leads do not have oversight of Chairs' activities, and Chairs are not aware of all support available to them.
- There are **no joint courses after a year and a half**, and collaboration on these has just started. The strategic focus and level of ambition for joint courses is not clear, and there has not been enough contact with Teaching and Learning Services to explore practicability.

- It is not clear what role we want **research cooperation** to play in Circle U. Research collaboration between Circle U. universities is ongoing anyway without the alliance. Circle U. cannot provide significant research funding.
- **Bottom-up cooperation** in teaching and research is not encouraged as much as it could be. Initiatives that do not come from a Chair, fit into a KH or fulfil a deliverable are currently difficult to implement.
- The **first seed-funding** call lacked a clear remit and purpose.
- The **communication among the vast community of academics and researchers in Circle U. is not easy**: a directory has been set up but only very few academics are registered because there hasn't been an informational campaign yet. Each time an academic wants to collaborate with others on a certain topic, they reach out to WP1 Leads to look for contacts, which is not sustainable. Should the Chairs be clear contact points for all the professors wanting to participate in the Hubs?

6.3 PROPOSALS:

1. **Define the role and mission of the KHs**, including governance, budget, structure, responsibilities, administrative staff support. Hubs are interdisciplinary locations which generate dialogue, new connections, teaching and learning activities and benefit from an international perspective; they are repositories of resources to support inter- and transdisciplinarity and develop novel approaches.
2. **Consider a KH as a way to bind local networks together**. The Knowledge Hub can then play a role of catalyser at the global level and best practices can be shared between local networks. The academic chair could be playing a role of bridging their local network to the Knowledge Hub.
3. **Reconsider the effectiveness of the WP structure** in this area and strengthen connections between KHs and other platforms. E.g. consider making each KH a separate WP to avoid unnecessary layers of governance and give Hubs more independence. There should also be more systematic cooperation between KHs and other WPs, e.g. WP2 and WP6. KHs should consult WP2 on the practical implementation of teaching and research cooperation and delegate issues as appropriate (e.g. mutual recognition, virtual mobility issues). Pedagogical issues covered in WP6 are relevant to all Hubs. Also make better use of thematic overlaps between the KHs and ensure good inter-hub communication (e.g. via Chair Academy).
4. **Bear in mind the interconnection with ERIA when drafting the next application**. Consider using the KHs as a common structure in both projects.
5. **Ensure a more appropriate balance of resources and deliverables between KHs, T&DT and Student-Led Sustainable Innovation (SLSI)** to avoid the latter two structures being marginalized. Make sure that the KH have the admin support they need.
6. **Consider creating new KHs once the role/mission of a Hub has been defined**, but not to the detriment of funding and resources for current KHs, which should be retained. Consider formalizing the stages of KH development (seeding, consolidation..) and selecting any new topics via a more bottom-up, open process. New Hubs should respond to a societal challenge not currently being tackled, build on existing strengths in Circle U. universities, be supported by existing networks in our universities, and allow more disciplines to be included in Circle U. (e.g. current lack in arts/humanities). There could be an option to establish more new Hubs midway through the next project period. Some ideas for new hubs have been already mentioned: multilingualism (transfer from WP6), arts/humanities subjects, future of work, AI, digitalization, smart agriculture, water, precision medicine, etc.
7. **Move forward with the development of joint teaching initiatives:**

- **Expand teaching cooperation in KHs**, supporting activities which make the most of our universities' competences, e.g. joint Master thesis supervision. Dedicate administrative support and budget to these educational activities.
- Allow academics freedom to be innovative in terms of Joint Courses (micro-collaboration).
- Create **a small number of flagship Joint Programmes** to demonstrate what Circle U. stands for (e.g. one per Hub). The focus could be on Joint Bachelor programmes, as Joint Master's Programmes are funded via Erasmus Mundus.
- Take a more strategic approach to **summer schools:** what next?

8 **Move forward with the development of joint research activities:**
- Define the added value of Circle U. in research collaboration and focus on this.
- Determine how joint research activities can be funded (it is not possible to do this meaningfully via the ERIA budget and funding is currently insufficent). Should we encourage joint funding applications, focus on capacity-building, prioritise the generation of interdisciplinary projects, promote co-tutelles?
- One option would be to focus more on encouraging **Master's/aspiring PhD students** to take a "European path" via Circle U.

9 **Encourage bottom-up collaboration activities in teaching and research**, and allow space for such activities in the alliance – both with and without the involvement of Chairs (Chairs' research interests do not always align). Find formats to bring new people and ideas into the alliance.

10 **Consider the role of the KHs in knowledge transfer and policy making** by increasing relevant activities, such as through public alliance events and/or training for local and national stakeholders. KHs could also offer innovative certification for members of the public who follow training. KHs should be an interface between academics and the general public; alumni can act as ambassadors to consolidate KH and engagement with society. Better define the role of, and make use of, Associated Partners in the KHs. Encourage the role of the KHs in policymaking, demonstrating what is good evidence and how it can be implemented in policy.

11 **Use digital platforms to make the outputs of hubs more visible** (e.g. videos of seminars, research outputs etc). These outputs can be used for teaching and networking too.

12 **Define the purpose, priorities and target audience of seed-funding calls** clearly in advance.Instead of multiple small calls, grouping funding would allow for more substantial projects.

13 **Lifelong learning** is important but should not be developed to the detriment of the activities directed to initial training of bachelor, master and PhD students.

7 OPEN SCHOOL OF PUBLIC GOVERNANCE

7.1 SUCCESSES:

4 Chairs were appointed in the Open School, although this wasn't foreseen in the Grant Agreement (only Chairs on the KH Democracy were expected).

7.2 CHALLENGES:

- **Lack of involvement of administrative staff in the process**: setting up joint programmes requires strong admin support. Open question as to where the activities are management (within the open school? Within the host university?)

- Lack of **clarity of the responsibilities**: only one network of Chairs was active including the Democracy Chairs and the OSPG Chairs: it wasn't so clear who was doing what.
- Difficulty to understanding **what is exactly the OSPG**: in the Grant Agreement, the description of the OSPG describes too many things:
  - Education & research & involvement of external stakeholders
  - Labelled Master & PhD courses
  - Summer Schools
  - Micro-credentials
  - Joint Master in Public governance
  - Paving the way to other Open Schools
- The added value of the planned **joint degree** is unclear, especially given its complexity. Is it aimed at political science students or broader disciplines?

7.3 PROPOSALS:

1. **Choose precisely what the Open School of Public Governance should be**: an Erasmus Mundus? An ad hoc structure? Base it on the model of the Graduate Schools? (Germany, France). Some propositions have been to merge the Open School with the KH on Democracy, as the same persons are involved in both and they have the same leadership. What is the role of the OSPG compared to the one of the KH and the T&D Tank ?
   - Could be a platform to experiment new ways of internationalisation (and see how to overcome barriers from national regulations). But what would be the role of the T&D Tank then ?
   - Could include all the Circle U. educational offers (beyond public governance) to make it more visible to students (see Arqus Academy)
2. **Communication to students:** we should pay attention to the way it is communicated to the students and that it makes sense to them: what is a "school" for them ?
3. **Dedicate admin support for the Open School**
4. **Build on the courses we already have in our universities** and create new joint programmes based on them, with a clear vision of the added value and the target audience.
5. Opening up **new Open Schools** in the next phase might be too early as we still have to "finalized" this first Open School.
6. Improve **links with other parts of Circle U.** e.g. OSPG and SLSI, as both involve interaction with external stakeholders and engagement with students at various levels.
7. Consider **working in smaller "constellations"** (teams of 3-4 universities) to make more concrete progress, with opportunity for other universities to join later.

8 THINK AND DO TANK

8.1 SUCCESSES:

- Conceptualizing the 4 dimensions of the Circle U. Think and Do tank with the help of CUSU (Student Seminar). First efforts towards **definition of sustainable education** (seed-funding project of the Chairs on conceptualizing Sustainable education)

- **Mapping pedagogical innovations** in the alliance: about 20 initiatives has been mapped through a Génial.ly tool which is accessible on the Circle U. website.
- **Online language modules** have been offered to all Circle U. students and will be completed by a Cultural Competency Lab focusing on intercultural skills
- Building a **community of practice** of professors: we are in the process of doing this with the Teaching and Learning Centers through the setting up Circle U. Cafés
- **Producing a White Paper**: "Shaping the Future of Higher Education in a Changing World" giving the Think and Do tank its Mission Statement.
- Very **good links to the Innov4EdTS project** – novel approaches

8.2 CHALLENGES:

- There is a **challenge is combining and fulfilling the missions and ambition** of the Think and Do Tank. Can the Think and Do tank simultaneously be a "lobby" and thus the voice of Circle U. and a accelerator of teaching innovation for Circle U.? Concerning its "lobby" role, can the T&DT effectively defend Circle U. partners' interests while other forums and networks have already undertaken this role such as the Guild and FOREU2 and are already doing it well?
- The **deliverables assigned to the Think and Do tank are unrealistic** in the short run and very complicated in the long run – the transformation of curricula and teaching methods. The number of ambitious deliverables means there isn't much time for thinking.
- There is a perceived **lack of focus in terms of how to link the "thinking" and "doing" elements**.
- The **links between the Think and Do tank and the rest of the project are unclear**: should it be like an advisor for pedagogy in the Hubs or in WP4? Links have been built in WP2 (language modules, training on Blended Learning for ex.) but are still too weak. Should the Think and Do Tank focus on the "future of Higher Education" as the title of WP6 is saying? Or focus on pedagogy only?
- The **Think and Do Tank's tasks are very varied**, so it was challenging to find Chairs with the right profile.
- The Think and Do Tank has **not really engaged with students**.
- Multilingualism is probably a bit outside the scope of the T&DT. It does not fit particularly well in this WP, which is mostly dedicated to Pedagogical Innovation.

8.3 PROPOSALS:

1. **Redefine the missions and ambition of the T&DT** to reflect Circle U.'s unique competencies and strengths. Avoid trying to do everything; focus on the added value of Circle U. The T&DT should be flagship in Circle U. and should be strongly connected to the other building blocks.
2. **Replace the broad "policy impact" and media ambitions with one sharper and more realistic focus area: pedagogical innovation and teacher training**. The primary role should be to be a driver of innovation in pedagogy; It could be used for lobbying but it less a priority (note that chairs are not necessarily comfortable with lobbying, they were appointed to do research and teaching) If we want to continue to fulfil an advocacy function, establish better collaboration with lobbying networks such as the Guild.
3. It could include **focus on internationalization**, e.g. how to teach to international students?

4. Could tackle **"inclusiveness"** (WP2) as well
5. **Make space to think in the T&DT:** deliverables should be open to new ideas and bottom-up activities ("thinking can be a deliverable")
6. **Create better synergies between the Think and Do Tank and other WPs**, particularly current WP2 and WP5: e.g. developing pedagogical innovation and sustainable education concepts in the Think and Do Tank, drawing on technical expertise from WP2 and implementing them in WP5. The T&DT can showcase best practices in terms of linking teaching and research.
7. **Consider whether the current WP4 should be partly combined with the Think and Do Tank.** Both are about fostering innovation, influencing policymaking and links to external stakeholders, one more with a focus on students and the other on staff.
8. **Bring the Think and Do Tank closer to the Teaching and Learning centres at each university**. For example: joint pedagogical courses, capacity-building, support for Chairs on pedagogical topics, courses for students.
9. **Engage more with students and define their role in this area,** such as in co-developing and piloting pedagogical innovation initiatives.
10. **Reexamine the resources allocated to the Think and Do Tank:** does it require more so that it can e.g. launch calls?
11. **Consider separating multilingualism and converting it into an additional KH**
12. **Increase the visibility of the T&DT** (e.g. via a blog) and expand social/academic events like the Circle U. cafés to create a community around it.
13. The T&DT could be **the follow up of the innoved4TS project** which will end in December 2022

9 STUDENT-LED SUSTAINABLE INNOVATION

9.1 SUCCESSES:

- The **Circle U. Challenge is an innovative format** which will build students' innovation skills and cultural competencies. SLSI puts students at the centre of what it does.
- By developing the Circle U. challenge, we have been meaningfully engaging with Associated Partners.
- A **Female Founders' Breakfast Club** has been launched to create a community and foster female entrepreneurship.

9.2 CHALLENGES:

- There have been **mainly 2 perspectives on what a Circle U. Challenge should be**: a more **pedagogical perspective** with a more flexible approach (challenges could last only for a few days, e.g hackathon organized with Paris Louvain and Oslo) vs. a more **knowledge transfer / innovation perspective** (build solutions with and for external stakeholders) with a more structured, legal and long process (several months, signing of MOU with external stakeholders). Clearly the second option has been taken by WP4 but the 2 visions could have cohabitated.
- **Various definitions of what innovation is** (pedagogical ? knaowledhge transfer ? …)
- The **recognition of the Circle U. Challenge** with credits has not been extensively discussed yet.

- There has been little visible progress towards developing the **online training programme** on sustainable entrepreneurship and innovation.
- Lack of clarity within Circle U. on the **definition of "sustainable" innovation**.
- Lack of **communication with other WPs** (WP5, WP6).

9.3 PROPOSALS:

1. **Simplify our definition of what a Circle U. Challenge is**, so that more of them could emerge, through a simpler, more flexible process.
2. **Create stronger links between SLSI and other parts of Circle U.** Chairs see that SLSI should remain separted from KHs, but improve links to the Think and Do Tank and KH(s) (e.g. to climate change, or to a potential new KH related to digitalisation)
3. **Develop SLSI from an extra-curricular activity into a mainstream activity**, better integrating activities into curricula and increasing credit-bearing elements
4. **Build on and increase engagement with Associated Partners** in this area, not necessarily through the signing of legal documents (very cumbersome process).
5. **Consider a common approach to supporting applications for funding for innovations in this WP** after having defined what is innovation (cf. approach to research funding support in Circle U.).

Memorandum of Understanding

between

Circle U., consisting of

Aarhus Universitet (Aarhus, Denmark),

Humboldt-Universität zu Berlin (Berlin, Germany),

King's College London (London, UK),

Université catholique de Louvain (Louvain-la-Neuve, Belgium),

Universitetet i Oslo (Oslo, Norway),

Université Paris Cité (Paris, France) and

Univerzitet u Beogradu (Belgrade, Serbia),

and

Università di Pisa (Pisa, Italy)

Circle U.
European University Alliance

ARTICLE 1.

While respecting their own specific goals, the parties undertake to pursue and intensify their mutual cooperation through the inclusion of the Università di Pisa in the Circle U. Alliance.

ARTICLE 2.

The vision of the Circle U. Alliance may be summarised as follows:

By 2025, Circle U. is an inclusive, research-intensive and interdisciplinary European university. Students, staff and partners from civil society, businesses and the public sector collaborate to jointly develop competencies and solutions for keeping Europe and our planet healthy, peaceful, democratic and prosperous.

Circle U. Universities are all comprehensive, research-intensive universities firmly built on academic freedom and integrity as fundamental values. Each play important roles in shaping national and regional higher education and research systems. As role models, we share the awareness of our special responsibility to inclusiveness and to society at large. We share the same commitment to our students by continuously developing innovative and creative ways to teach and learn, focusing on research-based and interdisciplinary knowledge.

The Università di Pisa is a comprehensive, research-intensive university inspired by the same fundamental values of the Circle U. Alliance members and shares the vision of the Circle U. Alliance. Article 3.

ARTICLE 3.

With this mission in mind, the parties shall seek to fulfil three interconnected objectives:

1. Create a European inter-university ecosystem with infrastructures that promote real and virtual exchanges;
2. Create spaces where researchers, students, the public, and policy makers intersect meaningfully to solve global challenges in the realms of Global Health, Democracy, and Climate Change (f.e. the knowledge hubs, the think and do tank);
3. Address major global challenges based on European values and leadership.

In this mission, a special attention will be given to inclusion, equity, diversity and accessibility.

ARTICLE 4.

The Università di Pisa's input and needs will be taken into full consideration with regard to the Circle U. business through the provisions outlined in Articles 5, 6 and 7.

ARTICLE 5.

The Università di Pisa shall become an associate member of the Circle U. project consortium that applied to the 2nd "European Universities" call of the European Commission (project 'Circle U. European University – Circle U.'; Grant Number: 101004062) on 01.01.2022 at the latest, unless a delay is caused by unforeseen circumstances outside Circle U.'s control. This project sets out the activities foreseen as stepping stones to fulfil the objectives stated in Article 3. The project will terminate on 31.10.2023.

As associate member the Università di Pisa will participate in the following activities of the Project Work Packages (WPs), making every effort for a full and rapid integration into the Circle U. Alliance:

WP 1: General Management and Coordination

The Università di Pisa will contribute to establish a solid governance structure with an efficient management and will play a role in setting up a joint quality assurance service. A representative (e.g. project manager) will be appointed from the Università di Pisa to attend the regular meetings of WP 1.

WP 2: Creating an inclusive European University Ecosystem

The Università di Pisa will help to increase the international exposure of students and staff and will contribute to improve the social and academic integration of students. It will help developing a joint system for mutual recognition of student status, courses, credits and results. A representative (e.g. Head of the International Department, Erasmus coordinator) will be appointed from the Università di Pisa to attend the regular meetings of WP 2.

WP 3: Circle U. Academic Chair Programme

The Università di Pisa will appoint up to five Chairs, in the areas of "Climate", "Democracy" and "Global Health", to be part of the Circle U. Academic Chair Programme. The chairs will support the establishment of an innovative collaboration model linking education and research and connecting partner universities, and will help co-develop and implement challenge-based courses and programmes across universities and disciplines.

WP 4: Student Led Sustainable Innovation

The Università di Pisa will contribute to increase students' engagement in innovation approaches to sustainability and will help co-developing and implementing challenge-based courses and programmes across universities and disciplines.

WP 5: Socially-Engaged Education and Research

The Università di Pisa will participate to the development of thriving structures where researchers and students co-create knowledge and solutions with external stakeholders and engage in policy development. In particular, it will be involved in setting up three thematic group, organizing Summer Schools, co-developing teaching and learning activities and designing the School of Public Governance. A representative (e.g. Circle U. Chair) will be appointed from the Università di Pisa to attend the regular meetings of WP 5.

WP 6: Shaping the Future of Higher Education in a Changing World

The Università di Pisa will collaborate with the others to make the Circle U. Alliance a proactive agent in defining the future of the European Education Area and it will help establish a Think and Do Tank, contributing to transform curricula and teaching methods and raising political awareness to support multilingualism. A representative (e.g. Vice-Rector of Teaching) will be appointed from the Università di Pisa to attend the regular meetings of WP 6.

WP 7: Sustainability and Dissemination

The Università di Pisa will help to establish sustainable support for research and educational projects within Circle U., contributing to become an open and vivid European University Alliance and to define and implement Circle U.'s communication and dissemination strategy.

The Università di Pisa commits to make the resources available to contribute to the proper execution of these activities.

The party should be considered to become part of Circle U. ERIA project consortium (project 'Empowering Research and Innovation Actions in Circle U.'; Grant Number: 101035814).

ARTICLE 6.

The Università di Pisa will be a full partner in the Circle U. application to the next call of the European Commission for the future roll-out of the European Universities Initiative.

ARTICLE 7.

The Parties agree that the Università di Pisa becomes a member of the Circle U. AISBL (international non-profit association under the Belgian law) on 01.01.2022 at the latest, unless a delay is caused by unforeseen circumstances outside Circle U.'s control.

Once the Università di Pisa has become member of the AISBL, it will be represented in the Management Board and the General Assembly with the same voting rights as all other university members in compliance with the statutes of the AISBL.

While the Università di Pisa is not yet member of the Circle U. AISBL, the Rector and one person assisting him/her are invited as non-voting guests to the General Assembly.

At present, each full member of the Circle U. AISBL is represented by their Rector/President/Vice-Chancellor or a high-level representative acting under the authority of a Rector/President/Vice-Chancellor in the General Assembly. Each member of the General Assembly can be assisted by another person.

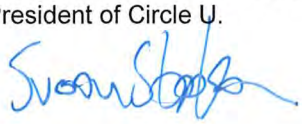
Furthermore, two persons of the Università di Pisa can be invited as non-voting guests to the Management Board of Circle U. AISBL.

At present, each full member of the Circle U. AISBL has appointed one person to the Management Board to ensure the fulfilment of the objectives described under Article 3 and the proper execution of the related activities. Each of these persons is assisted by one other person in the Management Board.

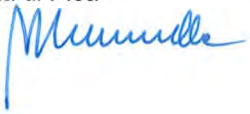
The Università di Pisa will inform in due time the President of the General Assembly and the Chair of the Management Board about the names of the persons appointed as Representatives for the General Assembly and the Management Board as well as the names of those assisting them.

Done in 8 exemplars, in Brussels on 25/3/2022.

Svein Stolen, Rector of the Universitetet i Oslo and President of Circle U.

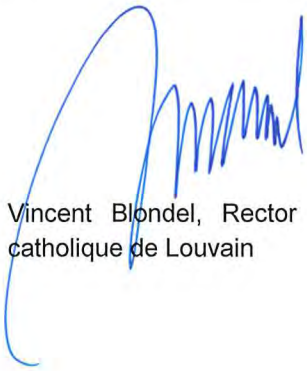


Paolo Maria Mancarella, Rector of the Università di Pisa



Brian Bech Nielsen, Rector of the Aarhus Universitet

Julia von Blumenthal, President of the Humboldt-Universität zu Berlin



Shitij Kapur, President and Principal of King's College London

Vincent Blondel, Rector of the Université catholique de Louvain

Christine Clerici, President of the Université Paris Cité

Vladan Đokić, Rector of the Univerzitet u Beogradu

Memorandum of Understanding

between

Circle U., consisting of

Aarhus Universitet (Aarhus, Denmark),

Humboldt-Universität zu Berlin (Berlin, Germany),

King's College London (London, UK),

Université catholique de Louvain (Louvain-la-Neuve, Belgium),

Universitetet i Oslo (Oslo, Norway),

Université Cité Paris (Paris, France) and

Univerzitet u Beogradu (Belgrade, Serbia),

and

Universität Wien (Vienna, Austria)

on the Universität Wien's associate membership to the Circle U. project consortium that applied to the 2nd "European Universities" call of the European Commission

Circle U.
European University Alliance

ARTICLE 1.

While respecting their own specific goals, the parties undertake to pursue and intensify their mutual cooperation through the inclusion of the Universität Wien in the Circle U. Alliance.

ARTICLE 2.

The vision of the Circle U. Alliance may be summarised as follows:

By 2025, Circle U. is an inclusive, research-intensive and interdisciplinary European university. Students, staff and partners from civil society, businesses and the public sector collaborate to jointly develop competencies and solutions for keeping Europe and our planet healthy, peaceful, democratic and prosperous.

Circle U. universities are all comprehensive, research-intensive universities firmly built on academic freedom and integrity as fundamental values. Each plays important roles in shaping national and regional higher education and research systems. As role models, we share the awareness of our special responsibility to inclusiveness and to society at large. We share the same commitment to our students by continuously developing innovative and creative ways to teach and learn, focusing on research-based and interdisciplinary knowledge.

The Universität Wien is a comprehensive, research-intensive university inspired by the same fundamental values as the Circle U. Alliance members and shares the vision of the Circle U. Alliance.

ARTICLE 3.

With this mission in mind, the parties shall seek to fulfil three interconnected objectives:

1. Create a European inter-university ecosystem with infrastructures that promote real and virtual exchanges;
2. Create spaces where researchers, students, the public, and policy makers intersect meaningfully to solve global challenges in the realms of Global Health, Democracy, and Climate Change (f.e. the knowledge hubs, the think and do tank);
3. Address major global challenges based on European values and leadership.

In this mission, a special attention will be given to inclusion, equity, diversity and accessibility.

ARTICLE 4.

The Universität Wien's input and needs will be taken into full consideration with regard to the Circle U. business through the provisions outlined in Articles 5, 6 and 7.

ARTICLE 5.

The Universität Wien shall become an associate member of the Circle U. project consortium that applied to the 2nd "European Universities" call of the European Commission (project 'Circle U. European University — Circle U.'; Grant Number: 101004062). The Universität Wien's associate membership will commence on 01.01.2022 at the latest, unless a delay is caused by unforeseen circumstances outside Circle U.'s control. This project sets out the activities foreseen as stepping stones to fulfil the objectives stated in Article 3. The project will terminate on 31.10.2023.

As an associate member the Universität Wien will participate in the following activities of the Project Work Packages, making every effort for a full and rapid integration into the Circle U. Alliance:

- 'General Management and Coordination' (Work Package 1): The Universität Wien's project management will engage in management and coordination activities and participate in Work Package 1 meetings
- 'Creating an Inclusive European University Ecosystem' (Work Package 2): The Universität Wien will take part in discussions on a regular basis and participate in activities as fitting
- 'Socially Engaged Education and Research' (Work Package 5), including participation in the Chair Programme (Work Package 3): two to three chairs to be appointed by the Universität Wien, including in the Knowledge Hubs on "Democracy" and on "Climate Change"
- Participation in further activities is possible if the concerned parties agree. This requires a decision by the Management Board only

The Universität Wien will make resources available as appropriate to contribute to the proper execution of these activities. The Universität Wien also has the option to nominate student representatives to participate in the Circle U. Student Union and relevant activities.

The Universität Wien has the option to participate in activities relating to the Circle U. ERIA project consortium (project 'Empowering Research and Innovation Actions in Circle U.'; Grant Number: 101035814). The Universität Wien's involvement in the Circle U. ERIA project consortium will be defined in a separate Memorandum of Understanding if applicable.

ARTICLE 6.

The Universität Wien will be a full partner in the Circle U. application to the next call of the European Commission for the future roll-out of the European Universities Initiative, which is expected to take place in the fall/winter of 2022-2023. In the follow-up project to the current project ('Circle U. European University — Circle U.'; Grant Number: 101004062), the Universität Wien will be a full member of the Circle U. project consortium.

ARTICLE 7.

The Parties agree that the Universität Wien hereby applies for membership of the Circle U. AISBL (international non-profit association under the Belgian law). The Universität Wien's membership of the AISBL is intended to commence on 01.01.2022, unless a delay is caused by unforeseen circumstances outside Circle U.'s control.

Once the Universität Wien has become a full university member of the AISBL, it will be represented in the Management Board and the General Assembly with the same voting rights as all other university members in compliance with the statutes of the AISBL.

At present, each full university member of the Circle U. AISBL is represented by their Rector/President/Vice-Chancellor or a high-level representative acting under the authority of a Rector/President/Vice-Chancellor in the General Assembly. Each member of the General Assembly can be assisted by another person.

At present, each full university member of the Circle U. AISBL has appointed one person to the Management Board to ensure the fulfilment of the objectives described under Article 3 and the proper execution of the related activities. Each of these persons is assisted by one other person in the Management Board.

While the Universität Wien is not yet a member of the Circle U. AISBL:

- The Rector of the Universität Wien or a high-level representative and one person assisting him/her are invited as non-voting guests to the General Assembly.
- Furthermore, two persons of the Universität Wien can be invited as non-voting guests to the Management Board of Circle U. AISBL.

The Universität Wien will inform in due time the President of the General Assembly and the Chair of the Management Board about the names of the persons appointed as Representatives for the General Assembly and the Management Board as well as the names of those assisting them.

ARTICLE 8.

This Memorandum of Understanding will come into effect once all parties have signed it. The Memorandum of Understanding is valid until such time as the Universität Wien becomes a full member of the project consortium following the Circle U. application to the next call of the European Commission for the future roll-out of the European Universities Initiative. At this time, the Memorandum of Understanding will be superseded by future contractual relations.

Done in 8 exemplars, in Brussels on 25/03/2022.

Svein Stolen, Rector of the Universitetet i Oslo and President of Circle U.

Heinz W. Engl, Rector of the Universität Wien

Brian Bech Nielsen, Rector of the Aarhus Universitet

Julia von Blumenthal, President of the Humboldt-Universität zu Berlin

Shitij Kapur, President and Principal of King's College London

Vincent Blondel, Rector of the Université catholique de Louvain

Christine Clerici, President of the Université Paris Cité

Vladan Đokić, Rector of the Univerzitet u Beogradu

Annex 9

TOWARDS A GLOBAL STRATEGY FOR CIRCLE U.

Concept note prepared by the WG “Global strategy” and agreed by the Management Board

12 May 2022

Circle U.
European University Alliance

Co-funded by the Erasmus+ Programme of the European Union

This project has received funding from the European Union’s Erasmus+ Programme under grant agreement No. 101004062

Circle U.
European University Alliance

1 CIRCLE U. DEEPLY ROOTED IN THE GLOBAL CONTEXT

Circle U. is being developed on **a shared vision**: our *students, staff and partners from civil society, businesses and the public sector collaborate to jointly develop competencies and solutions for keeping Europe and our planet healthy, peaceful, democratic and prosperous*. We are 9 **comprehensive and research-intensive universities** that are committed to address jointly **a wide range of complex global challenges**. With a proven ability to link education, research, innovation and service to society, we can contribute with integrated approaches to address these complex challenges. We have identified **three thematic areas** where we can pool our existing strengths within education, research, innovation and service to society to make a substantial impact on the sustainability agenda: climate, global health and democracy.

Considering our ambition, Circle U., our vision, our mission, our commitment and our joint activities are therefore **deeply rooted in the global context**. As you can think about Europe without considering the global context, we can not develop Circle U. as a European university alliance without acting globally.

2 TOWARDS A MUTUALLY BENEFICIAL GLOBAL STRATEGY

Defining and implementing a global strategy for our alliance is **not an objective as such**, but **a shared tool** –to be co-created with our global partners– that will **enhance the quality of our core missions** (education, research and service to society), **increase the impacts of our activities** and eventually **contribute more meaningfully** to our vision and mission.

Through Circle U., we are strongly committed to a **long-term transformational process** through which we are paving the way of new transnational cooperation between each other as well as with external partners. **For global partners**, Circle U. is **a privileged access to an academic and scientific integrated ecosystem** of 9 universities that are engaged in **developing concrete activities** for the benefit of our students, staff and society at large. For global partners, Circle U. will potentially be **an "opener" to new collaborations and funding opportunities**, in particular in the framework of EU programmes but also others beyond the EU..

3 CONTRIBUTING TO OUR ECOSYSTEM

With the global strategy, Circle U. will engage with global partners on **specific sets of activities** that are **meaningful, mutually beneficial** and bring **added value** for both the alliance and our partners.

Circle U. ecosystem is currently composed of 4 **platforms**: the Knowledge Hubs (KH), the Open School of public governance (OS), the Think&Do tank (T&D tank) and the Student-led Sustainable Innovation. The **Academic Chairs** are at the core of this ecosystem. They are **the facilitators, the enablers** of activities embracing all four sides of the knowledge square and linking thus more closely education, research, innovation and service to society at a global scale.

The **Academic Chairs are therefore a privileged "channel" to have Circle U. acting globally and engaging with global partners**. In this perspective, we propose to **focus on developing the global dimension of the KH and the OS**, and have thus global partners contributing directly to those platforms.

4 POTENTIAL WAYS FORWARD WITH GLOBAL PARTNERS

Global partners can be of **different types**. Indeed, what matters is how Circle U. and the global partners engage in meaningful and mutually beneficial joint activities. A **variety of activities** can be envisaged: mutual capacity building, fellowship programmes, staff exchanges, student exchanges, co-creation of learning activities, etc. At this stage, we envisage **three main types of partners**: universities, research institutions and international NGOs.

There are **various paths to explore potential global partnerships**. Global partners could directly approach Circle U., Academic Chairs (and other members active in Circle U.) could suggest partners, the Management Board or the General Assembly could do so too. In terms of process for formally engaging with the global partners, we should propose to:

- **define a screening process** based on criteria to assess the scope and potential mutual benefits;
- based on a successful screening, Circle U. and the global partner will **formalize the partnership through a MoU or a cooperation agreement** that fleshes out the scope, the time, the "content" of the collaboration.

Considering the **ongoing work with the Institut Pasteur/Pasteur Network**, we might "use" this global partner **as a test bed** and explore concrete activities within the KH Global Health.

Annex 10

Office of the President & Principal

President & Principal
Professor Shitij Kapur

Strand
London
WC2R 2LS
Telephone +44 (0)20 7848 3434
Email principal@kcl.ac.uk
www.kcl.ac.uk

21 December 2022

With the present letter, we would like to confirm and reinforce King's College London's continuous commitment to the Circle U. alliance of European research-intensive universities, beyond the pilot phase ending in October 2023.

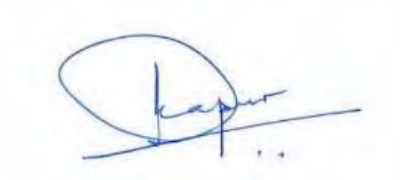
King's is one of the founding member universities of the Circle U. alliance. Officially launched in November 2020, Circle U. was selected as one of the 41 European University Alliances in the context of the European Universities 2020 call for proposals. Our university has then subsequently also been a founding member of the joint legal entity Circle U. AISBL, based in Belgium. Since then, King's has benefitted from the numerous activities and continuous collaborations developed during the pilot phase of Circle U. After a successful pilot phase that provided all partners with the opportunity to test initiatives, processes and new approaches, we do look forward to being part of Circle U.'s second phase, where many of the initial activities and programmes will come to fruition and achieve its full impact, both for our student and staff communities.

We intend to continue being part of Circle U. as full members, but officially as "associate partners" for the proposal being submitted to the European Commission in January 2023, due to UK's government withdraw from the European Union and the Erasmus programme. With dedicated internal resources, we will continue to embed Circle U. across our university and to strengthen the connection with the other member universities, some of which have been King's partners for international collaborations in both educational and research initiatives for years.

Building on King's strategic priorities and expertise, we wish to actively play a role in initiatives related to both education and research, with a particular focus on equality, diversity, and inclusion, the Academic Chair Programme, as well as joint programmes, student and academic mobility and by actively contributing to multiple initiatives on multilingualism.

We value the support of the European Commission to ensure a sustainable European higher education landscape in the future, and we appreciate the commitment of our trusted Circle U. partner universities to keep King's as an integral and active member of the alliance.

Kind Regards,



Professor Shitij Kapur
President & Principal, King's College London

LIST OF CIRCLE U. ASSOCIATED PARTNERS IN THE NEXT PROJECT PERIOD

UNIVERSITY	ASSOCIATED PARTNER	TYPE
AU	1. Aarhus University Hospital	Hospital or health institution
	2. City of Aarhus	Local, regional or national public authorities
	3. Constructive Institute	NGO
	4. Folkeuniversitet	NGO
	5. Studenterhus Aarhus	NGO
HU	6. Centre Zentrum Marc Bloch	Research organisation
	7. Deutsch-Französiche Hochschule	University network
	8. gamelab.berlin	Business or innovation institution
	9. Humboldt-Innovation GmbH	Business or innovation institution
	10. Museum für Naturkunde Berlin	Cultural or research organisation
	11. Nachhaltigkeitsbüro Studentische Initiative	NGO or similar
UCLouvain	12. CEI Louvain / Mind&Market	Business or innovation institution
	13. CHU UCL Namur	Hospital or health institution
	14. Cliniques Universitaires Saint-Luc	Hospital or health institution
	15. Louvain Cooperation	NGO
UniPi	16. Association for the Advancement of Assistive Technology in Europe (AAATE)	Research organisation
	17. Information Centre on Academic Mobility and Equivalence (CIMEA)	Local, regional or national public authorities
	18. Municipality of Pisa	Local, regional or national public authorities
	19. Pisa CNR – National Council of Research	Research organisations
	20. Pisa Hospital	Hospitals or health institutions
	21. Polo Tecnologico di Navacchio	Business or innovation institutions
	22. Toscan Organisation of Universities and Research for Europea (Tour4EU)	University networks
UW	23. AustrianStartups	Business or innovation institution
	24. Geosphere Austria	Research organisation
	25. International Institute for Applied Systems Analysis (IIASA)	Research organisation

	26. Naturhistorisches Museum Wien	Cultural or research organisation
UParis Cité	27. AP-HP. Centre – Université Paris Cité	Hospital and health institution
	28. AP-HP. Nord – Université Paris Cité	Hospital and health institution
	29. City of Paris	Local, regional or national public authorities
	30. Ile-de-France region	Local, regional or national public authorities
	31. Institut Pasteur	Research organisation
	32. Pasteur Network	Research organisation
UiO	33. City of Oslo	Local, regional or national public authorities
	34. Nobel Institute	Cultural or esearch organisation
	35. Oslo Science City	Business or innovation institution
	36. Oslo University Hospital	Hospital and health institution
	37. Skift – Business Climate Leaders	Business or innovation institutions
UB	38. Clinical Centre of Serbia	Hospital and health institution
	39. Innovation Fund	Business or innovation institution
	40. Ministry of Education	Local, regional or national public authorities
	41. Science Technology Park Belgrade	Business or innovation institution
CU Office	42. Coimbra Group	University network
	43. The Guild	University network
	44. International Association of Universities	University network

ENDORSEMENT LETTER from Aarhus University Hospital

TO WHOM IT MAY CONCERN

I hereby confirm that Aarhus University Hospital continuous endorsing the Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U., we have a strong interest in paving the way for stronger international collaborations and addressing the mutual challenges and potentials from a cross-sectional perspective. Aarhus University Hospital has a strong tradition of working together with especially the Faculty of Health at Aarhus University and is looking to expand this collaboration through the Circle U. activities in the future. As we recently in 2022 entered the European University Hospital Alliance (EUHA) we are deeply engaged in fulfilling the ambitions and unlock potentials of this commitment.

In this light express our interest in supporting the Circle U. vision of increased collaboration to jointly develop competencies and solutions for keeping Europe and our planet healthy, peaceful, democratic and prosperous.

At this stage the contact person will be: Diana Riknagel, Head of Innovation & International Affairs, diana.riknagel@rm.dk

About Aarhus University Hospital:

Aarhus University Hospital (AUH) is one of the largest hospitals in Scandinavia with app. 10.500 employees. AUH covers a full range of medical specialties, and has nearly 500 out of 600 highly specialised services in Denmark. AUH also hosts the national proton therapy centre and is appointed as the national authority on EU initiatives as the Towards European Health Data Space (TEHDAS), the national Health Outcomes Observatory (Innovative Health Initiative project).

Recently, AUH has joined the European University Hospital Alliance (EUHA) in a network of leading European university hospitals with demonstrated excellence in healthcare, education and research with a total number of 220,000 employees.

The main missions of EUHA is “Leading by doing” and “Focusing on unique impact” by promoting excellence and innovation in healthcare, research and education by comparing practices and patient outcomes, providing knowledge exchange opportunities for staff, and collaborating in research and development projects. Also, to emphasise the essential role of the university within health systems by formulating and offering advice to policymakers and other stakeholders.

The active engagement in joint ecosystems as the Circle U. falls in line with the strategic ambitions of AUH in engaging on the International level on solving the mutual challenges providing clinical- and scientific expertise and real-life data, hereby improving the hospital’s prestigious ranking positions (No. 19 Newsweek World’s Best Hospital, 2022), (No. 16 Newsweek World’s Best Smart Hospital, and No. 3 in Europe, 2023).

Annex 11

Endorsement City of Aarhus Circle U 2023

January 5th, 2023

The City of Aarhus endorses the ambitions and overall goals of Circle U with regards to further transnational student mobility.

The University of Aarhus and the City of Aarhus have a long-lasting tradition for cooperation. With regards to Circle U this cooperation will be utilized to further the practical and social integration of students from partner universities as well as contribute to meet the ambition of Circle U to be a driver of innovation and research projects aiming at sustainable solutions to societal challenges.

The City of Aarhus has been associated partner since the beginning of Circle U and has successfully contributed with a challenge in a case competition in November 2022. We are now looking forward to the next phase of Circle U.

Therefore, I hereby confirm that the City of Aarhus continue endorsing the Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in future activities.

At this stage the contact person will be special advisor Christian Lausten Sørensen, cls@aarhus.dk.

City of Aarhus

Jacob Bundsgaard
Mayor

Mayor's Department

City of Aarhus

Business and Sustainable Development
Rådhuset, Rådhuspladsen 2
8000 Aarhus C

cls@aarhus.dk

Sag: EMN-2013-002499
Sagsbehandler:
Christian Lausten Sørensen

ANNEXE 3. TEMPLATE OF ENDORSMENT LETTER

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that Constructive Institute continue endorsing Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in strengthening ties between academia and journalism and will contribute to research and other projects with workshops, analysis and insights into media, journalism and communication.

At this stage the contact person will be: Peter Damgaard Kristensen, CFOO

About CI: The Constructive Institute is an independent organization based in Aarhus, Denmark. Our mission is to combat trivialization and degradation of journalism by emphasizing reporting that is more accurate, balanced and solutions focused. I founded the Institute in 2017 after 10 years as the News Director of the Danish Broadcasting Corporation/DR – equivalent to the BBC in Denmark – to dedicate my career to changing the global news culture through promoting and developing constructive journalism.

The institute is helping journalists and news organizations apply constructive reporting in their daily work through providing access to an inspiring best practices portal, an international fellowship program, relevant training curricula, and facilitating independent academic research.

Constructive Institute is committed to education and professional training. Our fellowship program currently has 12 fellows who are journalists and editors who get a 10-month fellowship where they learn about constructive journalism, follow academic courses at Aarhus University and each fellow focuses on a specific project before returning to their respective newsrooms as role models and change agents. Read more about the fellows here: https://constructiveinstitute.org/Who-We-Are/The-Fellows.

Aaarhus, December 22

Peter Damgaard Kristensen, CFOO, Constructive Institute



Circle U.
European University Alliance

FOLKEUNIVERSITETET I AARHUS

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that Folkeuniversitetet in Aarhus endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in outreach activities, knowledge sharing in the field of innovative learning practices and networking with the other associative partners.

At this stage the contact person will be: Sten, Tiedemann, rector, Folkeuniversitetet in Aarhus

Folkeuniversitetet is a non-profit organization working to communicate research and science to the general public. The objective is to make available the methods and results of scientific research in order to strengthen citizenship and democratic debate.It is housed by Aarhus University and partly supported by The Danish Ministry of Culture. 80 % of the budget, however, comes from participant fees.

Yearly around 60.000 participants join the open lectures and since 2020 around 250.000 have accessed livestreams. Folkeuniversitetet cover all scientific fields. In addition to traditional open lectures Folkeuniversitetet works continually to develop new methods of science communication. This is done through events, festivals, city walks, visits, online formats etc.

STUDENTERHUS
AARHUS

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that Studenterhus Aarhus continues endorsing Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities.
More specifically and upon further discussions with Circle U, we have a strong interest in creating an inclusive joint ecosystem in collaboration with universities in the alliance and strengthening the skill set of international and local students.

At this stage the contact person will be:

Sigrun Schaumburg-Müller
International Coordinator
sigrun@studenterhusaarhus.dk

January 2023

About Studenterhus Aarhus

Studenterhus Aarhus is a private NGO created to provide a social and cultural meeting place for all students at higher educations in Aarhus. We organize social, cultural, and academic events for all students, often on student initiative. We are comprised of an office of nine people as well as around 100 volunteers from all round the world.

Centre Marc Bloch e.V.

Franco-German Centre for Social Science Research
association of public utility under German law
Friedrichstraße 191, D-10117 Berlin, Germany
represented by its director, Prof. Dr. Jakob Vogel

Friedrichstrasse 191
D-10117 Berlin
Tel.: + 49-(0)30 / 20 93-70700
Fax: + 49-(0)30 / 20 93-70701
E-Mail: jakob.vogel@cmb.hu-berlin.de

Contact person: Alix Winter
Research and cooperation officer
cooperation@cmb.hu-berlin.de

Berlin, 27 January 2023

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that the Centre Marc Bloch e.V. endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U., we have a strong interest in the opportunities offered to the PhD students and researchers by participating in Circle U. events such as summer schools or workshops, seed funding for projects with Circle U. partners or the planned mobility programme.

The Centre Marc Bloch – a German-French, interdisciplinary research center and doctoral training institution for the Social sciences and Humanities – plays a pivotal role for French and German research since its foundation in 1992. With its 57 statutory researchers and about 150 associated researchers, the CMB offers a top-tier relay for networking between universities, laboratories, and researchers from both countries. The CMB's unique bi-national institutional structure, financed by the German and the French Ministry of Research, the French Foreign Ministry and the CNRS, and its integration in the worldwide UMIFRE network (Joint Unit of French Research Institutes Abroad) are a crucial asset and constitute the bedrock for a broader European and international cooperation. The German-French scientific cooperation on which the Centre Marc Bloch builds plays a particularly crucial role for the future development of research networks in Europe, as it brings together two of Europe's most influential academic contexts, scientific communities and driving

forces behind the European project. The scientific networks of the CMB offer to Circle U. a valuable field for cooperation and opportunities for thematic synergies.

The interdisciplinary research at the CMB is organized around five thematic focuses:

- The State, Political Norms and Political Conflicts
- Mobilities, Migrations, Reconfiguration of Spaces
- Dynamics and Experiences of Globalisation
- Critical Thinking in the Plural: Conceptual Approaches in Research in the Social Sciences
- Environment, Climate, Energy: Societies and their Ecological Challenges

https://cmb.hu-berlin.de/en/research/research-focuses

The CMB and Circle U. have similar research interests and their fellows and researchers can profit from a mutual exchange of topics as Energy and Resources, Inequality and Justice, as well as the transversal axes on Historical Perspectives and Digital Methods. The themes represented in the Circle U. Knowledge Hubs "Climate" and "Democracy" cover main parts of the abovementioned research focuses at the CMB. The theme of "Global Health" is treated in different research projects of the CMB: "Multiple Crises" combines the analysis of the climate crisis with that of the Covid-19 pandemic whereas the ERC grant "MaDAf" deals with the History of Madness by analysing the governing of mental disorder during the period of decolonization in West Africa. Apart from these examples there are various other points in common between the research at the Centre Marc Bloch and Circle U.

Furthermore, on the organizational level, the Berlin-based CMB can play the role of an intermediate partner between the French-speaking institutions of the European University Alliance in Paris and Louvain and the Humboldt University in Berlin.

We are enthusiastic about Circle U.'s work during its preliminary project phase, in which we were already involved last year notably by contributing to the Conference on "The European Union and the Green Deal in the Academic World" in November 2022 and through the participation of CMB members in some Circle U. activities (Summer School, project development, exchange programme).

We would be honoured to support the European University Alliance Circle U. in its work to further realize their mission of empowering students, researchers and staff to mobilize knowledge for impact and strengthen the integration of the European research area.

Yours sincerely,



Prof. Dr. Jakob Vogel

Director of the Centre Marc Bloch
Professor at Sciences Po, Paris

Université
franco-allemande
Deutsch-Französische
Hochschule

Saarbrücken, 21. December 2022

Letter of support for the Circle U. European University

Dear Sir or Madam,

This is to express the support and interest of the Franco-German University (FGU) in the activities of the Circle U. European University (Circle U.) proposal to be submitted in response to the Erasmus+ call ERASMUS-EDU-2023-EUR-UNIV.

As a supporter of the initiative since 2020, we understand that the Circle U. proposal aims at renewing and strengthening the ambition of offering a multilingual, multidisciplinary, innovative and inclusive learning environment. By building such an environment, the project will train highly skilled students with great academic abilities and entrepreneurial oriented mind-sets and will strengthen their sense of European identity. We are convinced that the present proposal will contribute to a more closely interlinked higher education cooperation by promoting multilingualism and mobility in Europe and by enhancing research and innovation as a common way to ensure employability, development of digital skills, transfer of knowledge and services for society. This objective largely corresponds to the fundamental attitude of our institution, particularly as the creation of European alliances is based on Franco-German partnerships. They facilitate training and strengthen qualifications across Europe.

One of the core functions of the FGU is to provide expert guidance on relations between French and German universities with the aim of improving cooperation in the areas of university study programmes and research in both countries and in Europe. The FGU has been achieving this objective for over 20 years through the development of double and joint bi- and trinational programmes, involving joint bachelor and master programmes as well as specific language courses, summer schools, internships, and training programmes for students, PhDs-students, graduates and doctorates. With its network of 213 higher education institutions, 189 study programmes with 6300 students and 34 PhD programmes in 2023, the FGU's main tasks include more precisely initiating, coordinating and funding structured academic programmes for each of the three Bologna cycles. That is why we are closely following the initiative of the European University alliances. 33 out of 44 alliances include a university from our network and we are happy to make our expertise available to them. In this context, the FGU is ready to support Circle U. by participating, for example, in its workshops and events, and by inviting Circle U. to present itself at the FGU's student fair in Strasburg. The FGU could also invite Circle U. to join its own foreseen expert meetings on European double-PhD, on European Sovereignty and peace, or on Sustainability, and would be pleased to support Circle U. to develop more joint cooperation programmes through experience-sharing and knowledge-transfer events and to contribute to a greater integration and recognition of European degrees.

As far as Circle U. also immerses students in an international and multilingual environment and places a strong focus on sustainability, which will contribute to improving peoples' lives, boosting Europe's competitiveness and increasing awareness on environmental and ethical issues, we are looking forward to cooperating with you.

Best regards

Ph. Gréciano

Philippe Gréciano

President

Humboldt-Universität zu Berlin | Unter den Linden 6 | D-10099 Berlin

gamelab.berlin

gamelab.berlin
Interdisziplinäre Research & Developmentplattform
am Hermann von Helmholtz-Zentrum

Postanschrift:
Humboldt-Universität zu Berlin
Unter den Linden 6, 10099 Berlin

Sitz:
Sophienstrasse 22a, 2. Hinterhof, 2. OG
10178 Berlin
E-mail: thomas.lilge@hu-berlin.de

Humboldt-Universität zu Berlin | Unter den Linden 6 | D-10099 Berlin

Humboldt-Universität zu Berlin
Abteilung Internationales
Dr. Klaus Wiehl
Unter den Linden 6
10099 Berlin

Berlin, **22.12.2022**

Dr. des. Thomas Lilge
CoFounder & CoHead of gamelab.berlin

Endorsement Letter

I hereby confirm that gamelab.berlin will continue endorsing Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in promoting research on the cultural technique of play and institutionalizing it in both research and teaching. Videogames, eSports, gamified social networks - almost all digital phenomena use the motivational techniques from game design. It was and is our interest to initiate critical and interdisciplinary research based on the tradition of critical media research and to initiate corresponding discourses together with European partners.

At this stage the contact person will be: Dr. (des.) Thomas Lilge, CoHead of gamelab.berlin, thomas.lilge@hu-berlin.de

About gamelab.berlin at Humboldt-University Berlin:

We live in an era of games. This is the cultural theoretical thesis that forms the basis for our interdisciplinary, multiperspectival research into the phenomenon of play. Taking an expanded definition of games as our starting point, gamelab.berlin researches fields such as game thinking, transmedia storytelling, serious games, gamification, persuasive design, engagement science and experience design. Our own development work complements theoretical and historical research from the different disciplines represented in the project. By linking university research and practical design, we hope to help open up entirely new dimensions in the interaction between theory and practice.

The Interdisciplinary Laboratory's work generates questions that arise from the analysis of university processes on the one hand and imply a much wider relevance on the other. How do the rules of the game become formalised and how can we open them up for discussion again? How do processes and spaces need to be designed to engender critical reflection and a creative drive to design? In the era of games, what new possibilities for knowledge management and

Humboldt-Universität zu Berlin | Unter den Linden 6 | D-10099 Berlin

transfer, transboundary collaborations and political and media influence are feasible – and perhaps required?



Dr. (des.) Thomas Lilge

CoHead gamelab.berlin

HUMBOLDT-INNOVATION GmbH | Ziegelstr. 30 | 10117 Berlin | Germany

The Company of
Humboldt-Universität zu Berlin

HUMBOLDT-INNOVATION GmbH
Ziegelstraße 30
10117 Berlin
Germany

Telephone +49 [30] 2093-70752
Telefax +49 [30] 2093-70779

info@humboldt-innovation.de
www.humboldt-innovation.de

Date
December 12, 2022

Our reference
–

Contact person
Volker Hofmann
Managing Director
Telephone +49 [30] 2093-70760
vh@humboldt-innovation.de

Endorsement of Circle U.

To whom it may concern,

Humboldt-Innovation endorses Circle U.'s ambition to create a European university dedicated to a sustainable economy and a green transition. In particular, we welcome Circle U's commitment to female founders and gender equality in the field of entrepreneurship.

As a wholly owned subsidiary and the knowledge and technology transfer entity of Humboldt-Universität, with a long-standing network of transfer partners and ample experience in supporting academic start-ups, commercial research endeavours, innovation methods and training, as well as with supporting commercialization efforts of scientists in general, we are looking forward to collaborating with Circle U. especially in the development and implementation of an female founders and innovators network.

We are delighted to support Circle U.`s initiative in the future with our expertise.

Yours faithfully,

Volker Hofmann

MUSEUM FÜR NATURKUNDE BERLIN · INVALIDENSTRASSE 43 · 10115 BERLIN

MUSEUM FÜR NATURKUNDE
BERLIN

Leibniz-Institut für Evolutions- und Biodiversitätsforschung

Prof. Johannes Vogel, Ph.D.
Director General

Tel +49 30 889140 8544
Mobil +49 151 1625 1345
Mail generaldirektor@mfn.berlin

www.museumfuernaturkunde.berlin

TO WHOM IT MAY CONCERN

Berlin, 6 December 2022

I hereby confirm that Museum für Naturkunde Berlin will continue endorsing Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we very much want to continue to be associated with. They clearly value our input and the project gives us significant exposure to potential partners for training and collaboration in engagement. This could be productive in terms of visibility, status, and finances.

At this stage the contact person will be: Dr. Mhairi Stewart
Acting Head of Berlin School of Public Engagement and Open Science
email: mhairi.stewart@mfn.berlin

The Museum für Naturkunde Berlin is an excellent and integrated research museum of the Leibniz Association with international appeal and a globally networked research infrastructure. It is active in three closely interlinked fields: collection-based research, collection development and cataloguing, and research-based public and educational work.

Prof. Johannes Vogel, Ph.D.
Director General

Prof. Johannes Vogel, Ph.D.
Director General

Stephan Junker
Geschäftsführer

Deutsche Bank AG
IBAN: DE40 1007 0848 0512 0878 00
BIC/SWIFT: DEUTDEDB110

Leibniz Gemeinschaft

Studentische Initiative für ein Nachhaltigkeitsbüro
an der Humboldt-Universität zu Berlin
c/o IRI THESys
Rudower Chaussee 12B
12489 Berlin

19.12.2022

Humboldt-Universität zu Berlin
Abteilung Internationales
Dr. Klaus Wiehl
Unter den Linden 6
10099 Berlin

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that the *Studentische Initiaitve für ein Nachhaltigkeitsbüro an der Humboldt-Universität zu Berlin (Sustainabiltiy Office)* will continue endorsing Circle U vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest to implementing sustainability and climate protection into the structures of the university landscape, especially those of Humboldt-Universität to Berlin. Furthermore, we would like to continue to accompany formats that carry a knowledge transfer/impact from the university to the broader society. For the Sustainability Office the Circle U is a partner to expand our interests and efforts in exchange with partner universities in terms of sustainable transformation.

At this stage the contact person will be:

- all the students of the Sustainability Office nachhaltigkeitsbuero@hu-berlin.de
- Especially:
  - Vero Pinzger (Team Member) pinzgerv@hu-berlin.de
  - Amely Wernitz (Team Member) amely.wernitz@student.hu-berlin.de

About the Sustainability Office/ Nachhaltigkeitsbüro

We are a growing group of students at Humboldt University who believe that only sustainable development can safeguard our future – and that this has to start with us. Our goal is therefore to develop concrete concepts that will promote institutionalised commitments to sustainability at our university.

We coordinate projects for resource conservation within the university itself, new seminars and lectures in the area of sustainable development, research for sustainability (primarily course papers, dissertations and theses) and collaboration with other sustainability initiatives at the university and with interested students. We are collaborating with the Integrated Research Institute for Transfromation of Human-Environment Systems (IRI THESys) and the bologna.lab (a centre that concentrates on promoting research learning among the university).

With Circle - U we have been collaborating in the Summer School 2022 “Reimagining Universities as Drivers of Sustainability” in Berlin.

Berlin, 06.12.2022 — A. Wernitz — V. Pinzger

Place, Date — Amely Wernitz — Vero Pinzger

Jean-Marc Simoens
CEO
CEI Louvain
jmsimoens@ceilln.be
+32475747536

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that CEI Louvain endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in the InCU.bator platform, an arena for challenge-based learning opportunities for students to pursue the development of high quality innovation skills, to foster collective learning opportunities, in collaboration with associate partners, and public, private and civic actors. Considering our experience, our expertise as well as our shared interests, we would like to enter our joint ecosystem and contribute to the development of our alliance. CEI Louvain wants to offer learning and developpement opportunities through 3 concepts that we have developed : Mind & Market, the Transition Awards and Yncubator. These all offer students various opportunities to develop their professional soft and hard skills through hands on experiences. Furthermore, they all have a focus on fostering innovation and the creation of an entrepreneurial venture in various ways.

Mind & Market gathers local entrepreneurial ecosystems together during Forums with the aim of giving visibility, feedback, creating networking and commercial opportunities as well as constituting the right team around an innovative venture idea. Each attendee takes part in activities, each designed to help solving specific challenges that young ventures encounter. These activities offer challenge-based and co-creative formats in authentic work-life setting where students take the central stage in the innovation process. Students of the course “Circle U, Sustainable Changemakers Programme” from the “student led sustainable innovation – WP4” attended The Mind & Market Forum in Mons. Mind & Market also boasts a digital platform where projects owners can submit their startup and get vibility, as well as access to tools to attend the Forums and get expert feedback on their innovation.

Transition Awards is an entrepreneurial Challenge where sustainable entrepreneurs pitch their project to a jury of renowned experts in the sustainability, investment and entrepreneurial field. Each participating projects gets feedback from the jury and are part of a visibility campaign to promote their sustainable business models. Three laureates are selected and receive packs of rewards including consulting to advance their project, free offices in coworking spaces and investment opportunities.

Yncubator is a start-ups incubator that supports the emergence of innovative start-up projects for student entrepreneurs and young graduates. This incubator is the reference in entrepreneurship for the development of a startup project in the region thanks to its direct link with UCLouvain and the local entrepreneurial ecosystem. Yncubator is part of the CEI Louvain.

At this stage the contact person will be: Martin Nera, CEO, Mind & Market

About CEI Louvain: The European Business and Innovation Centre is the place where innovative projects and companies in Walloon Brabant can get started and where they can be supported. It is a place for project leaders, start-ups and innovative SMEs in the Louvain-la-Neuve ecosystem. Our mission is threefold: to accompany - to host - to connect. It is co-founded by the Walloon region and UCLouvain.

About Mind & Market: Mind & Market is the result of a collaboration between UCLouvain and the Alliance Centre BW. Mind & Market brings together project owners and skilled entrepreneurs, experts, coaches, companies and supporting organizations. The latter surround project owners with their abilities, experience and knowledge of the market; acting as catalysts for the realization of the project owner's ideas, accelerating their development and supporting them throughout the first steps following the creation of a start-up.

Jean-Marc Simoens



Saisissez du texte ici

Annex 11

ENDORSMENT LETTER

YVOIR, JANUARY 11, 2023

TO WHOM IT MAY CONCERN

We hereby confirm that the CHU UCL Namur continues endorsing Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in collaborating in teaching and research activities related to health such as for example, in the Circle U. Global Health Knowledge Hub.

At this stage the contact person will be:

Benoît-Yves Libert, CEO, benoit-yves.libert@chuuclnamur.uclouvain.be

Benoît Rondelet, Medical Director, benoit.rondelet@chuuclnamur.uclouvain.be

The CHU UCL Namur has 936 approved beds, including 300 university beds. As a University Hospital, the institution:

- provides excellent health care thanks to centres of expertise as well as cutting-edge and innovative technologies accessible to all;
- is a central player in the training of health professionals;
- is a nationally and internationally recognised research centre;
- is involved in society and is an important relay for health care policies.

Yours sincerely,

Benoît-Yves Libert

Benoît Rondelet

Annex 11

Cliniques universitaires SAINT-LUC UCLouvain

Circle U. European University Alliance

ENDORSMENT LETTER

BRUSSELS, JANUARY 11, 2023

TO WHOM IT MAY CONCERN

We hereby confirm that the Cliniques universitaires Saint-Luc continue endorsing Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in collaborating in teaching and research activities related to health such as for example, in the Circle U. Global Health Knowledge Hub.

At this stage the contact persons will be:

Renaud Mazy, CEO, renaud.mazy@uclouvain.be

Jean-Louis Vanoverschelde, Medical Director, jean-louis.vanoverschelde@uclouvain.be

With almost 1,000 beds and more than 5,000 employees, the Cliniques universitaires Saint-Luc is one of the largest hospitals in Belgium. In addition to its role as a local hospital, the Cliniques universitaires Saint-Luc provides highly specialized care, supported by a state-of-the-art technological infrastructure. As an academic hospital closely linked to UCLouvain, the Cliniques universitaires Saint-Luc provides teaching in the various health sectors and runs numerous cutting-edge clinical and biomedical research programmes.

Yours sincerely,

Renaud Mazy

Jean-Louis Vanoverschelde

Annex 11

Jean-Michel Pochet
Louvain Cooperation
15A, Avenue du Grand Cortil
B-1348 Louvain-la-Neuve (Belgium)

Louvain la Neuve, 19th of January 2023

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that Louvain Coopération au Développement (LC) endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in contributing to the activities of the Knowledge Hubs Global Health and Climate Change and to other potential new ones in line with our core thematic or pressing global issues, by bringing our NGO perspective and insights from our field interventions on both teaching and research initiatives. We are very keen to strengthen the links with our field interventions and co-construct research related initiatives and very much open to further participate to joint undertakings on inter- and transdisciplinary research. We are also looking forward to sharing our experience on service learning and other pedagogical approaches and to further explore and to pilot opportunities in this field in collaboration with other Circle U partner universities. Finally, given our existing global citizenship education and pre-mobility training activities with Belgian students, we are willing to contribute to joint initiatives related to global citizenship education across Circle U university members.

At this stage the contact person will be: Amaury Peeters, PhD – Head of Research & Development, apeeters@louvaincooperation.org

Louvain Coopération au Développement (LC) is the international University Non-Governmental Organisation (NGO) of the Catholic University of Louvain (UCLouvain). It is accredited by the Belgian Development Cooperation (DGD) and employs 65 people worldwide - 20 at the HQ in Louvain-la-Neuve and 45 in regional/national offices in Africa, South America, and Asia. The organisation is active in 9 countries (Belgium, Bolivia, Peru, Togo, Benin, DRC, Burundi, Madagascar, and Cambodia). The yearly turnover reaches 7 M€. LC is member of the DGD consortium program UNI4Coop, gathering the four Belgian French-speaking University NGO's. LC develops sustainable and long-term partnerships with over 35 local organizations, thanks to its local teams and the support of its various public and private donors. LC's specificity is to mobilize the human and knowledge resources of our partners and the university community to address global development issues. In its countries of intervention, LC supports actions in the field of global health with a focus on mental health, diabetes, hypertension, and health community insurance, in sustainable food systems, environmental integration, ecosystems resilience, (women) entrepreneurship, and socio-professional integration. In Belgium, LC has developed a strong involvement with the university community both in cursus through active contributions and co-implementation of pedagogical and service learning approaches in several courses and outside where LC co-implements global citizenship education actions for students and pre-mobility support and training activities. LC is also a dynamic member of the Chair of Social and Solidarity Economy in the South and the Chair of Ethical Service Learning at UCLouvain.

Sincerely yours,

Jean-Michel Pochet, General Director of Louvain Coopération

AOO "CLE" - Prot.: 0175975/2022 del 21/12/2022

Endorsement Letter

To Whom it may concern

I hereby confirm that **AAATE** – the **Association for the Advancement of Assistive Technology in Europe** endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in joining CircleU alliance as an associate partner with the aim to transfer know-how and expertise in the domain of supporting students with disability (i.e. students with sensory disability, motor disability, learning disability or pervasive neurodevelopmental disorders) to achieve in practice coequal and inclusive access to their academic studies through computer based Assistive Technologies, accessible educational content and Accessibility Services.

At this stage the contact person will be:

Georgios Kouroupetroglou, President of AAATE, koupe@di.uoa.gr

About AAATE: AAATE is a non-profit organization connecting a variety of stakeholders (*people with disabilities of all ages, policymakers, care and technical professionals, industry researchers, educators*) in Europe and beyond to collaborate adopting a human rights approach to Assistive Technology. We envision an inclusive society where assistive and accessible mainstream technologies and universally designed products and services have levelled differences between people in terms of access to opportunities to live the lives they desire. AAATE wants to be an active player and interdisciplinary collaborative platform uniting organisations and individuals that want to collaborate in making that vision come true. Our mission is to foster the role of Assistive Technology and inclusive design to create a world where all people can equally enjoy their human rights. Our main activities include: a major International Conference, held every 2 years, on all aspects of Assistive Technology and "Technology and Disability", the official Scientific Journal of AAATE, published by IOS Press.

Professor Georgios Kouroupetroglou
President of AAATE

Rome, January 12 2023

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that Associazione CIMEA endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in *The Circle U. Think and Do Tank on the Future of Higher Education*, particularly on the following themes:

- microcredentials, academic recognition, *blockchain* technology in the context of credential evaluation, skill intelligence (monitoring and foresight for skills provided by academic degrees and skills requested by the industry – CIMEA has a research partnership with the University of Pisa B4DS Research Group).

At this stage the contact person will be:

Luca LANTERO, Director
Viale XXI Aprile, 36 – 00162 ROMA (I)
l.lantero@cimea.it

Chiara Finocchietti, vice Director
Viale XXI Aprile, 36 – 00162 ROMA (I)
chiara.finocchetti@cimea.it

About Associazione CIMEA (https://www.cimea.it/EN/)

CIMEA – Information Centre on Academic Mobility and Equivalence has performed since 1984 its specific activity of information and advicing on the procedures of qualifications recognition and on themes linked to Italian and international higher education and training.

The principal objective of CIMEA is to further academic mobility in all aspects, facilitating the understanding of the elements of the Italian system and of foreign education and training systems and sponsor the principles of the Lisbon Recognition Convention on qualifcations recognition.

CIMEA owns an international document centre and specialised databases on foreign higher education systems, on the types of qualifications of every country and on the national legislation in terms of higher education. It supplies on average, via email, and free of charge, replies to around 20,000 enquiries on the theme of qualification recognition and evaluation every year, to Italian and foreign universities, university students, lecturers and researchers, international organizations, ministries, research institutes and Italian and foreign public bodies, institutions, companies and associations, Italian and European citizens, and citizens from all continents.

In 1986 CIMEA was appointed by the then Ministry of Public Education as the official Italian centre dealing with the NARIC - National Academic Recognition Information Centres network of the European Union and the ENIC - European National Information Centres network of the Council of Europe and UNESCO.

As deliberated by Article IX.2 of the Convention on the Recognition of Qualifications concerning Higher Education in the European Union, the Ministry of Education, University and Research - MIUR has entrusted CIMEA with the task of conducting the activities of National Information Centre concerning the procedures of qualification recognition currently in force in Italy, the Italian higher education system and the qualifications awarded at a national level.

As instructed by MIUR, CIMEA has been the sponsoring body of the Eurostudent survey in Italy and is the Italian representative of the European Eurostudent Network.

Since 2012 CIMEA participates in the work of the Group of National Correspondents for Qualifications Frameworks (QF-EHEA) founded at the Council of Europe, representing Italy, and created and manages the Italian Qualifications Framework – QTI.

CIMEA was appointed by MIUR in 2009 to represent Italy inside the Information and Promotion Network (IPN) of the Bologna Process and participates in the network sponsored by the European Commission of the European Promotion and Mobility Agencies.

CIMEA was nominated as member of the **Working group on the Recognition of qualifications held by refugees**, displaced persons and persons in a refugee-like situation, working within the Council of Europe.

Finally, CIMEA participates in the work of the **Bologna Process and the European Higher Education Space**, both on a national level collaborating with the national group of the Bologna Process Experts**,** and on an international level participating in work groups and initiatives sponsored by the Bologna Follow-up Group (BFUG)**.**

Italy, thanks to CIMEA, is the first Country to use ***blockchain*** **technology in the context of credential evaluation.**

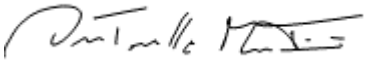
CIMEA, through its **«diplo*me*»** service, has developed a "Wallet" for each holder of academic titles where it is possible to upload one's own qualifications using *blockchain* technology. This generates a qualification document management system that i**s** decentralised, transparent, certified and unchangeable, with the scope of making it progressively easier for a student, a graduate or a professional to enroll in a foreign university or enter the labour market in a foreign country.

But diplo *me* is also a global ecosystem, which can be used by authorities and institutions, which for various reasons issue and certify qualifications, to securely and unchangeably register these documents, guaranteeing their transferability and authenticity.

CIMEA, in line with its specific institutional activities and thanks to its specific decades-long experience and acquired competences, coordinates and participates in **international projects in the educational and training sector**, also in collaboration with international organizations, national bodies and administrations, sectoral associations and networks, higher education institutions and more in general with all the bodies that operate in diverse ways in the higher education sector. Details here https://www.cimea.it/EN/pagina-progetti

Sincerely Yours

Antonella Martini
President



AOO "CLE" - Prot.: 0175252/2022 del 20/12/2022

Annex 11

COMUNE DI PISA
Il Sindaco

Pisa, 19.12.2022

To whom it may concern

oggetto: PARTNERSHIP IN THE PILOT PHASE TO CIRCLO U.-EUROPEAN UNIVERSITY ALLIANCES

I hereby confirm that COMUNE DI PISA (City of Pisa) endorses Circle U. vision and missioni and will contribute, where possible, to the fulfilment of the objectives and partecipate in the future activities.
Pisa want to be associated partner to the Alliance and support all local and international activities.

AT this stage the contact person will be dott. Luca Leone- Capogabinetto
l.leone@comune.pisa.it

IL SINDACO
Michele Conti

COMUNE DI PISA
Comune di Pisa
U
COPIA CONFORME ALL'ORIGINALE DIGITALE
Protocollo N.0147781/2022 del 20/12/2022
Firmatario: MICHELE CONTI

AOO "CLE" - Prot.: 0007089/2023 del 19/01/2023

Annex 11

Consiglio Nazionale delle Ricerche

Area della Ricerca di Pisa
Il Presidente

Pisa, 18 January 2023

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

As the president of the CNR Research Area in Pisa, I hereby confirm that the CNR Research Area of Pisa, including the Institutes it is composed of, endorses the Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities as an Associated Partner.

More specifically and upon further discussions with Circle U, we have a strong interest in the Knowledge Hubs on Climate and Global Health, and we are interested in developing short-term training courses including summer schools, and in offering bi-directional mobility and expert training to and from Circle U.

The CNR Research Area in Pisa includes 13 CNR Institutes with more than 1200 staff. The various Institutes have different and specific scientific activities and expertise, such as ICT and Artificial Intelligence; Physiology, Medicine and Health; Laser Physics; Industrial and Environmental Chemistry; Biophysics; Ecosystem Research; Geosciences and Environmental Resources; Climate Impact Analysis.

At this stage the contact person will be:
Antonello Provenzale
President of the CNR Research Area in Pisa
Director of the Institute of Geosciences and Earth Resources
antonello.provenzale@cnr.it

With my best regards

Antonello Provenzale



AOO "CLE" - Prot.: 0178140/2022 del 27/12/2022

Annex 11

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I herby confirm that Azienda Ospedaliero Universitaria Pisana (A.O.U.P.) endorse Circle U. Vision and mission and will contribute, where possible, to the fulfilment of the objectives and partecipate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in the role of associate partner.

The A.O.U.P. will be able to play both an impulse role towards the Alliance and a liaison role between the needs of the territory and the answers that the Alliance itself can provide, as well as the dissemination of the initiative and its results at the local level.

At this stage the contact person will be: Benedetta Becherini, administrative manager: b.becherini@ao-pisa.toscana.it

About:

The A.O.U.P. is a hospital integrated with the University of Pisa. The hospital's mission is to contribute to guaranteeing the highest possible levels of health: ensuring the centrality of the patient and guaranteeing attention to the service understood as the added value of the technical-professional component and an integral and substantial part of the service itself; guaranteeing patients and their families a listening ear, information while respecting their feelings; enhancing and integrating skills, developing knowledge and technical-professional, organisational and management capacities; favouring the development of a "horizontal organisation" and by processes and the valorisation and management by care and clinical pathways; organising activities on the basis of the hospital model by intensity of care and on this developing and favouring research and teaching lines. The A.O.U.P. takes on the configuration of a structural element of both the NHS of the health system of the Region of Tuscany and of the university system, with which it shares the didactic and research purposes. It is also characterised by the fact that it performs, in a unified and coordinated manner, the care functions and, to the extent that they are closely integrated, the teaching and research functions. In particular, the A.O.U.P. ensures - hospitalisation activities, specialist outpatient services and emergency-urgency activities; - teaching activities, to the extent that they are integrated with the care activities pertaining to the regional system, through consultation with the University with reference to the degree courses of the health professions, the master's degree courses and the courses of the Specialisation. Schools provided by the Faculty of Medicine; - a functional endowment of beds congruent with the teaching and research requirements of the Faculty of Medicine, and the use of all the other resources available (technological and professional), in order to guarantee the optimal running of single-cycle degree courses and courses in the health professions, as well as the training of postgraduate students.

Initiatives in this area are mainly aimed at the development of innovative diagnostic and therapeutic procedures, the provision of rapid application transfer of experimental results, and the coordination of review and evaluation activities in clinical and nursing practice.

AZIENDA OSPEDALIERO-UNIVERSITARIA PISANA
General Manager
Dr.ssa Silvia Briani

_____

AOO "CLE" - Prot.: 0177410/2022 del 23/12/2022

Polo Tecnologico

Polo Navacchio SpA
Via Giuntini, 13
56023 Navacchio (PI)

T. +39 050 754120
F. +39 050 754140
E. info@polotecnologico.it

ENDORSMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that Polo Navacchio S.p.A. endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities. More specifically and upon further discussions with Circle U, we have a strong interest in *creating, increasing and grabbing network opportunities*.

At this stage the contact person will be: **Silvia Marchini**, Corporate Relation Manager, marchini@polotecnologico.it

About **Polo Tecnologico Navacchio**:

Form 1999, Polo Navacchio is a Techno Park with a Business Incubator, born from the reconversion of an abandoned industrial site in Navacchio, a small town close to Pisa. It was realized thanks to an agreement between the Regione Toscana, Provincia di Pisa and Municipality of Comune di Cascina signed in 1996.

Currently Polo counts over 60 micro and small hi-tech enterprises established within its own facilities and about 600 people that daily work in the area.

Not only is Polo the sum of the companies located here, it i salso a great network of more than 600 hi-tech Companies, Research Organizations, Resource and Technological Centres: this is our strenght.

Even though Polo Navacchio is a multisectorial Techno Park, most of its companies work in the ICT, TLC, Energy and Robotics Sector.

The Park's mission is the creation of favorable conditions to increase the competitiveness of the micro, small and medium enterprises and the integration between SME's companies and big companies or research centers. This is possible thanks to the facilitation of the integration between high tech SMEs and the relationship with Research.

Moreover, the fact that over 60 high-tech companies, with different but complimentary skills, work close to each other in a single site allows the increasing economies of scale for the management of both structural and added value services through which companies get strategic support to find new growth strategies, improve internal organization, identify new market opportunities, participate in business competition, etc.

In order to help companies, Polo has internal expertise and multi-disciplinary network of external qualified professionals appropriately selected.

Polo Tecnologico

Polo Navacchio SpA
Via Giuntini, 13
56023 Navacchio (PI)

T. +39 050 754120
F. +39 050 754140
E. info@polotecnologico.it

INCUBATOR

The Business Incubator opened in 2003. During the pre-incubation and incubation period start-ups are accompanied and supported from their conception until the development of the innovative idea(s) on the market.

The companies selected for the Incubation service work mainly in the areas of other businesses inside the Techno Park, so that the cooperation and partnerships between them are immediately encouraged.

The main reason why a start up applies for the Business Incubator is to begin its activities within a protected background where it is easier to gain visibility, reduce the costs and face the risks.

The Business Incubator is also important for the territory itself because, with the introduction of new companies, it allows the growth of the surroundings with new employees and new economic opportunities.

Navacchio (PI), 23/12/2022

Andrea Di Benedetto

Legale rappresentante

Brussels, 14 December 2022

Object: TOUR4EU - Endorsement letter as Associated Partner of CIRCLE U.

Dear Madame/Sir,

I hereby confirm that TOUR4EU endorses Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities.
More specifically and upon further discussions with Circle U, TOUR4EU has a strong interest in supporting the development of the initiative by acting as a catalyst for the Alliance and by bridging the needs of the local level and the responses that the Alliance can provide. Furthermore, TOUR4EU could also disseminate the initiative and its results at the local and EU level thanks to its solid network.

At this stage the contact person will be Ms. Simona Costa, TOUR4EU Head of Office, s.costa@tour4eu.eu

About TOUR4EU:
Tour4EU (Tuscan Organisation of Universities and Research for Europe) is a non-profit association of Belgian law which brings together the Tuscany Region and the seven Tuscan universities (University of Pisa, University of Florence, University of Siena, University for Foreigners of Siena, IMT High Studies Lucca, Scuola Normale Superiore and Scuola Superiore Sant'Anna) with the objective to promote the interests of the Tuscan research system at the EU level, strengthen its internationalisation and increase its European project planning. TOUR4EU represents in Brussels the excellence of the Tuscan university system, which counts almost 5,000 teachers and 129,000 students and has generated 181 university spin-offs.
The Association has the task of interacting with the institutions of the European Union and other strategic stakeholders, in order to intercept opportunities and funding, promote synergies, internationalization, scientific cooperation and European planning, also involving the industrial sector and small and medium-sized businesses.

I sincerely thank you for your attention.

Best regards,



Prof. Monica Barni
President of TOUR4EU

Circle U.
European University Alliance

AUSTRIAN STARTUPS

Hannah Wundsam
Managing Director
AustrianStartups
Lindengasse 56, 1070 Vienna

International Office
University of Vienna
Universitätsring 1, 1010 Vienna
circle-u@univie.ac.at

ENDORSEMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that AustrianStartups endorses Circle U.'s vision and mission and will contribute, where relevant, to the fulfilment of the objectives and to future activities.

More specifically, and subject to further discussions with Circle U., we have an interest in collaborating with Circle U. on various entrepreneurship and innovation activities. We could envisage taking on a guest speaker role at Circle U. entrepreneurship events, such as within the Female Founder Network. Our collaboration with Circle U. could also encompass entrepreneurship networking events, including working with Circle U. universities to open up the regular "Stammtisch" event run by AustrianStartups to an international audience. We also see opportunities to work together on hackathons and other formats.

We are looking forward to working with Circle U. At this stage, the contact person at our organisation will be: Hannah Wundsam, Managing Director, Hannah.wundsam@austrianstartups.com.

About AustrianStartups:

AustrianStartups is the leading non-profit platform and think tank for startups and innovative entrepreneurship in Austria. Together with our 30,000 supporters, we are working towards a brighter entrepreneurial future in Austria. Over the past 9 years, we have inspired more than 160,000 people across our communication channels, connected more than 20,000 event visitors and published Austria's largest startup study – the Austrian Startup Monitor. Learn more at www.austrianstartups.com.

Kind regards,

Hannah Wundsam

Circle U.
European University Alliance

GeoSphere Austria

Andreas Schaffhauser, Director General
Robert Supper, Director General
GeoSphere Austria
Hohe Warte 38, 1190 Vienna

International Office
University of Vienna
Universitätsring 1, 1010 Vienna
circle-u@univie.ac.at

ENDORSEMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that GeoSphere Austria endorses Circle U.'s vision and mission and will contribute, where relevant, to the fulfilment of the objectives and to future activities.

More specifically, and subject to further discussions with Circle U., we have a particular interest in collaborating with Circle U.'s Climate Hub, in light of our expertise in geology, geophysics, climatology and meteorology and our climate and environment research. Within the Climate Hub, we could envisage collaborating with Circle U. on science communication, outreach and educational activities, as well as establishing links with early career researchers from Circle U. universities.

We are looking forward to working with Circle U. At this stage, the contact person at our organisation will be: Gerhard Wotawa, Director of Division Climate and Environment Services, gerhard.wotawa@geosphere.at

About GeoSphere Austria: GeoSphere Austria has been Austria's Federal Institute for Geology, Geophysics, Meteorology and Climatology since 1 January 2023. It resulted from the merger of the Federal Geological Survey and the Central Institute for Meteorology and Geodynamics.
As a national geological, geophysical and meteorological service, GeoSphere Austria makes an important contribution to increasing the overall national resilience and crisis resistance and contributes to the precautionary approach to climate change, its consequences and the sustainable development of Austria.

Kind regards,

Andreas Schaffhauser
Director General

Robert Supper
Director General

Annex 11

International Institute for Applied Systems Analysis
IIASA www.iiasa.ac.at

Address: Schlossplatz 1, A-2361 Laxenburg, Austria
Telephone: +43 (0) 2236 807 000
Email: jaarsveld@iiasa.ac.at

Dr. Albert van Jaarsveld
Director General

TO WHOM IT MAY CONCERN

22 December 2022
AvJ/FW

ENDORSEMENT LETTER

I hereby confirm that the International Institute for Applied Systems Analysis endorses Circle U.'s vision and mission and will contribute, where relevant, to the fulfilment of the objectives and to future activities. More specifically and upon further discussions with Circle U., we have a strong interest in developing training and capacity-building activities and events for early career researchers and collaboration on early career researcher mobility schemes.

At this stage, the contact person at our organization will be Dr. Fabian Wagner, IIASA Capacity Development and Academic Training Dean, fabian@iiasa.ac.at

Description of the institute

Founded in 1972, IIASA is an international scientific institute that conducts policy-oriented research into problems that are too large or complex to be solved by a single country or academic discipline. Problems like climate change that have a global reach and can be resolved only by international cooperative action; or problems of common concern that need to be addressed at both the national and international level, such as energy and climate change, population aging, and sustainable development. Funded by research funding agencies in Africa, the Americas, Asia, and Europe, IIASA is independent and unconstrained by political or national self-interest. The IIASA mission is to: Provide insights and guidance to policymakers worldwide by finding solutions to global and universal problems through applied systems analysis in order to improve human and social wellbeing and protect the environment. As such IIASA is well situated and has a long track record in offering science-based decision support.

Nearly 400 mathematicians, social scientists, natural scientists, economists, and engineers from 50 countries carry out research at IIASA in Austria, at the heart of Europe. These range from world-renowned scholars—six Nobel Prize laureates have worked at IIASA—to young scientists just embarking on their careers. In addition, research networks consisting of almost 4,600 associated and visiting researchers from 99 countries collaborate with the institute, including collecting and processing local and regional data for integration into advanced scientific models developed at IIASA. It is through such scientific collaboration that IIASA is building bridges among countries.

The institute has a strong focus on capacity building and offers an extraordinarily dynamic and creative research environment that allows early career researchers to thrive and launch their career in a field of applied systems analysis. IIASA's early career researchers are closely integrated into research group where they have access to the most up-to-date relevant data and converse with the developers of the most sought-after decision support tools.

Yours sincerely,

Albert van Jaarsveld
Director General

Circle U.
European University Alliance

naturhistorisches museum wien nhm

Dr. Katrin Vohland
Director General
Naturhistorisches Museum Wien
Burgring 7, 1010 Vienna

International Office
University of Vienna
Universitätsring 1, 1010 Vienna
circle-u@univie.ac.at

ENDORSEMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that the Natural History Museum Vienna endorses Circle U.'s vision and mission and will contribute, where relevant, to the fulfilment of the objectives and to future activities.

More specifically, and subject to further discussions with Circle U., we have an interest in collaboration on science communication, outreach and other activities not only in Circle U.'s Climate Hub, but also in the Democracy Hub and Global Health Hub. The Natural History Museum Vienna has strengths in all three of these thematic areas. The Museum aims to make a significant contribution to sustainable development in Austria, Europe and the world, which aligns with Circle U.'s commitment to shaping a sustainable society. We are looking forward to working with Circle U.

At this stage, the contact person at our organisation will be Dr. Katrin Vohland, Director General, Email: katrin.vohland@nhm.at

About the Natural History Museum Vienna:

The Natural History Museum Vienna, situated in the Center of Vienna, preserves, expands, researches and presents its extensive collections, comprising about 30 million objects, covering biology, earth sciences, anthropology and archaeology in a building designed as a total work of art. It conveys the diversity of nature, the evolution of Planet Earth and life, and the related cultural development of humankind. Furthermore, it serves as an inspirational meeting place for dialogue and exchange of ideas between the scientific community and the general public.

Kind regards,



AP-HP. Centre Université Paris Cité

ASSISTANCE PUBLIQUE HÔPITAUX DE PARIS

À qui de droit

La direction du GHU AP-HP.Centre Université Paris Cité représentée par le Directeur du GHU Didier Frandji et la Présidente de la CMEL la Professeure Claire Poyart, renouvellent leur confiance pour rester membres associés de l'alliance Européenne Universitaire CIRCLE-U dans le cadre de la prolongation demandée.

Paris, le 13 janvier 2023

Didier Frandji

Didier Frandji
Directeur du GHU
AP-HP Centre-Université Paris Cité

Claire Poyart

Professeure Claire POYART
Présidente de la CMEL
AP-HP Centre – Université de Paris
Hôpitaux Broca La Collégiale • Cochin
Corentin Celton • HEGP • Hôtel-Dieu
Necker-Enfants malades • Vaugirard

Annex 11

VILLE DE PARIS

Marie-Christine LEMARDELEY

Adjointe à la Maire de Paris

Enseignement supérieur, recherche et vie étudiante

Conseillère du 5ème arrondissement

Paris, January 18, 2023

ENDORSEMENT LETTER

TO WHOM IT MAY CONCERN

I hereby confirm that City of Paris continues endorsing Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities.

More specifically and upon further discussions with Circle U, we have a strong interest in the Circle U project.

'European Universities' have an ambitious mandate to trigger unprecedented levels of institutionalised cooperation making it systemic, structural and sustainable. As European universities, the City of Paris shares the following objectives:

- Promoting common European values and a strengthened European identity by bringing together a new generation of Europeans, who are able to cooperate and work within different European and global cultures, in different languages, and across borders, sectors and academic disciplines.
- Reaching a substantial leap in quality, performance, attractiveness and international competitiveness of European higher education institutions.

The Mayor of Paris also wishes to bring municipal services closer to researchers in particular on three transversal themes of Circle U : climate, democracy and global health. It is essential that the academic and scientific ecosystem maintains close relations with the sphere of public decision-making, so that the design and evaluation of public policies can be based on scientific knowledge and rigorously established facts, and that these policies incorporate the conclusions of the researchers' work. The City wishes to bring municipal services closer to scientific research in order to better immerse themselves in the latest advances on topics of interest to the City.

The City of Paris wishes to participate in the ECR mobility program of Circle U by welcoming researchers in the services of the City Hall.

Building on this continuous effort and on the multiple links that already exist between the City of Paris and Université Paris Cité, we fully support Circle U.'s strong commitment towards sustainability subjects that are crucial for the City of Paris. The City of Paris along with stakeholders in the other Circle U. cities / regions intend to contribute, as much as possible, to organize events for the establishment of a student network between the major cities of Circle U. It will contribute to welcome and accompany international students, via the access to services such as "Welcome Desk Paris" or "acc&ss Paris".

At this stage the contact person will be : Marie-Christine Lemardeley, deputy major in charge of higher education, research and student life marie-christine.lemardeley@paris.fr.

Paris has nearly 370 higher education establishments spread over the entire Parisian territory, and thus constitutes a "city-campus". It also has a large number of research centers and laboratories (320). In addition, nearly 25,000 researchers were counted in the 7 Parisian public universities in 2020.

The City of Paris is very committed to support higher education, research and a high-quality student life. We take action to maintain and reinforce the excellence of scientific infrastructures in Paris.

We fully support the improvement of student life and the development of students' initiatives.

M.C. Lemardeley

Marie-Christine LEMARDELEY

Conseil régional
2, rue Simone Veil
93400 Saint-Ouen
Tel: +33 1 53 85 59 40
Fax: 01 53 85 59 49
www.iledefrance.fr

Saint-Ouen, 25th January 2023

Endorsement letter - Support for European Universities call 2023

I undersigned, Alix de La Coste, in my quality of Deputy Director General in charge of Higher Education and Research at Paris Region, express my support for the proposal of **Circle U. European University Alliance** under 2023 Erasmus+ call for European Universities (ERASMUS-EDU- 2023-EUR-UNIV). Paris Region (Région Ile-de-France) continues to endorse Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities.

Within the frame of its strategy, Paris Region, as a regional government and a research funding organization, aims to strengthen its position as a world-renowned science and technology hub. The **Circle U.** fully aligns with this goal, contributing to the development of a European ecosystem for higher education, research and innovation in three key knowledge areas – climate, democracy and global health.

In the frame of its current strategy, Paris Region already supports training, research and innovation programmes in various fields such as Climate, Climate mitigation and Adaptation, Health equity and Reinventing democracy, notably through its financial support of Major Domains of Research and Innovation, research networks developed by scientists of Research Producing Organizations. The Circle U. will reinforce European scientific networks on these strategic topics for Paris Region and will contribute to the goals of open innovation, international and cross-sectoral mobility of students and researchers.

Supporting **Circle U.** initiative, my institution commits to contributing to:

- Support student mobility through its existing programmes,
- Welcome students and researchers through the regional Acc&ss programme,
- Annual conferences or workshops on research topics listed above,
- Continuing education and career development.

We appreciate the opportunity to show our support for **Circle U**. European University Alliance, and we hope that our letter will be a valuable addition to their proposal.

Sincerely yours,

Alix de La Coste
Deputy Director General in charge of
Higher Education, Research,
Technology transfer, Networks

PASTEUR NETWORK

5 January 2023

To Whom It May Concern,

I hereby confirm that the Pasteur Network Association endorses the Circle U. vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in future activities.

More specifically and upon further discussions with Circle U, we have a strong interest in developing short term training opportunities, innovative MOOCs and SPOOCs, and offering bidirectional mobility and professional experience from and to Circle U to the Pasteur Network.

At this stage the contact person will be: Rebecca F. Grais, Executive Director, Pasteur Network Association, 25 - 28 Rue du Docteur Roux, 75015, rebecca.grais@pasteur.fr

The Pasteur Network is an association under French law (1901) - recognized as a Non-State Actor by the WHO, bringing together 33 public health and research institutes in 25 countries on 5 continents. The Pasteur Network is a vast scientific and human community that actively participates in national and international research, public health and training programs. The key strategic access of the Pasteur Network are aligned with that of Circle U emphasizing the role of climate change on heath and enhancing and developing multi-directional mobility opportunities and knowledge communities.

It is with great pleasure to support the Circle U vision and mission and we look forward to future discussions and collaborations.

Sincerely,

Rebecca F. Grais, PhD, MSc

Executive Director, Pasteur Network

Byrådsavdeling for næring og eierskap

Oslo

University of Oslo

Deres ref.:	Vår ref. (saksnr.):	Saksbeh.:	Dato:
	23/248 - 1	Jan Fredrik Lockert, 480 25 485	13.01.2023

City of Oslo endorses Circle U. vision and mission

We hereby confirm that the City of Oslo endorses Circle U.'s vision and mission. We support Circle U. emphasis on interdisciplinary education, research and innovation as a guiding light for progress towards more sustainable, democratic and healthier societies.

The Circle U. alliance is committed to provide a space for students to develop their own projects and use their knowledge for making a societal impact, using innovative and creative teaching and learning formats. Specifically and upon further discussions with Circle U., the City of Oslo will contribute to the implementation of Circle U. InCUbator, which offers a structured space for challenged-based learning activities. When relevant, the City of Oslo will assist as student mentors, and/or contribute in Circle U. teaching and learning activities.

The City of Oslo, along with stakeholders in the other Circle U. cities/regions, intends to contribute to student events/hackathons. Through these events and activities, the City of Oslo could both gain knowledge, and share best practices with students and Circle U. cities/regions. The City of Oslo's participation in Circle U. Challenge (2022), with the project "Car-Free Livability Oslo" is an example of beneficial collaborative projects that could be elaborated. https://www.uio.no/om/internasjonalt/circle-u/challenge/car-free-livability.html

Department of Business Development and Public Ownership

Eli Vorkinn

Director General

Oslo kommune
Byrådsavdeling for næring og eierskap

Besøksadresse:
Olav V gate 4
Postadresse:
Rådhuset, 0037 OSLO

Telefon: 21 80 21 80
postmottak@byr.oslo.kommune.no
Org. Nr.: 997703634
oslo.kommune.no

THE NOBEL PEACE PRIZE

Svein Stølen, Rector
University of Oslo

Oslo, 09.01.2023

Dear Svein Stølen,

I hereby confirm that the Norwegian Nobel Institute endorses Circle U.'s vision and mission. In particular, the institute supports Circle U.'s emphasis on interdisciplinary education, research, and innovation as preconditions for progress towards more sustainable, democratic, and healthier societies.

In cooperation with Circle U.'s Knowledge Hub of Democracy, the Norwegian Nobel Institute will support the dissemination of Circle U. events as part of the Oslo Peace Days.

The Norwegian Nobel Institute looks forward to cooperating with the Circle U. alliance on this matter as an associated partner.

Best regards,



Olav Njølstad
Director

The Norwegian Nobel Institute
Henrik Ibsens gate 51
0255 Oslo
Norway

Notat

Oslo Science City
Gaustadalléen 21
0349 Oslo

Tlf.
958 33 707
E-post
post@oslosciencecity.no

Org.nr
922 818 282

oslosciencecity.no

Til: Svein Stølen, University of Oslo

Fra: Christine Wergeland Sørbye

Kopi:

Dato: 10.01.23

Letter of endorsement Circle U.

Oslo Science City has been informed about the application to the Erasmus+ programme for the continuation of the European University Alliance Circle U. As Norway's first innovation district, with the University of Oslo as our anchor institution, we hereby confirm that Oslo Science City endorses the vision and mission of Circle U. We support the Circle U. emphasis on interdisciplinary education, research and innovation as a guiding light for progress towards more sustainable, democratic and healthier societies.

In addition to the University of Oslo, Oslo Science City has the largest hospital in the Nordic countries, research institutes with world-leading expertise and internationally leading enterprises as members of the innovation district. From this broad and varied knowledge base, four thematic fields of particular strengths in research and innovation clearly stand out:

- Health and life sciences
- Digitalization and computational sciences
- Climate, energy and the environment
- Democracy and inclusion

We understand the Circle U. alliance is committed to provide a space for students to develop their own projects and use their knowledge for making a societal impact, using innovative and creative teaching and learning formats, and this aligns well with the ambitions of Oslo Science City. Specifically, and upon further discussions with Circle U., Oslo Science City will contribute to the implementation of relevant activities like for example challenged based learning activities in Circle U.

Yours sincerely,

Christine Wergeland Sørbye

Christine Wergeland Sørbye
CEO, Oslo Science City

Annex 11

Oslo University Hospital

To whom it may concern

Our ref.:	Your ref.:	Responsible:	Date:
			11.1.2023

Required (in all correspondence)

Letter of support

We hereby confirm that Oslo University Hospital endorses Circle U.'s mission statement. We support the university alliance's emphasis on interdisciplinary education, research and innovation towards more sustainable, democratic and healthier societies.

The Circle U. alliance is internally committed to provide a space for students to develop their own projects and use their knowledge for making a societal impact, using innovative and creative teaching and learning formats. Specifically, and upon further discussions with Circle U. represented by the University of Oslo, Oslo University Hospital will contribute to the implementation of Circle U. InCUbator, which offers such a structured space for challenged based learning activities. When relevant and possible, Oslo University Hospital will strive to assist as student mentors, and/or contribute in Circle U.'s teaching and learning activities in the axis of cooperation between the hospital and the University of Oslo.

Bjørn Atle Lein Bjørnbeth
Chief Executive Officer

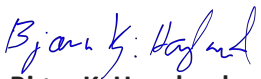
Letter of Endorsment, Circle U

Oslo, January 2023

We hereby confirm that Skift endorses Circle U.'s Circle U. vision and mission. We support Circle U. emphasis on interdisciplinary education, research and innovation as a guiding light for progress towards more sustainable, democratic and healthier societies.

The Circle U. alliance is committed to provide a space for students to develop their own projects and use their knowledge for making a societal impact, using innovative and creative teaching and learning formats. Specifically and upon further discussions with Circle U., Skift will contribute to the implementation of Circle U. InCUbator, which offers such a structured space for challenged based learning activities. When relevant, Skift will assist as student mentors, and/or contribute in Circle U. teaching and learning activities.

Yours sincerely,



Bjørn K. Haugland
CEO at Skilt — Business Climate Leaders

Annex 11

РЕПУБЛИКА СРБИЈА
ФОНД ЗА ИНОВАЦИОНУ
ДЕЛАТНОСТ
Бр. 6-08/28-1-23
26.1. 2023 год.
БЕОГРАД

INNOVATION FUND

LETTER OF SUPPORT

to the Circle U. European University Alliance Project, in cooperation with the University of Belgrade

Belgrade, January 26, 2023

The Innovation Fund of the Republic of Serbia (IF, founded in 2011) is a crucial national institution for supporting innovative activities and managing funding for stimulating innovation. The Innovation Fund intends to contribute to the overall development of innovations through promoting innovative entrepreneurship, implementing financing programs for R&D-oriented projects, and strengthening the linkage between academia and industry. The Innovation Fund programs are intended for SMEs in the early stages of development, growth stages, and cooperation with R&D organisations, as well as for R&D organisations to increase the ability and efficiency in commercialising inventions, in line with the 4S strategy.

The Innovation Fund supports initiatives aimed at raising awareness of innovation, research, education and technology transfer.

I hereby confirm that the Innovation Fund of the Republic of Serbia endorses Circle U's ambitions and will contribute, where possible, to the fulfillment of the objectives and participate in future activities. Within the Circle U, the Innovation Fund of the Republic of Serbia intends to focus on the implementation of the work package 5 – Societal engagement, and work package 4 – Research and innovation.

The Innovation Fund remains at your disposal for any further questions.

Sincerely,

Ivan Rakonjac

Managing Director
Innovation Fund

INNOVATION FUND
Nemanjina 22-26
11000 Belgrade, Serbia
Phone: + 381 11 655 56 96
Fax: + 381 11 240 03 48
ID number: 20154691
Tax number: 104403200
Account number: 840-402723-94
www.innovationfund.rs

Annex 11

Republic of Serbia
MINISTRY OF EDUCATION
Number: 337-00-00022/2023-09
Date: 19 January 2023
Nemanjina St. 22-26
Belgrade

ENDORESEMENT LETTER

To Whom it May Concern

I hereby confirm that the Ministry of Education of the Republic of Serbia continues endorsing the Circle U's vision and mission and will contribute, where possible, to the fulfillment of the objectives and participate in the future activities.

Within the Circle U, the Ministry of Education of the Republic of Serbia intends to participate in activities related to the quality and relevance of the education programs among Circle U partners.

In the pilot phase of the Circle U project, the Ministry of Education was valuable partner in WP2 and WP7, especially in regards to activities such as bridging the way into university and creating an agile university ecosystem. In addition, the Ministry will have an active role, involved as a public authority, in the national conference that will be organized in May at the Rectorate of the University of Belgrade. It will be a unique opportunity to debate the opportunities and barriers of the European Universities initiative.

Having in mind that Serbia is not an EU member, it is important to underline that Serbia is a program country in the scope of the Erasmus + program, and the Ministry of Education fully supports activities under the Erasmus and will continue with these actions. Higher education of Serbia is fully embedded in the European educational system, and the Ministry will continue its efforts to improve the quality of education, with a special focus on research and innovation. Education is, and will be the top priority for the Serbian Government, and respectively the Ministry of Education, and the basis for the development of the Republic of Serbia.

We look forward to expanding our future collaboration in the next project phase, and the Ministry of Education of the Republic of Serbia remains at your disposal for any further questions.

Sincerely yours,

MINISTER

Branko Ružić

Annex 11

SCIENCE TECHNOLOGY PARK
Belgrade

19th of January, 2023

To Whom it May Concern

Science Technology Park Belgrade was established in 2015, in the partnership of the Government of the Republic of Serbia (on the behalf of Government: Ministry of Science, Technological Development and Innovation), City of Belgrade and University of Belgrade, supported by the Swiss Government, with the aim to boost national innovation ecosystem. We are supporting entrepreneurs, startups and growing tech companies in innovation development and commercialization by providing need-based set of infrastructure and business support services.

In only seven years, 7 support programs have been developed, while more than 150 companies have been supported through STP Belgrade programs and services. We trained more than 1.000 potential entrepreneurs and encouraged 4.500 students for technological entrepreneurship. Currently, STP Belgrade member companies are exporting to more than 50 countries and employing more than 1500 engineers.

In developing innovation supporting and tech-entrepreneurship programs, STP Belgrade collaborates with world-renowned international organizations (STP Belgrade is member of International Organization of Science Parks and Areas of Innovation - IASP) and partners, such as Innovation Forum Cambridge (ImagineIF! Health-Tech Startup Competition), Colosseum Sport Israel (Sports-Tech Startup Support Program in Serbia - Colosseum Sports Tech Serbia), Annual Investment Meeting UAE (AIM Startup Competition) with business associations, public and state institutions, maintains close relations with universities, scientific institutes and research laboratories, other companies in the market and all organizations aimed at developing and strengthening the knowledge-based economy.

Science Technology Park Belgrade endorses Circle U's ambitions and will contribute, where possible, to fulfillment of the objectives and participate in the future activities.

Within the Circle U, the Science Technology Park Belgrade intends to focus on the implementation of the work package 5 – Societal engagement, and work package 4 – Research and innovation.

We remain at your disposal for any further questions.

Kind regards,

Gordana Danilović Grković

General Manager

Registration no: 21113115
VAT: 109023482
Bank account: Komercijalna banka a.d Belgrade
IBAN: RS 35205007010046342118

Veljka Dugoševića 54
11000 Belgrade, Serbia
tel: +381 11 3370 951
e-mail: office@ntpark.rs

A Tradition of Innovation

Brussels, 25 January 2023

ENDORSMENT LETTER FOR CIRCLE U. PROJECT PROPOSAL
(ERASMUS-EDU-2023-EUR-UNIV-1)

TO WHOM IT MAY CONCERN

I, the undersigned Prof. Ludovic Thilly, hereby confirm that Coimbra Group continues endorsing Circle U. Alliance's vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities as associated partner.

More specifically, and upon further discussions with Circle U., we have a strong interest in supporting knowledge sharing, dissemination and promotion of the Alliance's key developments and outcomes, both within and beyond our network of universities. Furthermore, Coimbra Group will continue engaging with Circle U. in policy-oriented activities in the broader framework of the further development of the European Universities Initiative and any other relevant European initiatives.

The contact persons will be: Emmanuelle Gardan, office director, gardan@coimbra-group.eu, and Magdalena Kozula, policy and advocacy officer, kozula@coimbra-group.eu

About Coimbra Group (PIC number 947388816): Founded in 1985 and formally constituted by Charter in 1987, the Coimbra Group is an association of long-established European multidisciplinary universities of high international standard. CG is committed to creating special academic and cultural ties in order to promote, for the benefit of its members, internationalisation, academic collaboration, excellence in learning and research, and service to society. It is also the purpose of the Group to influence European educational policy and to develop best practice through mutual exchange of experience.

The Coimbra Group has actively engaged with, and supported, the European Universities initiative since early start. We now strive to disseminate the findings, outputs and good practices generated by the Alliances with Coimbra Group members to the rest of the European higher education community, as well as take an active role in building collective knowledge and learning on the initiative so as to make recommendations on its further development.

As Circle U. is entering its next phase, we very much look forward to a continuous fruitful cooperation.

Yours Sincerely,

Prof. Ludovic Thilly
Executive Board Chair

The Guild
of European Research-Intensive Universities

Letter of Support

The undersigned Jan Palmowski as Secretary-General of The Guild of European Research-Intensive Universities (PIC number 887017471) hereby declare the willingness to fully support the proposal Circle U. alliance submitted under the call for proposals *European Universities,* as Associated Partner.

Support by The Guild will be provided in the communication and dissemination of the project's key activities and results, between the members of the alliance and, if appropriate, to other organizations at national and international level. Support will also be provided through external reflection of approaches and strategies of the alliance. Specifically, we will provide support on the basis outlined in previous Communication to our Members of 4 January 2019 and 12 February 2020, which details the dissemination activities we will undertake to ensure parity between our members, and which we have authorized members to use in support of their application.

Brussels, 23 January 2023



Prof. Jan Palmowski

Secretary-General

INTERNATIONAL ASSOCIATION OF UNIVERSITIES
INTERNATIONAL UNIVERSITIES BUREAU

Kevin GUILLAUME
Secretary General
Circle U. (European University Alliance)

ENDORSEMENT LETTER

Dear Kevin GUILLAUME,

I hereby confirm that the International Association of Universities endorses Circle U's vision and mission and will contribute, where possible, to the fulfilment of the objectives and participate in the future activities.

More specifically and upon further discussions with Circle U, we have a strong interest in the following current and future areas Circle U works:

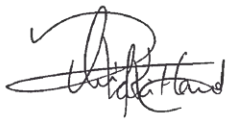
- Contribute to creating the conditions to boost inclusive mobility and connect to the IAU work in this field;
- Connect CircleU and IAU work relating to making the future of higher education happen;
- Supporting the long-term and sustainable development of the alliance with global outlook;
- Help develop future strategic orientations for the Alliance and build synergies at the global level

At this stage the contact person will be: Dr Hilligje van 't Land, IAU Secretary General

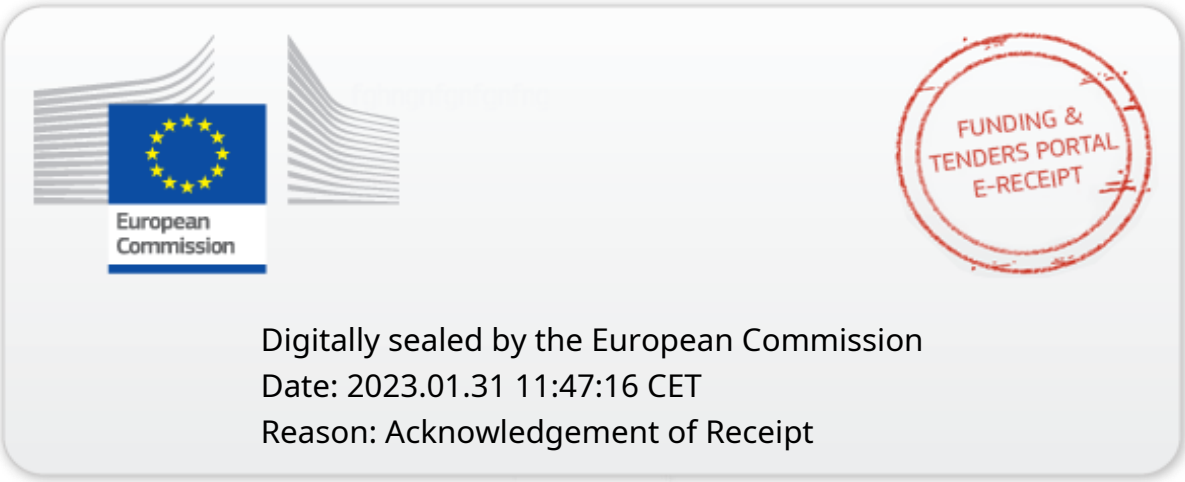
About the International Association of Universities:
Founded in 1950 under the auspices of UNESCO, the International Association of Universities (IAU) is the global voice of higher education offering a global forum for leaders of institutions and associations to discuss and debate higher education at the global level. IAU convenes and connects universities and other higher education stakeholders from more than 130 countries to identify, reflect and act on key issues relating to higher education. It is an independent, bilingual (English and French), non-governmental membership organization. It offers special services to its Members and serves the higher education community at large.

The IAU headquarters are located at UNESCO House, 1 rue Miollis 75732 Paris cedex 15, France.

Website: www.iau-aiu.net



Hilligje van't Land, *PhD*
Executive Director, International Universities Bureau,
Secretary General, International Association of Universities



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