

Service porteur : CPAS
Vice-président : Ludovic Thilly

DÉLIBÉRATION n° CA-20-06-2025-08 DU CONSEIL D'ADMINISTRATION

Séance du 20 juin 2025

Avenant n°AMD-101124589-11 à la convention Erasmus + EC2U (phase de consolidation)

Conseil d'administration

Visas :

- Vu le code de l'éducation, notamment les articles L. 123-3-5°, L. 123-7, L. 123-7-1 et L. 712-1 à L. 712-3 ;
- Vu les statuts de l'université de Poitiers, notamment l'article 33 ;
- Vu le document adressé au Conseil d'administration ;
- Vu la proposition présentée en Conseil d'administration ;

Contexte :

En 2023, l'Alliance d'Universités Européennes intitulée « Campus Européen des Universités dans la Cité » ou « European Campus of City-Universities - EC2U » a soumis un projet pour une nouvelle période de financement (dite phase de « consolidation ») et a été sélectionnée par la Commission Européenne pour une période de 4 ans, à compter du 01 novembre 2023 pour un montant total de 14.4M€. La convention Erasmus + EC2U pour cette phase de consolidation (2023-2027) a été validée par le Conseil d'administration de l'Université de Poitiers le 17 novembre 2023.

Lors de la phase pilote (2020-2023) l'Alliance EC2U comptait sept universités partenaires dites « bénéficiaires »: Université de Coimbra (Portugal), Université Alexandru Ioan Cuza de Iasi (Roumanie), Université Friedrich Schiller de Jena (Allemagne), Université de Pavie (Italie), Université de Poitiers (France, en charge de la coordination), Université de Salamanque (Espagne), Université de Turku (Finlande). Au lancement de la phase de consolidation, une huitième université, l'Université Johannes Kepler de Linz en Autriche a intégré le consortium EC2U. L'Alliance s'était également engagée à accueillir un neuvième partenaire d'ici la fin de l'année 2025. C'est désormais chose faite avec l'arrivée de l'Université d'Umeå en Suède, officiellement intégrée au consortium EC2U depuis le 1^{er} mai 2025.

Cette intégration a nécessité un avenant aux annexes 1 et 2 de la convention Erasmus + de la phase de consolidation, validé par la Commission Européenne le 30 avril 2025. Cet avenant comprend les éléments suivants :

- L'ajout de l'Université d'Umeå en tant que partenaire bénéficiaire ;
- L'intégration de ses partenaires associés locaux (municipalité, hôpital universitaire, associations étudiantes, entreprises, etc.) ;
- La modification de la répartition budgétaire entre les universités membres du Consortium.

Aspects financiers :

En conséquence de l'intégration du neuvième partenaire, la distribution du budget total de 14,4 M€ entre les partenaires a été ajustée. Vous trouverez ci-dessous le tableau récapitulatif issu de l'avenant n°AMD-101124589-11 à la convention Erasmus +.

Université	Montant avant l'avenant	Nouveau montant après l'avenant
Université de Poitiers	4 011 159€*	2 736 776,45€
Université de Coimbra	1 293 863€	1 320 741,67€
Université « Alexandru Ioan Cuza » de Iasi	1 014 212€	1 041 091,71€
Université de Jena	1 684 481€	1 711 359,65€
Université « Johannes Kepler » de Linz	1 495 519€	1 522 397,79€
Université de Pavie	1 839 210€	1 866 089,02€
Université de Salamanque	1 436 136€	1 463 014,74€
Université de Turku	1 625 420€	1 652 299,34€
Université d'Umeå	0 €	1 086 229,63€
Total	14 400 000€	14 400 000€

*A noter : ce montant inclut la part réservée au neuvième partenaire, mise de côté avant son intégration officielle au consortium.

Dispositif ou objet de la décision :

L'avenant n°AMD-101124589-11 à la convention Erasmus + 101124589 EC2U, applicable du 1^{er} mai 2025 au 31 octobre 2027.

Nature de la décision :

Pour décision.

Vote :

Soumis à la majorité simple.

Après en avoir délibéré,

APPROUVE

La présente délibération et son annexe sont adoptées à l'unanimité.

Fait à Poitiers, le 20 juin 2025
La Présidente de l'université de Poitiers,
Présidente du Conseil d'administration,

Virginie LAVAL

Transmis à Monsieur le Recteur de la région académique Nouvelle-Aquitaine, Recteur de l'Académie de Bordeaux, Chancelier des Universités, le 21/07/2025

Entrée en vigueur le jour de sa publication au *Recueil des actes administratifs* de l'université de Poitiers.



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps
A.1 – European Higher Education

GRANT AGREEMENT

Project 101124589 — EC2U

PREAMBLE

This **Agreement** ('the Agreement') is **between** the following parties:

on the one part,

the **European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and

on the other part,

1. 'the coordinator':

UNIVERSITE DE POITIERS (UP), PIC 999859608, established in RUE DE L HOTEL DIEU 15 HOTEL PINET, POITIERS CEDEX 86034, France,

and the following other beneficiaries, if they sign their 'accession form' (see Annex 3 and Article 40):

2. **UNIVERSIDADE DE COIMBRA (UC)**, PIC 997826391, established in PACO DAS ESCOLAS, COIMBRA 3004-531, Portugal,

3. **UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI (UAIC)**, PIC 999887738, established in BULEVARDUL CAROL I 11, IASI 700506, Romania,

4. **FRIEDRICH-SCHILLER-UNIVERSITÄT JENA (UNI JENA)**, PIC 999868726, established in FÜRSTENGRABEN 1, JENA 07743, Germany,

5. **UNIVERSITÄT LINZ (JKU)**, PIC 999892976, established in ALTENBERGER STRASSE 69, LINZ 4040, Austria,

6. **UNIVERSITA DEGLI STUDI DI PAVIA (UNIPV)**, PIC 999893752, established in STRADA NUOVA 65, PAVIA 27100, Italy,

7. **UNIVERSIDAD DE SALAMANCA (USAL)**, PIC 999846610, established in CALLE PATIO DE ESCUELAS 1, SALAMANCA 37008, Spain,

8. **TURUN YLIOPISTO (UTU)**, PIC 999903064, established in YLIOPISTONMAKI, Turku 20014, Finland,

Unless otherwise specified, references to ‘beneficiary’ or ‘beneficiaries’ include the coordinator and affiliated entities (if any).

If only one beneficiary signs the grant agreement (‘mono-beneficiary grant’), all provisions referring to the ‘coordinator’ or the ‘beneficiaries’ will be considered — mutatis mutandis — as referring to the beneficiary.

The parties referred to above have agreed to enter into the Agreement.

By signing the Agreement and the accession forms, the beneficiaries accept the grant and agree to implement the action under their own responsibility and in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

The Agreement is composed of:

Preamble

Terms and Conditions (including Data Sheet)

Annex 1 Description of the action¹

Annex 2 Estimated budget for the action

Annex 3 Accession forms (if applicable)²

Annex 3a Declaration on joint and several liability of affiliated entities (if applicable)³

Annex 4 Model for the financial statements

Annex 5 Specific rules (if applicable)

¹ Template published on [Portal Reference Documents](#).

² Template published on [Portal Reference Documents](#).

³ Template published on [Portal Reference Documents](#).

TERMS AND CONDITIONS

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DATA SHEET

1. General data

Project summary:

Project summary
The European Campus of City-Universities, or EC2U, is a multi-cultural multilingual Alliance of engaged, education- and research-driven European universities. Its ambition is to strengthen a pan-European Campus that empowers its community of over 200000 students, 25000 staff, and 2million citizens to become actors of change. To do so, EC2U increases cooperation, challenge-based, and innovative approaches to co-create joint activities. These activities are guided by 4 United Nations Sustainable Development Goals (SDGs): Good-Health & Well-Being; Quality Education; Sustainable Cities & Communities; Peace, Justice & Strong Institutions; allowing EC2U to lead relevant actions that respond to societal needs. EC2U's key activities include: - 4 Joint Master's Programmes (1 per SDG) with flexible, multi-disciplinary learning paths and embedded mobility schemes - 4 Virtual Institutes (1 per SDG) that increase cooperation in education, research and innovation, via educational offers, joint research projects, and networks of experts - Global/local activities allowing students and staff to fully-enjoy their campus life, via inclusive and well-being-oriented actions - Lifelong Learning to support student, staff, and citizen employability by micro-credential recognition - Capacity-building for talent development through entrepreneurial opportunities. All EC2U activities have a unique mobility component that fosters intercultural learning, peer-to-peer exchange, and a shared sense of European identity. The EC2U Community also benefits from a growing ecosystem of global and local stakeholders (such as cities, higher education regulatory bodies, private sector entities, student associations), which provides a sustainable participatory network. By 2030, EC2U reaches a new model of education, exchange, and learning that acts with and for its community. In other words, EC2U will Empower. Connect. Collaborate. Unite.

Keywords:

- Active citizenship, inclusive, culture, sport, innovative mobility, multilingual, intercultural, innovative curricula, inter-disciplinary, SDG 3-4-11-16, doctoral training, entrepreneurship, LLL

Project number: 101124589

Project name: European Campus of City-Universities

Project acronym: EC2U

Call: ERASMUS-EDU-2023-EUR-UNIV

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

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

Grant managed through EU Funding & Tenders Portal: Yes (eGrants)

Project starting date: fixed date: 1 November 2023

Project end date: 31 October 2027

Project duration: 48 months

Consortium agreement: Yes

2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
1	COO	UP	UNIVERSITE DE POITIERS	FR	999859608	4 011 159.00
2	BEN	UC	UNIVERSIDADE DE COIMBRA	PT	997826391	1 293 863.00
3	BEN	UAIC	UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI	RO	999887738	1 014 212.00
4	BEN	UNI JENA	FRIEDRICH-SCHILLER-UNIVERSITÄT JENA	DE	999868726	1 684 481.00



N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
5	BEN	JKU	UNIVERSITAT LINZ	AT	999892976	1 495 519.00
6	BEN	UNIPV	UNIVERSITA DEGLI STUDI DI PAVIA	IT	999893752	1 839 210.00
7	BEN	USAL	UNIVERSIDAD DE SALAMANCA	ES	999846610	1 436 136.00
8	BEN	UTU	TURUN YLIOPISTO	FI	999903064	1 625 420.00
9	AP	Grand Poitiers	Grand Poitiers Communauté Urbaine	FR	910872875	0.00
10	AP	IH2EF	Institut des Hautes Etudes de l'Education et de la Formation	FR	903924086	0.00
11	AP	ESN Poitiers	Erasmus Student Network Poitiers	FR	884166253	0.00
12	AP	EC2U StPoitiers	EC2U Students- Poitiers	FR	884193510	0.00
13	AP	CHU DE POITIERS	CENTRE HOSPITALIER UNIVERSITAIRE DE POITIERS	FR	963664446	0.00
14	AP	B.BRAUN	B. BRAUN MEDICAL CHASSENEUIL	FR	883715785	0.00
15	AP	CMC	CAMARA MUNICIPAL DE COIMBRA	PT	987818028	0.00
16	AP	CCDRC	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO CENTRO	PT	955664468	0.00
17	AP	ESN Coimbra	ESN Coimbra- Erasmus Student Network	PT	884086616	0.00
18	AP	AAC	AAC -Associação Académica de Coimbra	PT	925419868	0.00
19	AP	CHUC EPE	CENTRO HOSPITALAR E UNIVERSITARIO DE COIMBRA EPE	PT	944023692	0.00
20	AP	IPN	INSTITUTO PEDRO NUNES ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO EM CIENCIA E TECNOLOGIA	PT	999578502	0.00
21	AP	BLUEPHARMA	BLUEPHARMA - INDUSTRIA FARMACEUTICASA	PT	952690545	0.00
22	AP	Municipiul Iasi	MUNICIPIUL IASI	RO	998884758	0.00
23	AP	ADR North-East	AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST	RO	986565370	0.00
24	AP	ESN Iasi	Asociatia pentru sustinerea proiectului Erasmus+	RO	905993969	0.00
25	AP	IRO IASI	INSTITUTUL REGIONAL DE ONCOLOGIE IASI	RO	911325574	0.00
26	AP	ARACIS	AGENTIA ROMANA DE ASIGURARE A CALITATII IN INVATAMANTUL SUPERIOR ARACIS	RO	939300083	0.00
27	AP	ANTIBIOTICE SA	ANTIBIOTICE SA	RO	893573701	0.00
28	AP	STADT JENA	STADT JENA	DE	927217278	0.00
29	AP	EIZ ERFURT	EIZ Europäisches Informations-Zentrum in der Thüringer Staatskanzlei	DE	937228066	0.00
30	AP	ESN Jena e.V.	Erasmus Student Network Jena e.V.	DE	936704848	0.00
31	AP	UKJ	UNIVERSITATSKLINIKUM JENA	DE	998511114	0.00
32	AP	JenaVersum e.V.	JenaVersum e.V.	DE	883918612	0.00
33	AP	medways e.V.	medways e.V.	DE	968713975	0.00
34	AP	STADT LINZ	STADT LINZ	AT	941627404	0.00
35	AP	Land OOE	AMT DER OBEROSTERREICH LANDESREGIERUNG	AT	998381910	0.00
36	AP	ESN Linz	Erasmus Student Network Linz / ÖH Refi	AT	883821030	0.00
37	AP	ÖH JKU	Österreichische Hochschüler_innenschaft an der Johannes Kepler Universität Linz	AT	883821321	0.00
38	AP	KEPLERUNIKLINIK	KEPLER UNIVERSITATSKLINIKUM GMBH	AT	918260007	0.00
39	AP	WKO OE	WIRTSCHAFTSKAMMER OBEROESTERREICH	AT	999728755	0.00
40	AP	LCM	LINZ CENTER OF MECHATRONICS GMBH	AT	996537940	0.00
41	AP	SETTORE CULTURA	COMUNE DI PAVIA	IT	937104391	0.00
42	AP	CIMEA	ASSOCIAZIONE CIMEA	IT	948603741	0.00
43	AP	STEP ESN Pavia	Studenti Erasmus Pavia	IT	900558089	0.00
44	AP (IO)	AIESEC Pavia	AIESEC Italy (Local committee of Pavia)	IT	883736446	0.00
45	AP	IRCCS OSM	FONDAZIONE IRCCS POLICLINICO SAN MATTEO	IT	999582285	0.00
46	AP	C.U.S. PAVIA	C.U.S. PAVIA, A.S.D.	IT	893908254	0.00

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
47	AP	Polo PV	POLO TECNOLOGICO DI PAVIA SRL	IT	883824910	0.00
48	AP	ASSOLOMBARDA	ASSOCIAZIONE INDUSTRIALE LOMBARDA DEI TERRITORI DI MILANO LODI MONZA E BRIANZA PAVIA	IT	923375981	0.00
49	AP	Aytosalamanca	AYUNTAMIENTO DE SALAMANCA	ES	928351693	0.00
50	AP	C.EducaciónJCyL	CONSEJERIA DE EDUCACION DE LA JUNTA DE CASTILLA Y LEON	ES	944318281	0.00
51	AP	ESN ESPANA	FEDERACION ERASMUS STUDENT NETWORK ESPANA	ES	940134865	0.00
52	AP	CAUS	Complejo Asistencial Universitario de Salamanca	ES	883872440	0.00
53	AP	PC USAL	FUNDACION PARQUE CIENTIFICO DE LA UNIVERSIDAD DE SALAMANCA	ES	941418563	0.00
54	AP	COCISSA	CÁMARA OFICIAL DE COMERCIO, INDUSTRIA Y SERVICIOS DE SALAMANCA	ES	884208157	0.00
55	AP	IBERDROLA	IBERDROLA SA	ES	998885340	0.00
56	AP	CITY OF TURKU	CITY OF TURKU	FI	993966082	0.00
57	AP	VS-Liitto	VARSINAIS-SUOMEN LIITTO	FI	950866460	0.00
58	AP	ESN Uni Turku	Erasmus Student Network University of Turku ry	FI	883772433	0.00
59	AP	TYKS	VARSINAIS-SUOMEN SAIRAANHOITOPiIRIN KUNTAYHTYMA	FI	999495858	0.00
60	AP	TSCP	TURKU SCIENCE PARK OY AB	FI	950541316	0.00
61	AP	Wartsila FIN	WARTSILA FINLAND OY	FI	998907553	0.00
62	AP	SH	SIEMENS HEALTHCARE SAS	FR	890689988	0.00
63	AP	IFNUL	IVAN FRANKO NATIONAL UNIVERSITY OF LVIV	UA	967410489	0.00
64	AP	CG	COIMBRA GROUP ASBL	BE	947388816	0.00
Total						14 400 000.00

Coordinator:

— UNIVERSITE DE POITIERS (UP)

3. Grant**Maximum grant amount, total estimated eligible costs and contributions and funding rate:**

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
14 400 000.00	14 400 000.00

Grant form: Lump Sum**Grant mode:** Action grant**Budget categories/activity types:** Lump sum contributions**Cost eligibility options:** n/a**Budget flexibility:** No**4. Reporting, payments and recoveries****4.1 Continuous reporting** (art 21)**Deliverables:** see Funding & Tenders Portal Continuous Reporting tool

4.2 Periodic reporting and payments

Reporting and payment schedule (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
					Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
1	1	24	Additional prefinancing report	60 days after end of reporting period	Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
2	25	48	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

Prefinancing payments and guarantees:

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	5 760 000.00	n/a	1 - UP	n/a
			2 - UC	n/a
			3 - UAIC	n/a
			4 - UNI JENA	n/a
			5 - JKU	n/a
			6 - UNIPV	n/a
			7 - USAL	n/a
			8 - UTU	n/a
Prefinancing 2 (additional)	5 760 000.00	n/a	1 - UP	n/a
			2 - UC	n/a
			3 - UAIC	n/a
			4 - UNI JENA	n/a
			5 - JKU	n/a
			6 - UNIPV	n/a
			7 - USAL	n/a
			8 - UTU	n/a

Reporting and payment modalities (art 21, 22):

Mutual Insurance Mechanism (MIM): No

Restrictions on distribution of initial prefinancing: The prefinancing may be distributed only if the minimum number of beneficiaries set out in the call conditions (if any) have acceded to the Agreement and only to beneficiaries that have acceded.

Interim payment ceiling (if any): 100% of the maximum grant amount

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

FR7610071860000000100278758

Conversion into euros: n/a

Reporting language: Language of the Agreement

4.3 Certificates (art 24): n/a

4.4 Recoveries (art 22)

First-line liability for recoveries:

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

Joint and several liability for enforced recoveries (in case of non-payment):

Limited joint and several liability of other beneficiaries — up to the maximum grant amount of the beneficiary

Joint and several liability of affiliated entities — n/a

5. Consequences of non-compliance, applicable law & dispute settlement forum

Applicable law (art 43):

Standard applicable law regime: EU law + law of Belgium

Dispute settlement forum (art 43):

Standard dispute settlement forum:

EU beneficiaries: EU General Court + EU Court of Justice (on appeal)

Non-EU beneficiaries: Courts of Brussels, Belgium (unless an international agreement provides for the enforceability of EU court judgements)

6. Other

Specific rules (Annex 5): Yes

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Audits (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Extension of findings from other grants to this grant (no later than X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

CHAPTER 1 GENERAL

ARTICLE 1 — SUBJECT OF THE AGREEMENT

This Agreement sets out the rights and obligations and terms and conditions applicable to the grant awarded for the implementation of the action set out in Chapter 2.

ARTICLE 2 — DEFINITIONS

For the purpose of this Agreement, the following definitions apply:

Actions — The project which is being funded in the context of this Agreement.

Grant — The grant awarded in the context of this Agreement.

EU grants — Grants awarded by EU institutions, bodies, offices or agencies (including EU executive agencies, EU regulatory agencies, EDA, joint undertakings, etc.).

Participants — Entities participating in the action as beneficiaries, affiliated entities, associated partners, third parties giving in-kind contributions, subcontractors or recipients of financial support to third parties.

Beneficiaries (BEN) — The signatories of this Agreement (either directly or through an accession form).

Affiliated entities (AE) — Entities affiliated to a beneficiary within the meaning of Article 187 of EU Financial Regulation 2018/1046⁴ which participate in the action with similar rights and obligations as the beneficiaries (obligation to implement action tasks and right to charge costs and claim contributions).

Associated partners (AP) — Entities which participate in the action, but without the right to charge costs or claim contributions.

Purchases — Contracts for goods, works or services needed to carry out the action (e.g. equipment, consumables and supplies) but which are not part of the action tasks (see Annex 1).

Subcontracting — Contracts for goods, works or services that are part of the action tasks (see Annex 1).

In-kind contributions — In-kind contributions within the meaning of Article 2(36) of EU Financial

⁴ For the definition, see Article 187 Regulation (EU, Euratom) 2018/1046 of the European Parliament and of the Council of 18 July 2018 on the financial rules applicable to the general budget of the Union, amending Regulations (EU) No 1296/2013, (EU) No 1301/2013, (EU) No 1303/2013, (EU) No 1304/2013, (EU) No 1309/2013, (EU) No 1316/2013, (EU) No 223/2014, (EU) No 283/2014, and Decision No 541/2014/EU and repealing Regulation (EU, Euratom) No 966/2012 ('EU Financial Regulation') (OJ L 193, 30.7.2018, p. 1): "**affiliated entities** [are]:

- (a) entities that form a sole beneficiary [(i.e. where an entity is formed of several entities that satisfy the criteria for being awarded a grant, including where the entity is specifically established for the purpose of implementing an action to be financed by a grant)];
- (b) entities that satisfy the eligibility criteria and that do not fall within one of the situations referred to in Article 136(1) and 141(1) and that have a link with the beneficiary, in particular a legal or capital link, which is neither limited to the action nor established for the sole purpose of its implementation".



Regulation 2018/1046, i.e. non-financial resources made available free of charge by third parties.

Fraud — Fraud within the meaning of Article 3 of EU Directive 2017/1371⁵ and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995⁶, as well as any other wrongful or criminal deception intended to result in financial or personal gain.

Irregularities — Any type of breach (regulatory or contractual) which could impact the EU financial interests, including irregularities within the meaning of Article 1(2) of EU Regulation 2988/95⁷.

Grave professional misconduct — Any type of unacceptable or improper behaviour in exercising one's profession, especially by employees, including grave professional misconduct within the meaning of Article 136(1)(c) of EU Financial Regulation 2018/1046.

Applicable EU, international and national law — Any legal acts or other (binding or non-binding) rules and guidance in the area concerned.

Portal — EU Funding & Tenders Portal; electronic portal and exchange system managed by the European Commission and used by itself and other EU institutions, bodies, offices or agencies for the management of their funding programmes (grants, procurements, prizes, etc.).

CHAPTER 2 ACTION

ARTICLE 3 — ACTION

The grant is awarded for the action **101124589 — EC2U** ('action'), as described in Annex 1.

ARTICLE 4 — DURATION AND STARTING DATE

The duration and the starting date of the action are set out in the Data Sheet (see Point 1).

CHAPTER 3 GRANT

ARTICLE 5 — GRANT

5.1 Form of grant

⁵ Directive (EU) 2017/1371 of the European Parliament and of the Council of 5 July 2017 on the fight against fraud to the Union's financial interests by means of criminal law (OJ L 198, 28.7.2017, p. 29).

⁶ OJ C 316, 27.11.1995, p. 48.

⁷ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

The grant is an action grant⁸ which takes the form of a lump sum grant for the completion of work packages.

5.2 Maximum grant amount

The maximum grant amount is set out in the Data Sheet (see Point 3) and in the estimated budget (Annex 2).

5.3 Funding rate

Not applicable

5.4 Estimated budget, budget categories and forms of funding

The estimated budget for the action (lump sum breakdown) is set out in Annex 2.

It contains the estimated eligible contributions for the action (lump sum contributions), broken down by participant and work package.

Annex 2 also shows the types of contributions (forms of funding)⁹ to be used for each work package.

5.5 Budget flexibility

Budget flexibility does not apply; changes to the estimated budget (lump sum breakdown) always require an amendment (see Article 39).

Amendments for transfers between *work packages* are moreover possible only if:

- the work packages concerned are not already completed (and declared in a financial statement) and
- the transfers are justified by the technical implementation of the action.

ARTICLE 6 — ELIGIBLE AND INELIGIBLE CONTRIBUTIONS

6.1 and 6.2 General and specific eligibility conditions

Lump sum contributions are eligible ('eligible contributions'), if:

- (a) they are set out in Annex 2 and
- (b) the work packages are completed and the work is properly implemented by the beneficiaries and/or the results are achieved, in accordance with Annex 1 and during in the period set out in Article 4 (with the exception of work/results relating to the submission of the final periodic report, which may be achieved afterwards; see Article 21)

They will be calculated on the basis of the amounts set out in Annex 2.

⁸ For the definition, see Article 180(2)(a) EU Financial Regulation 2018/1046: '**action grant**' means an EU grant to finance "an action intended to help achieve a Union policy objective".

⁹ See Article 125 EU Financial Regulation 2018/1046.

6.3 Ineligible contributions

‘Ineligible contributions’ are:

- (a) lump sum contributions that do not comply with the conditions set out above (see Article 6.1 and 6.2)
- (b) lump sum contributions for activities already funded under other EU grants (or grants awarded by an EU Member State, non-EU country or other body implementing the EU budget), except for the following case:
 - (i) Synergy actions: not applicable
- (c) other:
 - (i) country restrictions for eligible costs: not applicable.

6.4 Consequences of non-compliance

If a beneficiary declares lump sum contributions that are ineligible, they will be rejected (see Article 27).

This may also lead to other measures described in Chapter 5.

CHAPTER 4 GRANT IMPLEMENTATION

SECTION 1 CONSORTIUM: BENEFICIARIES, AFFILIATED ENTITIES AND OTHER PARTICIPANTS

ARTICLE 7 — BENEFICIARIES

The beneficiaries, as signatories of the Agreement, are fully responsible towards the granting authority for implementing it and for complying with all its obligations.

They must implement the Agreement to their best abilities, in good faith and in accordance with all the obligations and terms and conditions it sets out.

They must have the appropriate resources to implement the action and implement the action under their own responsibility and in accordance with Article 11. If they rely on affiliated entities or other participants (see Articles 8 and 9), they retain sole responsibility towards the granting authority and the other beneficiaries.

They are jointly responsible for the *technical* implementation of the action. If one of the beneficiaries fails to implement their part of the action, the other beneficiaries must ensure that this part is implemented by someone else (without being entitled to an increase of the maximum grant amount and subject to an amendment; see Article 39). The *financial* responsibility of each beneficiary in case of recoveries is governed by Article 22.

The beneficiaries (and their action) must remain eligible under the EU programme funding the grant

for the entire duration of the action. Lump sum contributions will be eligible only as long as the beneficiary and the action are eligible.

The **internal roles and responsibilities** of the beneficiaries are divided as follows:

(a) Each beneficiary must:

- (i) keep information stored in the Portal Participant Register up to date (see Article 19)
- (ii) inform the granting authority (and the other beneficiaries) immediately of any events or circumstances likely to affect significantly or delay the implementation of the action (see Article 19)
- (iii) submit to the coordinator in good time:
 - the prefinancing guarantees (if required; see Article 23)
 - the financial statements and certificates on the financial statements (CFS): not applicable
 - the contribution to the deliverables and technical reports (see Article 21)
 - any other documents or information required by the granting authority under the Agreement
- (iv) submit via the Portal data and information related to the participation of their affiliated entities.

(b) The coordinator must:

- (i) monitor that the action is implemented properly (see Article 11)
- (ii) act as the intermediary for all communications between the consortium and the granting authority, unless the Agreement or granting authority specifies otherwise, and in particular:
 - submit the prefinancing guarantees to the granting authority (if any)
 - request and review any documents or information required and verify their quality and completeness before passing them on to the granting authority
 - submit the deliverables and reports to the granting authority
 - inform the granting authority about the payments made to the other beneficiaries (report on the distribution of payments; if required, see Articles 22 and 32)
- (iii) distribute the payments received from the granting authority to the other beneficiaries without unjustified delay (see Article 22).

The coordinator may not delegate or subcontract the above-mentioned tasks to any other beneficiary or third party (including affiliated entities).

However, coordinators which are public bodies may delegate the tasks set out in Point (b)(ii) last

indent and (iii) above to entities with ‘authorisation to administer’ which they have created or which are controlled by or affiliated to them. In this case, the coordinator retains sole responsibility for the payments and for compliance with the obligations under the Agreement.

Moreover, coordinators which are ‘sole beneficiaries’¹⁰ (or similar, such as European research infrastructure consortia (ERICs)) may delegate the tasks set out in Point (b)(i) to (iii) above to one of their members. The coordinator retains sole responsibility for compliance with the obligations under the Agreement.

The beneficiaries must have **internal arrangements** regarding their operation and co-ordination, to ensure that the action is implemented properly.

If required by the granting authority (see Data Sheet, Point 1), these arrangements must be set out in a written **consortium agreement** between the beneficiaries, covering for instance:

- the internal organisation of the consortium
- the management of access to the Portal
- different distribution keys for the payments and financial responsibilities in case of recoveries (if any)
- additional rules on rights and obligations related to background and results (see Article 16)
- settlement of internal disputes
- liability, indemnification and confidentiality arrangements between the beneficiaries.

The internal arrangements must not contain any provision contrary to this Agreement.

ARTICLE 8 — AFFILIATED ENTITIES

Not applicable

ARTICLE 9 — OTHER PARTICIPANTS INVOLVED IN THE ACTION

9.1 Associated partners

The following entities which cooperate with a beneficiary will participate in the action as ‘associated partners’:

- **Grand Poitiers Communauté Urbaine (Grand Poitiers)**, PIC 910872875
- **Institut des Hautes Etudes de l'Education et de la Formation (IH2EF)**, PIC 903924086
- **Erasmus Student Network Poitiers (ESN Poitiers)**, PIC 884166253
- **EC2U Students- Poitiers (EC2U StPoitiers)**, PIC 884193510

¹⁰ For the definition, see Article 187(2) EU Financial Regulation 2018/1046: “Where several entities satisfy the criteria for being awarded a grant and together form one entity, that entity may be treated as the **sole beneficiary**, including where it is specifically established for the purpose of implementing the action financed by the grant.”



- **CENTRE HOSPITALIER UNIVERSITAIRE DE POITIERS (CHU DE POITIERS), PIC 963664446**
- **B. BRAUN MEDICAL CHASSENEUIL (B.BRAUN), PIC 883715785**
- **CAMARA MUNICIPAL DE COIMBRA (CMC), PIC 987818028**
- **COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO CENTRO (CCDRC), PIC 955664468**
- **ESN Coimbra- Erasmus Student Network (ESN Coimbra), PIC 884086616**
- **AAC -Associação Académica de Coimbra (AAC), PIC 925419868**
- **CENTRO HOSPITALAR E UNIVERSITARIO DE COIMBRA EPE (CHUC EPE), PIC 944023692**
- **INSTITUTO PEDRO NUNES ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO EM CIENCIA E TECNOLOGIA (IPN), PIC 999578502**
- **BLUEPHARMA - INDUSTRIA FARMACEUTICASA (BLUEPHARMA), PIC 952690545**
- **MUNICIPIUL IASI (Municipiul Iasi), PIC 998884758**
- **AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST (ADR North-East), PIC 986565370**
- **Asociatia pentru sustinerea proiectului Erasmus+ (ESN Iasi), PIC 905993969**
- **INSTITUTUL REGIONAL DE ONCOLOGIE IASI (IRO IASI), PIC 911325574**
- **AGENTIA ROMANA DE ASIGURARE A CALITATII IN INVATAMANTUL SUPERIOR ARACIS (ARACIS), PIC 939300083**
- **ANTIBIOTICE SA (ANTIBIOTICE SA), PIC 893573701**
- **STADT JENA (STADT JENA), PIC 927217278**
- **EIZ Europäisches Informations-Zentrum in der Thüringer Staatskanzlei (EIZ ERFURT), PIC 937228066**
- **Erasmus Student Network Jena e.V. (ESN Jena e.V.), PIC 936704848**
- **UNIVERSITATSKLINIKUM JENA (UKJ), PIC 998511114**
- **JenaVersum e.V. (JenaVersum e.V.), PIC 883918612**
- **medways e.V. (medways e.V.), PIC 968713975**
- **STADT LINZ (STADT LINZ), PIC 941627404**
- **AMT DER OBEROSTERREICH LANDESREGIERUNG (Land OOE), PIC 998381910**

- **Erasmus Student Network Linz / ÖH Refi (ESN Linz)**, PIC 883821030
- **Österreichische Hochschüler_innenschaft an der Johannes Kepler Universität Linz (ÖH JKU)**, PIC 883821321
- **KEPLER UNIVERSITATSKLINIKUM GMBH (KEPLERUNIKLINIK)**, PIC 918260007
- **WIRTSCHAFTSKAMMER OBEROESTERREICH (WKOÖE)**, PIC 999728755
- **LINZ CENTER OF MECHATRONICS GMBH (LCM)**, PIC 996537940
- **COMUNE DI PAVIA (SETTORE CULTURA)**, PIC 937104391
- **ASSOCIAZIONE CIMEA (CIMEA)**, PIC 948603741
- **Studenti Erasmus Pavia (STEP ESN Pavia)**, PIC 900558089
- **AIESEC Italy (Local committee of Pavia) (AIESEC Pavia)**, PIC 883736446
- **FONDAZIONE IRCCS POLICLINICO SAN MATTEO (IRCCS OSM)**, PIC 999582285
- **C.U.S. PAVIA, A.S.D. (C.U.S. PAVIA)**, PIC 893908254
- **POLO TECNOLOGICO DI PAVIA SRL (Polo PV)**, PIC 883824910
- **ASSOCIAZIONE INDUSTRIALE LOMBARDA DEI TERRITORI DI MILANO LODI MONZA E BRIANZA PAVIA (ASSOLOMBARDA)**, PIC 923375981
- **AYUNTAMIENTO DE SALAMANCA (Aytosalamanca)**, PIC 928351693
- **CONSEJERIA DE EDUCACION DE LA JUNTA DE CASTILLA Y LEON (C.EducaciónJCyL)**, PIC 944318281
- **FEDERACION ERASMUS STUDENT NETWORK ESPANA (ESN ESPANA)**, PIC 940134865
- **Complejo Asistencial Universitario de Salamanca (CAUS)**, PIC 883872440
- **FUNDACION PARQUE CIENTIFICO DE LA UNIVERSIDAD DE SALAMANCA (PC USAL)**, PIC 941418563
- **CÁMARA OFICIAL DE COMERCIO, INDUSTRIA Y SERVICIOS DE SALAMANCA (COCISSA)**, PIC 884208157
- **IBERDROLA SA (IBERDROLA)**, PIC 998885340
- **CITY OF TURKU (CITY OF TURKU)**, PIC 993966082
- **VARSINAIS-SUOMEN LIITTO (VS-Liitto)**, PIC 950866460
- **Erasmus Student Network University of Turku ry (ESN Uni Turku)**, PIC 883772433
- **VARSINAIS-SUOMEN SAIRAANHOITOPiIRIN KUNTAYHTYMA (TYKS)**, PIC 999495858

- **TURKU SCIENCE PARK OY AB (TSCP)**, PIC 950541316
- **WARTSILA FINLAND OY (Wartsila FIN)**, PIC 998907553
- **SIEMENS HEALTHCARE SAS (SH)**, PIC 890689988
- **IVAN FRANKO NATIONAL UNIVERSITY OF LVIV (IFNUL)**, PIC 967410489
- **COIMBRA GROUP ASBL (CG)**, PIC 947388816

Associated partners must implement the action tasks attributed to them in Annex 1 in accordance with Article 11. They may not charge contributions to the action (no lump sum contributions) and the costs for their tasks are not eligible (may not be included in the estimated budget in Annex 2).

The tasks must be set out in Annex 1.

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interests), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the associated partners.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the associated partners.

9.2 Third parties giving in-kind contributions to the action

Other third parties may give in-kind contributions to the action (i.e. personnel, equipment, other goods, works and services, etc. which are free-of-charge), if necessary for the implementation.

Third parties giving in-kind contributions do not implement any action tasks. They may not charge contributions to the action (no lump sum contributions) and the costs for the in-kind contributions are not eligible (may not be included in the estimated budget in Annex 2).

The third parties and their in-kind contributions should be set out in Annex 1.

9.3 Subcontractors

Subcontractors may participate in the action, if necessary for the implementation.

Subcontractors must implement their action tasks in accordance with Article 11. The beneficiaries' costs for subcontracting are considered entirely covered by the lump sum contributions for implementing the work packages (irrespective of the actual subcontracting costs incurred, if any).

The beneficiaries must ensure that their contractual obligations under Articles 11 (proper implementation), 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the subcontractors.

The beneficiaries must ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the subcontractors.

9.4 Recipients of financial support to third parties



If the action includes providing financial support to third parties (e.g. grants, prizes or similar forms of support), the beneficiaries must ensure that their contractual obligations under Articles 12 (conflict of interest), 13 (confidentiality and security), 14 (ethics), 17.2 (visibility), 18 (specific rules for carrying out action), 19 (information) and 20 (record-keeping) also apply to the third parties receiving the support (recipients).

The beneficiaries must also ensure that the bodies mentioned in Article 25 (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.) can exercise their rights also towards the recipients.

ARTICLE 10 — PARTICIPANTS WITH SPECIAL STATUS

10.1 Non-EU participants

Participants which are established in a non-EU country (if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: use qualified external auditors which are independent and comply with comparable standards as those set out in EU Directive 2006/43/EC¹¹
- for the controls under Article 25: allow for checks, reviews, audits and investigations (including on-the-spot checks, visits and inspections) by the bodies mentioned in that Article (e.g. granting authority, OLAF, Court of Auditors (ECA), etc.).

Special rules on dispute settlement apply (see Data Sheet, Point 5).

10.2 Participants which are international organisations

Participants which are international organisations (IOs; if any) undertake to comply with their obligations under the Agreement and:

- to respect general principles (including fundamental rights, values and ethical principles, environmental and labour standards, rules on classified information, intellectual property rights, visibility of funding and protection of personal data)
- for the submission of certificates under Article 24: to use either independent public officers or external auditors which comply with comparable standards as those set out in EU Directive 2006/43/EC
- for the controls under Article 25: to allow for the checks, reviews, audits and investigations by the bodies mentioned in that Article, taking into account the specific agreements concluded by them and the EU (if any).

¹¹ Directive 2006/43/EC of the European Parliament and of the Council of 17 May 2006 on statutory audits of annual accounts and consolidated accounts or similar national regulations (OJ L 157, 9.6.2006, p. 87).

For such participants, nothing in the Agreement will be interpreted as a waiver of their privileges or immunities, as accorded by their constituent documents or international law.

Special rules on applicable law and dispute settlement apply (see Article 43 and Data Sheet, Point 5).

10.3 Pillar-assessed participants

Pillar-assessed participants (if any) may rely on their own systems, rules and procedures, in so far as they have been positively assessed and do not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries.

‘Pillar-assessment’ means a review by the European Commission on the systems, rules and procedures which participants use for managing EU grants (in particular internal control system, accounting system, external audits, financing of third parties, rules on recovery and exclusion, information on recipients and protection of personal data; see Article 154 EU Financial Regulation 2018/1046).

Participants with a positive pillar assessment may rely on their own systems, rules and procedures, in particular for:

- record-keeping (Article 20): may be done in accordance with internal standards, rules and procedures
- currency conversion for financial statements (Article 21): may be done in accordance with usual accounting practices
- guarantees (Article 23): for public law bodies, prefinancing guarantees are not needed
- certificates (Article 24):
 - certificates on the financial statements (CFS): may be provided by their regular internal or external auditors and in accordance with their internal financial regulations and procedures
 - certificates on usual accounting practices (CoMUC): are not needed if those practices are covered by an ex-ante assessment

and use the following specific rules, for:

- recoveries (Article 22): in case of financial support to third parties, there will be no recovery if the participant has done everything possible to retrieve the undue amounts from the third party receiving the support (including legal proceedings) and non-recovery is not due to an error or negligence on its part
- checks, reviews, audits and investigations by the EU (Article 25): will be conducted taking into account the rules and procedures specifically agreed between them and the framework agreement (if any)
- impact evaluation (Article 26): will be conducted in accordance with the participant’s internal rules and procedures and the framework agreement (if any)
- grant agreement suspension (Article 31): certain costs incurred during grant suspension are eligible (notably, minimum costs necessary for a possible resumption of the action and costs

relating to contracts which were entered into before the pre-information letter was received and which could not reasonably be suspended, reallocated or terminated on legal grounds)

- grant agreement termination (Article 32): the final grant amount and final payment will be calculated taking into account also costs relating to contracts due for execution only after termination takes effect, if the contract was entered into before the pre-information letter was received and could not reasonably be terminated on legal grounds
- liability for damages (Article 33.2): the granting authority must be compensated for damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement only if the damage is due to an infringement of the participant's internal rules and procedures or due to a violation of third parties' rights by the participant or one of its employees or individual for whom the employees are responsible.

Participants whose pillar assessment covers procurement and granting procedures may also do purchases, subcontracting and financial support to third parties (Article 6.2) in accordance with their internal rules and procedures for purchases, subcontracting and financial support.

Participants whose pillar assessment covers data protection rules may rely on their internal standards, rules and procedures for data protection (Article 15).

The participants may however not rely on provisions which would breach the principle of equal treatment of applicants or beneficiaries or call into question the decision awarding the grant, such as in particular:

- eligibility (Article 6)
- consortium roles and set-up (Articles 7-9)
- security and ethics (Articles 13, 14)
- IPR (including background and results, access rights and rights of use), communication, dissemination and visibility (Articles 16 and 17)
- information obligation (Article 19)
- payment, reporting and amendments (Articles 21, 22 and 39)
- rejections, reductions, suspensions and terminations (Articles 27, 28, 29-32)

If the pillar assessment was subject to remedial measures, reliance on the internal systems, rules and procedures is subject to compliance with those remedial measures.

Participants whose assessment has not yet been updated to cover (the new rules on) data protection may rely on their internal systems, rules and procedures, provided that they ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subject
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes



- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the personal data.

Participants must inform the coordinator without delay of any changes to the systems, rules and procedures that were part of the pillar assessment. The coordinator must immediately inform the granting authority.

Pillar-assessed participants that have also concluded a framework agreement with the EU, may moreover — under the same conditions as those above (i.e. not call into question the decision awarding the grant or breach the principle of equal treatment of applicants or beneficiaries) — rely on provisions set out in that framework agreement.

SECTION 2 RULES FOR CARRYING OUT THE ACTION

ARTICLE 11 — PROPER IMPLEMENTATION OF THE ACTION

11.1 Obligation to properly implement the action

The beneficiaries must implement the action as described in Annex 1 and in compliance with the provisions of the Agreement, the call conditions and all legal obligations under applicable EU, international and national law.

11.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 12 — CONFLICT OF INTERESTS

12.1 Conflict of interests

The beneficiaries must take all measures to prevent any situation where the impartial and objective implementation of the Agreement could be compromised for reasons involving family, emotional life, political or national affinity, economic interest or any other direct or indirect interest ('conflict of interests').

They must formally notify the granting authority without delay of any situation constituting or likely to lead to a conflict of interests and immediately take all the necessary steps to rectify this situation.

The granting authority may verify that the measures taken are appropriate and may require additional measures to be taken by a specified deadline.

12.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the beneficiary may be terminated (see Article 32).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 13 — CONFIDENTIALITY AND SECURITY

13.1 Sensitive information

The parties must keep confidential any data, documents or other material (in any form) that is identified as sensitive in writing ('sensitive information') — during the implementation of the action and for at least until the time-limit set out in the Data Sheet (see Point 6).

If a beneficiary requests, the granting authority may agree to keep such information confidential for a longer period.

Unless otherwise agreed between the parties, they may use sensitive information only to implement the Agreement.

The beneficiaries may disclose sensitive information to their personnel or other participants involved in the action only if they:

- (a) need to know it in order to implement the Agreement and
- (b) are bound by an obligation of confidentiality.

The granting authority may disclose sensitive information to its staff and to other EU institutions and bodies.

It may moreover disclose sensitive information to third parties, if:

- (a) this is necessary to implement the Agreement or safeguard the EU financial interests and
- (b) the recipients of the information are bound by an obligation of confidentiality.

The confidentiality obligations no longer apply if:

- (a) the disclosing party agrees to release the other party
- (b) the information becomes publicly available, without breaching any confidentiality obligation
- (c) the disclosure of the sensitive information is required by EU, international or national law.

Specific confidentiality rules (if any) are set out in Annex 5.

13.2 Classified information



The parties must handle classified information in accordance with the applicable EU, international or national law on classified information (in particular, Decision 2015/444¹² and its implementing rules).

Deliverables which contain classified information must be submitted according to special procedures agreed with the granting authority.

Action tasks involving classified information may be subcontracted only after explicit approval (in writing) from the granting authority.

Classified information may not be disclosed to any third party (including participants involved in the action implementation) without prior explicit written approval from the granting authority.

Specific security rules (if any) are set out in Annex 5.

13.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 14 — ETHICS AND VALUES

14.1 Ethics

The action must be carried out in line with the highest ethical standards and the applicable EU, international and national law on ethical principles.

Specific ethics rules (if any) are set out in Annex 5.

14.2 Values

The beneficiaries must commit to and ensure the respect of basic EU values (such as respect for human dignity, freedom, democracy, equality, the rule of law and human rights, including the rights of minorities).

Specific rules on values (if any) are set out in Annex 5.

14.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 15 — DATA PROTECTION

15.1 Data processing by the granting authority

¹² Commission Decision 2015/444/EC, Euratom of 13 March 2015 on the security rules for protecting EU classified information (OJ L 72, 17.3.2015, p. 53).

Any personal data under the Agreement will be processed under the responsibility of the data controller of the granting authority in accordance with and for the purposes set out in the Portal Privacy Statement.

For grants where the granting authority is the European Commission, an EU regulatory or executive agency, joint undertaking or other EU body, the processing will be subject to Regulation 2018/1725¹³.

15.2 Data processing by the beneficiaries

The beneficiaries must process personal data under the Agreement in compliance with the applicable EU, international and national law on data protection (in particular, Regulation 2016/679¹⁴).

They must ensure that personal data is:

- processed lawfully, fairly and in a transparent manner in relation to the data subjects
- collected for specified, explicit and legitimate purposes and not further processed in a manner that is incompatible with those purposes
- adequate, relevant and limited to what is necessary in relation to the purposes for which they are processed
- accurate and, where necessary, kept up to date
- kept in a form which permits identification of data subjects for no longer than is necessary for the purposes for which the data is processed and
- processed in a manner that ensures appropriate security of the data.

The beneficiaries may grant their personnel access to personal data only if it is strictly necessary for implementing, managing and monitoring the Agreement. The beneficiaries must ensure that the personnel is under a confidentiality obligation.

The beneficiaries must inform the persons whose data are transferred to the granting authority and provide them with the Portal Privacy Statement.

15.3 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 16 — INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE

¹³ Regulation (EU) 2018/1725 of the European Parliament and of the Council of 23 October 2018 on the protection of natural persons with regard to the processing of personal data by the Union institutions, bodies, offices and agencies and on the free movement of such data, and repealing Regulation (EC) No 45/2001 and Decision No 1247/2002/EC (OJ L 295, 21.11.2018, p. 39).

¹⁴ Regulation (EU) 2016/679 of the European Parliament and of the Council of 27 April 2016 on the protection of natural persons with regard to the processing of personal data and on the free movement of such data, and repealing Directive 95/46/EC ('GDPR') (OJ L 119, 4.5.2016, p. 1).

16.1 Background and access rights to background

The beneficiaries must give each other and the other participants access to the background identified as needed for implementing the action, subject to any specific rules in Annex 5.

‘Background’ means any data, know-how or information — whatever its form or nature (tangible or intangible), including any rights such as intellectual property rights — that is:

- (a) held by the beneficiaries before they acceded to the Agreement and
- (b) needed to implement the action or exploit the results.

If background is subject to rights of a third party, the beneficiary concerned must ensure that it is able to comply with its obligations under the Agreement.

16.2 Ownership of results

The granting authority does not obtain ownership of the results produced under the action.

‘Results’ means any tangible or intangible effect of the action, such as data, know-how or information, whatever its form or nature, whether or not it can be protected, as well as any rights attached to it, including intellectual property rights.

16.3 Rights of use of the granting authority on materials, documents and information received for policy, information, communication, dissemination and publicity purposes

The granting authority has the right to use non-sensitive information relating to the action and materials and documents received from the beneficiaries (notably summaries for publication, deliverables, as well as any other material, such as pictures or audio-visual material, in paper or electronic form) for policy information, communication, dissemination and publicity purposes — during the action or afterwards.

The right to use the beneficiaries’ materials, documents and information is granted in the form of a royalty-free, non-exclusive and irrevocable licence, which includes the following rights:

- (a) **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- (b) **distribution to the public** (in particular, publication as hard copies and in electronic or digital format, publication on the internet, as a downloadable or non-downloadable file, broadcasting by any channel, public display or presentation, communicating through press information services, or inclusion in widely accessible databases or indexes)
- (c) **editing or redrafting** (including shortening, summarising, inserting other elements (e.g. meta-data, legends, other graphic, visual, audio or text elements), extracting parts (e.g. audio or video files), dividing into parts, use in a compilation)
- (d) **translation**
- (e) **storage** in paper, electronic or other form

- (f) **archiving**, in line with applicable document-management rules
- (g) the right to authorise **third parties** to act on its behalf or sub-license to third parties the modes of use set out in Points (b), (c), (d) and (f), if needed for the information, communication and publicity activity of the granting authority and
- (h) **processing**, analysing, aggregating the materials, documents and information received and **producing derivative works**.

The rights of use are granted for the whole duration of the industrial or intellectual property rights concerned.

If materials or documents are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Where applicable, the granting authority will insert the following information:

“© – [year] – [name of the copyright owner]. All rights reserved. Licensed to the [name of granting authority] under conditions.”

16.4 Specific rules on IPR, results and background

Specific rules regarding intellectual property rights, results and background (if any) are set out in Annex 5.

16.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

ARTICLE 17 — COMMUNICATION, DISSEMINATION AND VISIBILITY

17.1 Communication — Dissemination — Promoting the action

Unless otherwise agreed with the granting authority, the beneficiaries must promote the action and its results by providing targeted information to multiple audiences (including the media and the public), in accordance with Annex 1 and in a strategic, coherent and effective manner.

Before engaging in a communication or dissemination activity expected to have a major media impact, the beneficiaries must inform the granting authority.

17.2 Visibility — European flag and funding statement

Unless otherwise agreed with the granting authority, communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded

by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):



Funded by the
European Union



Co-funded by the
European Union



Funded by the
European Union



Co-funded by the
European Union

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands or text.

Apart from the emblem, no other visual identity or logo may be used to highlight the EU support.

When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under this Article, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

17.3 Quality of information — Disclaimer

Any communication or dissemination activity related to the action must use factually accurate information.

Moreover, it must indicate the following disclaimer (translated into local languages where appropriate):

“Funded by the European Union. Views and opinions expressed are however those of the author(s) only and do not necessarily reflect those of the European Union or [name of the granting authority]. Neither the European Union nor the granting authority can be held responsible for them.”

17.4 Specific communication, dissemination and visibility rules

Specific communication, dissemination and visibility rules (if any) are set out in Annex 5.

17.5 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 18 — SPECIFIC RULES FOR CARRYING OUT THE ACTION

18.1 Specific rules for carrying out the action

Specific rules for implementing the action (if any) are set out in Annex 5.

18.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such a breach may also lead to other measures described in Chapter 5.

SECTION 3 GRANT ADMINISTRATION

ARTICLE 19 — GENERAL INFORMATION OBLIGATIONS

19.1 Information requests

The beneficiaries must provide — during the action or afterwards and in accordance with Article 7 — any information requested in order to verify eligibility of the lump sum contributions declared, proper implementation of the action and compliance with the other obligations under the Agreement.

The information provided must be accurate, precise and complete and in the format requested, including electronic format.

19.2 Participant Register data updates

The beneficiaries must keep — at all times, during the action or afterwards — their information stored in the Portal Participant Register up to date, in particular, their name, address, legal representatives, legal form and organisation type.

19.3 Information about events and circumstances which impact the action

The beneficiaries must immediately inform the granting authority (and the other beneficiaries) of any of the following:

- (a) **events** which are likely to affect or delay the implementation of the action or affect the EU's financial interests, in particular:
 - (i) changes in their legal, financial, technical, organisational or ownership situation (including changes linked to one of the exclusion grounds listed in the declaration of honour signed before grant signature)

(ii) linked action information: not applicable

(b) **circumstances** affecting:

(i) the decision to award the grant or

(ii) compliance with requirements under the Agreement.

19.4 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 20 — RECORD-KEEPING

20.1 Keeping records and supporting documents

The beneficiaries must — at least until the time-limit set out in the Data Sheet (see Point 6) — keep records and other supporting documents to prove the proper implementation of the action (proper implementation of the work and/or achievement of the results as described in Annex 1) in line with the accepted standards in the respective field (if any); beneficiaries do not need to keep specific records on the actual costs incurred.

The records and supporting documents must be made available upon request (see Article 19) or in the context of checks, reviews, audits or investigations (see Article 25).

If there are on-going checks, reviews, audits, investigations, litigation or other pursuits of claims under the Agreement (including the extension of findings; see Article 25), the beneficiaries must keep these records and other supporting documentation until the end of these procedures.

The beneficiaries must keep the original documents. Digital and digitalised documents are considered originals if they are authorised by the applicable national law. The granting authority may accept non-original documents if they offer a comparable level of assurance.

20.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 21 — REPORTING

21.1 Continuous reporting

The beneficiaries must continuously report on the progress of the action (e.g. **deliverables, milestones, outputs/outcomes, critical risks, indicators**, etc; if any), in the Portal Continuous

Reporting tool and in accordance with the timing and conditions it sets out (as agreed with the granting authority).

Standardised deliverables (e.g. progress reports not linked to payments, reports on cumulative expenditure, special reports, etc; if any) must be submitted using the templates published on the Portal.

21.2 Periodic reporting: Technical reports and financial statements

In addition, the beneficiaries must provide reports to request payments, in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2):

- for additional prefinancings (if any): **an additional prefinancing report**
- for interim payments (if any) and the final payment: a **periodic report**

The prefinancing and periodic reports include a technical and financial part.

The technical part includes an overview of the action implementation. It must be prepared using the template available in the Portal Periodic Reporting tool.

The financial part of the additional prefinancing report includes a statement on the use of the previous prefinancing payment.

The financial part of the periodic report includes:

- the financial statement (consolidated statement for the consortium)
- the explanation on the use of resources (or detailed cost reporting table): not applicable
- the certificates on the financial statements (CFS): not applicable.

The **financial statement** must contain the lump sum contributions indicated in Annex 2, for the work packages that were completed during the reporting period.

For the last reporting period, the beneficiaries may exceptionally also declare partial lump sum contributions for work packages that were not completed (e.g. due to force majeure or technical impossibility).

Lump sum contributions which are not declared in a financial statement will not be taken into account by the granting authority.

By signing the financial statement (directly in the Portal Periodic Reporting tool), the coordinator confirms (on behalf of the consortium) that:

- the information provided is complete, reliable and true
- the lump sum contributions declared are eligible (in particular, the work packages have been completed, that the work has been properly implemented and/or the results were achieved in accordance with Annex 1; see Article 6)
- the proper implementation and/or achievement can be substantiated by adequate records and supporting documents (see Article 20) that will be produced upon request (see Article 19) or in the context of checks, reviews, audits and investigations (see Article 25).



In case of recoveries (see Article 22), beneficiaries will be held responsible also for the lump sum contributions declared for their affiliated entities (if any).

21.3 Currency for financial statements and conversion into euros

The financial statements must be drafted in euro.

21.4 Reporting language

The reporting must be in the language of the Agreement, unless otherwise agreed with the granting authority (see Data Sheet, Point 4.2).

21.5 Consequences of non-compliance

If a report submitted does not comply with this Article, the granting authority may suspend the payment deadline (see Article 29) and apply other measures described in Chapter 5.

If the coordinator breaches its reporting obligations, the granting authority may terminate the grant or the coordinator's participation (see Article 32) or apply other measures described in Chapter 5.

ARTICLE 22 — PAYMENTS AND RECOVERIES — CALCULATION OF AMOUNTS DUE

22.1 Payments and payment arrangements

Payments will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

They will be made in euro to the bank account indicated by the coordinator (see Data Sheet, Point 4.2) and must be distributed without unjustified delay (restrictions may apply to distribution of the initial prefinancing payment; see Data Sheet, Point 4.2).

Payments to this bank account will discharge the granting authority from its payment obligation.

The cost of payment transfers will be borne as follows:

- the granting authority bears the cost of transfers charged by its bank
- the beneficiary bears the cost of transfers charged by its bank
- the party causing a repetition of a transfer bears all costs of the repeated transfer.

Payments by the granting authority will be considered to have been carried out on the date when they are debited to its account.

22.2 Recoveries

Recoveries will be made, if — at beneficiary termination, final payment or afterwards — it turns out that the granting authority has paid too much and needs to recover the amounts undue.

The general liability regime for recoveries (first-line liability) is as follows: At final payment, the coordinator will be fully liable for recoveries, even if it has not been the final recipient of the undue

amounts. At beneficiary termination or after final payment, recoveries will be made directly against the beneficiaries concerned.

Beneficiaries will be fully liable for repaying the debts of their affiliated entities.

In case of enforced recoveries (see Article 22.4):

- the beneficiaries will be jointly and severally liable for repaying debts of another beneficiary under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4)
- affiliated entities will be held liable for repaying debts of their beneficiaries under the Agreement (including late-payment interest), if required by the granting authority (see Data Sheet, Point 4.4).

22.3 Amounts due

22.3.1 Prefinancing payments

The aim of the prefinancing is to provide the beneficiaries with a float.

It remains the property of the EU until the final payment.

For **initial prefinancings** (if any), the amount due, schedule and modalities are set out in the Data Sheet (see Point 4.2).

For **additional prefinancings** (if any), the amount due, schedule and modalities are also set out in the Data Sheet (see Point 4.2). However, if the statement on the use of the previous prefinancing payment shows that less than 70% was used, the amount set out in the Data Sheet will be reduced by the difference between the 70% threshold and the amount used.

Prefinancing payments (or parts of them) may be offset (without the beneficiaries' consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.2 Amount due at beneficiary termination — Recovery

In case of beneficiary termination, the granting authority will determine the provisional amount due for the beneficiary concerned.

This will be done on the basis of work packages already completed in previous interim payments. Payments for ongoing/not yet completed work packages which the beneficiary was working on before termination (if any) will therefore be made only later on, with the next interim or final payments when those work packages have been completed.

The **amount due** will be calculated in the following step:

Step 1 — Calculation of the total accepted EU contribution

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the beneficiary, on the basis of the beneficiary’s lump sum contributions for the work packages which were approved in previous interim payments.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’ for the beneficiary.

The **balance** is then calculated by deducting the payments received (if any; see report on the distribution of payments in Article 32), from the total accepted EU contribution:

$$\begin{aligned} & \{ \text{total accepted EU contribution for the beneficiary} \\ & \text{minus} \\ & \{ \text{prefinancing and interim payments received (if any)} \} \}. \end{aligned}$$

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount due, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered and ask this amount to be paid to the coordinator (**confirmation letter**).

22.3.3 Interim payments

Interim payments reimburse the eligible lump sum contributions claimed for work packages implemented during the reporting periods (if any).

Interim payments (if any) will be made in accordance with the schedule and modalities set out the Data Sheet (see Point 4.2).

Payment is subject to the approval of the periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Incomplete work packages and work packages that have not been delivered or cannot be approved will be rejected (see Article 27).

The **interim payment** will be calculated by the granting authority in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the interim payment ceiling

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for the reporting period, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions from beneficiary termination (if any). The resulting amount is the ‘total accepted EU contribution’.

Step 2 — Limit to the interim payment ceiling

The resulting amount is then capped to ensure that the total amount of prefinancing and interim payments (if any) does not exceed the interim payment ceiling set out in the Data Sheet (see Point 4.2).

Interim payments (or parts of them) may be offset (without the beneficiaries’ consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

22.3.4 Final payment — Final grant amount — Revenues and Profit — Recovery

The final payment (payment of the balance) reimburses the remaining eligible lump sum contributions claimed for the implemented work packages (if any).

The final payment will be made in accordance with the schedule and modalities set out in the Data Sheet (see Point 4.2).

Payment is subject to the approval of the final periodic report and the work packages declared. Their approval does not imply recognition of compliance, authenticity, completeness or correctness of their content.

Work packages (or parts of them) that have not been delivered or cannot be approved will be rejected (see Article 27).

The **final grant amount for the action** will be calculated in the following steps:

Step 1 — Calculation of the total accepted EU contribution

Step 2 — Limit to the maximum grant amount

Step 3 — Reduction due to the no-profit rule

Step 1 — Calculation of the total accepted EU contribution

The granting authority will first calculate the ‘accepted EU contribution’ for the action for all reporting periods, by calculating the lump sum contributions for the approved work packages.

After that, the granting authority will take into account grant reductions (if any). The resulting amount is the ‘total accepted EU contribution’.



Step 2 — Limit to the maximum grant amount

Not applicable

Step 3 — Reduction due to the no-profit rule

Not applicable

The **balance** (final payment) is then calculated by deducting the total amount of prefinancing and interim payments already made (if any), from the final grant amount:

$$\begin{aligned} &\{\text{final grant amount} \\ &\text{minus} \\ &\{\text{prefinancing and interim payments made (if any)}\}\}. \end{aligned}$$

If the balance is **positive**, it will be **paid** to the coordinator.

The final payment (or part of it) may be offset (without the beneficiaries' consent) against amounts owed by a beneficiary to the granting authority — up to the amount due to that beneficiary.

For grants where the granting authority is the European Commission or an EU executive agency, offsetting may also be done against amounts owed to other Commission services or executive agencies.

Payments will not be made if the payment deadline or payments are suspended (see Articles 29 and 30).

If the balance is **negative**, it will be **recovered** in accordance with the following procedure:

The granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to recover, the final grant amount, the amount to be recovered and the reasons why
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and date for payment.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.3.5 Audit implementation after final payment — Revised final grant amount — Recovery

If — after the final payment (in particular, after checks, reviews, audits or investigations; see Article 25) — the granting authority rejects lump sum contributions (see Article 27) or reduces the grant (see Article 28), it will calculate the **revised final grant amount** for the beneficiary concerned.

The **beneficiary revised final grant amount** will be calculated in the following step:

Step 1 — Calculation of the revised total accepted EU contribution

Step 1 — Calculation of the revised total accepted EU contribution

The granting authority will first calculate the ‘revised accepted EU contribution’ for the beneficiary, by calculating the ‘revised accepted contributions’.

After that, it will take into account grant reductions (if any). The resulting ‘revised total accepted EU contribution’ is the beneficiary revised final grant amount.

If the revised final grant amount is lower than the beneficiary’s final grant amount (i.e. its share in the final grant amount for the action), it will be **recovered** in accordance with the following procedure:

The **beneficiary final grant amount** (i.e. share in the final grant amount for the action) is calculated as follows:

$$\left\{ \begin{array}{l} \text{\{total accepted EU contribution for the beneficiary} \\ \text{divided by} \\ \text{total accepted EU contribution for the action\}} \\ \text{multiplied by} \\ \text{final grant amount for the action\}} \end{array} \right\}.$$

The granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to recover, the amount to be recovered and the reasons why and
- requesting observations within 30 days of receiving notification.

If no observations are submitted (or the granting authority decides to pursue recovery despite the observations it has received), it will confirm the amount to be recovered (**confirmation letter**), together with a **debit note** with the terms and the date for payment.

Recoveries against affiliated entities (if any) will be handled through their beneficiaries.

If payment is not made by the date specified in the debit note, the granting authority will **enforce recovery** in accordance with Article 22.4.

22.4 Enforced recovery

If payment is not made by the date specified in the debit note, the amount due will be recovered:

- (a) by offsetting the amount — without the coordinator or beneficiary’s consent — against any amounts owed to the coordinator or beneficiary by the granting authority.

In exceptional circumstances, to safeguard the EU financial interests, the amount may be offset before the payment date specified in the debit note.

For grants where the granting authority is the European Commission or an EU executive agency, debts may also be offset against amounts owed by other Commission services or executive agencies.

- (b) by drawing on the financial guarantee(s) (if any)



- (c) by holding other beneficiaries jointly and severally liable (if any; see Data Sheet, Point 4.4)
- (d) by holding affiliated entities jointly and severally liable (if any, see Data Sheet, Point 4.4)
- (e) by taking legal action (see Article 43) or, provided that the granting authority is the European Commission or an EU executive agency, by adopting an enforceable decision under Article 299 of the Treaty on the Functioning of the EU (TFEU) and Article 100(2) of EU Financial Regulation 2018/1046.

The amount to be recovered will be increased by **late-payment interest** at the rate set out in Article 23.5, from the day following the payment date in the debit note, up to and including the date the full payment is received.

Partial payments will be first credited against expenses, charges and late-payment interest and then against the principal.

Bank charges incurred in the recovery process will be borne by the beneficiary, unless Directive 2015/2366¹⁵ applies.

For grants where the granting authority is an EU executive agency, enforced recovery by offsetting or enforceable decision will be done by the services of the European Commission (see also Article 43).

22.5 Consequences of non-compliance

22.5.1 If the granting authority does not pay within the payment deadlines (see above), the beneficiaries are entitled to **late-payment interest** at the reference rate applied by the European Central Bank (ECB) for its main refinancing operations in euros, plus the percentage specified in the Data Sheet (Point 4.2). The ECB reference rate to be used is the rate in force on the first day of the month in which the payment deadline expires, as published in the C series of the *Official Journal of the European Union*.

If the late-payment interest is lower than or equal to EUR 200, it will be paid to the coordinator only on request submitted within two months of receiving the late payment.

Late-payment interest is not due if all beneficiaries are EU Member States (including regional and local government authorities or other public bodies acting on behalf of a Member State for the purpose of this Agreement).

If payments or the payment deadline are suspended (see Articles 29 and 30), payment will not be considered as late.

Late-payment interest covers the period running from the day following the due date for payment (see above), up to and including the date of payment.

Late-payment interest is not considered for the purposes of calculating the final grant amount.

22.5.2 If the coordinator breaches any of its obligations under this Article, the grant may be reduced (see Article 28) and the grant or the coordinator may be terminated (see Article 32).

¹⁵ Directive (EU) 2015/2366 of the European Parliament and of the Council of 25 November 2015 on payment services in the internal market, amending Directives 2002/65/EC, 2009/110/EC and 2013/36/EU and Regulation (EU) No 1093/2010, and repealing Directive 2007/64/EC (OJ L 337, 23.12.2015, p. 35).



Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 23 — GUARANTEES

23.1 Prefinancing guarantee

If required by the granting authority (see Data Sheet, Point 4.2), the beneficiaries must provide (one or more) prefinancing guarantee(s) in accordance with the timing and the amounts set out in the Data Sheet.

The coordinator must submit them to the granting authority in due time before the prefinancing they are linked to.

The guarantees must be drawn up using the template published on the Portal and fulfil the following conditions:

- (a) be provided by a bank or approved financial institution established in the EU or — if requested by the coordinator and accepted by the granting authority — by a third party or a bank or financial institution established outside the EU offering equivalent security
- (b) the guarantor stands as first-call guarantor and does not require the granting authority to first have recourse against the principal debtor (i.e. the beneficiary concerned) and
- (c) remain explicitly in force until the final payment and, if the final payment takes the form of a recovery, until five months after the debit note is notified to a beneficiary.

They will be released within the following month.

23.2 Consequences of non-compliance

If the beneficiaries breach their obligation to provide the prefinancing guarantee, the prefinancing will not be paid.

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 24 — CERTIFICATES

Not applicable

ARTICLE 25 — CHECKS, REVIEWS, AUDITS AND INVESTIGATIONS — EXTENSION OF FINDINGS

25.1 Granting authority checks, reviews and audits

25.1.1 Internal checks

The granting authority may — during the action or afterwards — check the proper implementation of the action and compliance with the obligations under the Agreement, including assessing lump sum contributions, deliverables and reports.

25.1.2 Project reviews

The granting authority may carry out reviews on the proper implementation of the action and compliance with the obligations under the Agreement (general project reviews or specific issues reviews).

Such project reviews may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiary concerned and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent, outside experts. If it uses outside experts, the coordinator or beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The coordinator or beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information and data in addition to deliverables and reports already submitted. The granting authority may request beneficiaries to provide such information to it directly. Sensitive information and documents will be treated in accordance with Article 13.

The coordinator or beneficiary concerned may be requested to participate in meetings, including with the outside experts.

For **on-the-spot visits**, the beneficiary concerned must allow access to sites and premises (including to the outside experts) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the review findings, a **project review report** will be drawn up.

The granting authority will formally notify the project review report to the coordinator or beneficiary concerned, which has 30 days from receiving notification to make observations.

Project reviews (including project review reports) will be in the language of the Agreement.

25.1.3 Audits

The granting authority may carry out audits on the proper implementation of the action and compliance with the obligations under the Agreement.

Such audits may be started during the implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the beneficiary concerned and will be considered to start on the date of the notification.

The granting authority may use its own audit service, delegate audits to a centralised service or use external audit firms. If it uses an external firm, the beneficiary concerned will be informed and have the right to object on grounds of commercial confidentiality or conflict of interest.

The beneficiary concerned must cooperate diligently and provide — within the deadline requested — any information (including complete accounts, individual salary statements or other personal data) to verify compliance with the Agreement. Sensitive information and documents will be treated in accordance with Article 13.



For **on-the-spot** visits, the beneficiary concerned must allow access to sites and premises (including for the external audit firm) and must ensure that information requested is readily available.

Information provided must be accurate, precise and complete and in the format requested, including electronic format.

On the basis of the audit findings, a **draft audit report** will be drawn up.

The auditors will formally notify the draft audit report to the beneficiary concerned, which has 30 days from receiving notification to make observations (contradictory audit procedure).

The **final audit report** will take into account observations by the beneficiary concerned and will be formally notified to them.

Audits (including audit reports) will be in the language of the Agreement.

25.2 European Commission checks, reviews and audits in grants of other granting authorities

Where the granting authority is not the European Commission, the latter has the same rights of checks, reviews and audits as the granting authority.

25.3 Access to records for assessing simplified forms of funding

The beneficiaries must give the European Commission access to their statutory records for the periodic assessment of simplified forms of funding which are used in EU programmes.

25.4 OLAF, EPPO and ECA audits and investigations

The following bodies may also carry out checks, reviews, audits and investigations — during the action or afterwards:

- the European Anti-Fraud Office (OLAF) under Regulations No 883/2013¹⁶ and No 2185/96¹⁷
- the European Public Prosecutor's Office (EPPO) under Regulation 2017/1939
- the European Court of Auditors (ECA) under Article 287 of the Treaty on the Functioning of the EU (TFEU) and Article 257 of EU Financial Regulation 2018/1046.

If requested by these bodies, the beneficiary concerned must provide full, accurate and complete information in the format requested (including complete accounts, individual salary statements or other personal data, including in electronic format) and allow access to sites and premises for on-the-spot visits or inspections — as provided for under these Regulations.

To this end, the beneficiary concerned must keep all relevant information relating to the action, at

¹⁶ Regulation (EU, Euratom) No 883/2013 of the European Parliament and of the Council of 11 September 2013 concerning investigations conducted by the European Anti-Fraud Office (OLAF) and repealing Regulation (EC) No 1073/1999 of the European Parliament and of the Council and Council Regulation (Euratom) No 1074/1999 (OJ L 248, 18/09/2013, p. 1).

¹⁷ Council Regulation (Euratom, EC) No 2185/96 of 11 November 1996 concerning on-the-spot checks and inspections carried out by the Commission in order to protect the European Communities' financial interests against fraud and other irregularities (OJ L 292, 15/11/1996, p. 2).



least until the time-limit set out in the Data Sheet (Point 6) and, in any case, until any ongoing checks, reviews, audits, investigations, litigation or other pursuits of claims have been concluded.

25.5 Consequences of checks, reviews, audits and investigations — Extension of findings

25.5.1 Consequences of checks, reviews, audits and investigations in this grant

Findings in checks, reviews, audits or investigations carried out in the context of this grant may lead to rejections (see Article 27), grant reduction (see Article 28) or other measures described in Chapter 5.

Rejections or grant reductions after the final payment will lead to a revised final grant amount (see Article 22).

Findings in checks, reviews, audits or investigations during the action implementation may lead to a request for amendment (see Article 39), to change the description of the action set out in Annex 1.

Checks, reviews, audits or investigations that find systemic or recurrent errors, irregularities, fraud or breach of obligations in any EU grant may also lead to consequences in other EU grants awarded under similar conditions ('extension to other grants').

Moreover, findings arising from an OLAF or EPPO investigation may lead to criminal prosecution under national law.

25.5.2 Extension from other grants

Findings of checks, reviews, audits or investigations in other grants may be extended to this grant, if:

- (a) the beneficiary concerned is found, in other EU grants awarded under similar conditions, to have committed systemic or recurrent errors, irregularities, fraud or breach of obligations that have a material impact on this grant and
- (b) those findings are formally notified to the beneficiary concerned — together with the list of grants affected by the findings — within the time-limit for audits set out in the Data Sheet (see Point 6).

The granting authority will formally notify the beneficiary concerned of the intention to extend the findings and the list of grants affected.

If the extension concerns **rejections of lump sum contributions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings
- (b) the request to submit revised financial statements for all grants affected
- (c) the correction rate for extrapolation, established on the basis of the systemic or recurrent errors, to calculate the amounts to be rejected, if the beneficiary concerned:
 - (i) considers that the submission of revised financial statements is not possible or practicable or
 - (ii) does not submit revised financial statements.

If the extension concerns **grant reductions**: the notification will include:

- (a) an invitation to submit observations on the list of grants affected by the findings and
- (b) the **correction rate for extrapolation**, established on the basis of the systemic or recurrent errors and the principle of proportionality.

The beneficiary concerned has **60 days** from receiving notification to submit observations, revised financial statements or to propose a duly substantiated **alternative correction method/rate**.

On the basis of this, the granting authority will analyse the impact and decide on the implementation (i.e. start rejection or grant reduction procedures, either on the basis of the revised financial statements or the announced/alternative method/rate or a mix of those; see Articles 27 and 28).

25.6 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, lump sum contributions insufficiently substantiated will be ineligible (see Article 6) and will be rejected (see Article 27), and the grant may be reduced (see Article 28).

Such breaches may also lead to other measures described in Chapter 5.

ARTICLE 26 — IMPACT EVALUATIONS

26.1 Impact evaluation

The granting authority may carry out impact evaluations of the action, measured against the objectives and indicators of the EU programme funding the grant.

Such evaluations may be started during implementation of the action and until the time-limit set out in the Data Sheet (see Point 6). They will be formally notified to the coordinator or beneficiaries and will be considered to start on the date of the notification.

If needed, the granting authority may be assisted by independent outside experts.

The coordinator or beneficiaries must provide any information relevant to evaluate the impact of the action, including information in electronic format.

26.2 Consequences of non-compliance

If a beneficiary breaches any of its obligations under this Article, the granting authority may apply the measures described in Chapter 5.

CHAPTER 5 CONSEQUENCES OF NON-COMPLIANCE

SECTION 1 REJECTIONS AND GRANT REDUCTION

ARTICLE 27 — REJECTION OF CONTRIBUTIONS

27.1 Conditions

The granting authority will — at interim payment, final payment or afterwards — reject any lump sum



contributions which are ineligible (see Article 6), in particular following checks, reviews, audits or investigations (see Article 25).

The rejection may also be based on the extension of findings from other grants to this grant (see Article 25).

Ineligible lump sum contributions will be rejected.

27.2 Procedure

If the rejection does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the rejection, the amounts and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the rejection (payment review procedure).

If the rejection leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

27.3 Effects

If the granting authority rejects lump sum contributions, it will deduct them from the lump sum contributions declared and then calculate the amount due (and, if needed, make a recovery; see Article 22).

ARTICLE 28 — GRANT REDUCTION

28.1 Conditions

The granting authority may — at beneficiary termination, final payment or afterwards — reduce the grant for a beneficiary, if:

- (a) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) the beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

The amount of the reduction will be calculated for each beneficiary concerned and proportionate to the seriousness and the duration of the errors, irregularities or fraud or breach of obligations, by applying an individual reduction rate to their accepted EU contribution.

28.2 Procedure

If the grant reduction does not lead to a recovery, the granting authority will formally notify the coordinator or beneficiary concerned of the reduction, the amount to be reduced and the reasons why. The coordinator or beneficiary concerned may — within 30 days of receiving notification — submit observations if it disagrees with the reduction (payment review procedure).

If the grant reduction leads to a recovery, the granting authority will follow the contradictory procedure with pre-information letter set out in Article 22.

28.3 Effects

If the granting authority reduces the grant, it will deduct the reduction and then calculate the amount due (and, if needed, make a recovery; see Article 22).

SECTION 2 SUSPENSION AND TERMINATION

ARTICLE 29 — PAYMENT DEADLINE SUSPENSION

29.1 Conditions

The granting authority may — at any moment — suspend the payment deadline if a payment cannot be processed because:

- (a) the required report (see Article 21) has not been submitted or is not complete or additional information is needed
- (b) there are doubts about the amount to be paid (e.g. ongoing extension procedure, queries about eligibility, need for a grant reduction, etc.) and additional checks, reviews, audits or investigations are necessary, or
- (c) there are other issues affecting the EU financial interests.

29.2 Procedure

The granting authority will formally notify the coordinator of the suspension and the reasons why.

The suspension will **take effect** the day the notification is sent.

If the conditions for suspending the payment deadline are no longer met, the suspension will be **lifted** — and the remaining time to pay (see Data Sheet, Point 4.2) will resume.

If the suspension exceeds two months, the coordinator may request the granting authority to confirm if the suspension will continue.

If the payment deadline has been suspended due to the non-compliance of the report and the revised report is not submitted (or was submitted but is also rejected), the granting authority may also terminate the grant or the participation of the coordinator (see Article 32).

ARTICLE 30 — PAYMENT SUSPENSION

30.1 Conditions

The granting authority may — at any moment — suspend payments, in whole or in part for one or more beneficiaries, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5).

If payments are suspended for one or more beneficiaries, the granting authority will make partial payment(s) for the part(s) not suspended. If suspension concerns the final payment, the payment (or recovery) of the remaining amount after suspension is lifted will be considered to be the payment that closes the action.

30.2 Procedure

Before suspending payments, the granting authority will send a **pre-information letter** to the beneficiary concerned:

- formally notifying the intention to suspend payments and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

At the end of the suspension procedure, the granting authority will also inform the coordinator.

The suspension will **take effect** the day after the confirmation notification is sent.

If the conditions for resuming payments are met, the suspension will be **lifted**. The granting authority will formally notify the beneficiary concerned (and the coordinator) and set the suspension end date.

During the suspension, no prefinancing will be paid to the beneficiaries concerned. For interim payments, the periodic reports for all reporting periods except the last one (see Article 21) must not contain any financial statements from the beneficiary concerned (or its affiliated entities). The coordinator must include them in the next periodic report after the suspension is lifted or — if suspension is not lifted before the end of the action — in the last periodic report.

ARTICLE 31 — GRANT AGREEMENT SUSPENSION

31.1 Consortium-requested GA suspension

31.1.1 Conditions and procedure

The beneficiaries may request the suspension of the grant or any part of it, if exceptional circumstances — in particular *force majeure* (see Article 35) — make implementation impossible or excessively difficult.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the date the suspension takes effect; this date may be before the date of the submission of the amendment request and
- the expected date of resumption.

The suspension will **take effect** on the day specified in the amendment.

Once circumstances allow for implementation to resume, the coordinator must immediately request another **amendment** of the Agreement to set the suspension end date, the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the amendment. This date may be before the date of the submission of the amendment request.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

31.2 EU-initiated GA suspension

31.2.1 Conditions

The granting authority may suspend the grant or any part of it, if:

- (a) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed or is suspected of having committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.), or
- (b) a beneficiary (or a person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or

serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)

(c) other:

- (i) linked action issues: not applicable
- (ii) additional GA suspension grounds: not applicable.

31.2.2 Procedure

Before suspending the grant, the granting authority will send a **pre-information letter** to the coordinator:

- formally notifying the intention to suspend the grant and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the suspension (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

The suspension will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification).

Once the conditions for resuming implementation of the action are met, the granting authority will formally notify the coordinator a **lifting of suspension letter**, in which it will set the suspension end date and invite the coordinator to request an amendment of the Agreement to set the resumption date (one day after suspension end date), extend the duration and make other changes necessary to adapt the action to the new situation (see Article 39) — unless the grant has been terminated (see Article 32). The suspension will be **lifted** with effect from the suspension end date set out in the lifting of suspension letter. This date may be before the date on which the letter is sent.

During the suspension, no prefinancing will be paid. Moreover, no work may be done. Ongoing work packages must be interrupted and no new work packages may be started.

The beneficiaries may not claim damages due to suspension by the granting authority (see Article 33).

Grant suspension does not affect the granting authority's right to terminate the grant or a beneficiary (see Article 32) or reduce the grant (see Article 28).

ARTICLE 32 — GRANT AGREEMENT OR BENEFICIARY TERMINATION

32.1 Consortium-requested GA termination

32.1.1 Conditions and procedure

The beneficiaries may request the termination of the grant.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why



- the date the consortium ends work on the action ('end of work date') and
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

The termination will **take effect** on the termination date specified in the amendment.

If no reasons are given or if the granting authority considers the reasons do not justify termination, it may consider the grant terminated improperly.

32.1.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before the end of work date (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Improper termination may lead to a grant reduction (see Article 28).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

32.2 Consortium-requested beneficiary termination

32.2.1 Conditions and procedure

The coordinator may request the termination of the participation of one or more beneficiaries, on request of the beneficiary concerned or on behalf of the other beneficiaries.

The coordinator must submit a request for **amendment** (see Article 39), with:

- the reasons why
- the opinion of the beneficiary concerned (or proof that this opinion has been requested in writing)
- the date the beneficiary ends work on the action ('end of work date')
- the date the termination takes effect ('termination date'); this date must be after the date of the submission of the amendment request.

If the termination concerns the coordinator and is done without its agreement, the amendment request must be submitted by another beneficiary (acting on behalf of the consortium).

The termination will **take effect** on the termination date specified in the amendment.

If no information is given or if the granting authority considers that the reasons do not justify termination, it may consider the beneficiary to have been terminated improperly.

32.2.2 Effects

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a second **request for amendment** (see Article 39) with other amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the second request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the second request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

Improper termination may lead to a reduction of the grant (see Article 31) or grant termination (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

32.3 EU-initiated GA or beneficiary termination

32.3.1 Conditions

The granting authority may terminate the grant or the participation of one or more beneficiaries, if:



- (a) one or more beneficiaries do not accede to the Agreement (see Article 40)
- (b) a change to the action or the legal, financial, technical, organisational or ownership situation of a beneficiary is likely to substantially affect the implementation of the action or calls into question the decision to award the grant (including changes linked to one of the exclusion grounds listed in the declaration of honour)
- (c) following termination of one or more beneficiaries, the necessary changes to the Agreement (and their impact on the action) would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (d) implementation of the action has become impossible or the changes necessary for its continuation would call into question the decision awarding the grant or breach the principle of equal treatment of applicants
- (e) a beneficiary (or person with unlimited liability for its debts) is subject to bankruptcy proceedings or similar (including insolvency, winding-up, administration by a liquidator or court, arrangement with creditors, suspension of business activities, etc.)
- (f) a beneficiary (or person with unlimited liability for its debts) is in breach of social security or tax obligations
- (g) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has been found guilty of grave professional misconduct
- (h) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed fraud, corruption, or is involved in a criminal organisation, money laundering, terrorism-related crimes (including terrorism financing), child labour or human trafficking
- (i) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) was created under a different jurisdiction with the intent to circumvent fiscal, social or other legal obligations in the country of origin (or created another entity with this purpose)
- (j) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed:
 - (i) substantial errors, irregularities or fraud or
 - (ii) serious breach of obligations under this Agreement or during its award (including improper implementation of the action, non-compliance with the call conditions, submission of false information, failure to provide required information, breach of ethics or security rules (if applicable), etc.)
- (k) a beneficiary (or person having powers of representation, decision-making or control, or person essential for the award/implementation of the grant) has committed — in other EU grants awarded to it under similar conditions — systemic or recurrent errors, irregularities, fraud or serious breach of obligations that have a material impact on this grant (extension of findings; see Article 25.5)

(l) despite a specific request by the granting authority, a beneficiary does not request — through the coordinator — an amendment to the Agreement to end the participation of one of its affiliated entities or associated partners that is in one of the situations under points (d), (f), (e), (g), (h), (i) or (j) and to reallocate its tasks, or

(m) other:

(i) linked action issues: not applicable

(ii) additional GA termination grounds: not applicable.

32.3.2 Procedure

Before terminating the grant or participation of one or more beneficiaries, the granting authority will send a **pre-information letter** to the coordinator or beneficiary concerned:

- formally notifying the intention to terminate and the reasons why and
- requesting observations within 30 days of receiving notification.

If the granting authority does not receive observations or decides to pursue the procedure despite the observations it has received, it will confirm the termination and the date it will take effect (**confirmation letter**). Otherwise, it will formally notify that the procedure is discontinued.

For beneficiary terminations, the granting authority will — at the end of the procedure — also inform the coordinator.

The termination will **take effect** the day after the confirmation notification is sent (or on a later date specified in the notification; ‘termination date’).

32.3.3 Effects

(a) for **GA termination**:

The coordinator must — within 60 days from when termination takes effect — submit a **periodic report** (for the last open reporting period until termination).

The granting authority will calculate the final grant amount and final payment on the basis of the report submitted and taking into account the lump sum contributions for activities implemented before termination takes effect (see Article 22). Partial lump sum contributions for work packages that were not completed (e.g. due to technical reasons) may exceptionally be taken into account.

If the grant is terminated for breach of the obligation to submit reports, the coordinator may not submit any report after termination.

If the granting authority does not receive the report within the deadline, only lump sum contributions which are included in an approved periodic report will be taken into account (no contributions if no periodic report was ever approved).

Termination does not affect the granting authority’s right to reduce the grant (see Article 28) or to impose administrative sanctions (see Article 34).

The beneficiaries may not claim damages due to termination by the granting authority (see Article 33).

After termination, the beneficiaries' obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

(b) for beneficiary termination:

The coordinator must — within 60 days from when termination takes effect — submit:

- (i) a **report on the distribution of payments** to the beneficiary concerned
- (ii) a **termination report** from the beneficiary concerned, for the open reporting period until termination, containing an overview of the progress of the work
- (iii) a **request for amendment** (see Article 39) with any amendments needed (e.g. reallocation of the tasks and the estimated budget of the terminated beneficiary; addition of a new beneficiary to replace the terminated beneficiary; change of coordinator, etc.).

The granting authority will calculate the amount due to the beneficiary on the basis of the reports submitted in previous interim payments (i.e. beneficiary's lump sum contributions for completed and approved work packages).

Lump sum contributions for ongoing/not yet completed work packages will have to be included in the periodic report for the next reporting periods when those work packages have been completed.

If the granting authority does not receive the report on the distribution of payments within the deadline, it will consider that:

- the coordinator did not distribute any payment to the beneficiary concerned and that
- the beneficiary concerned must not repay any amount to the coordinator.

If the request for amendment is accepted by the granting authority, the Agreement is **amended** to introduce the necessary changes (see Article 39).

If the request for amendment is rejected by the granting authority (because it calls into question the decision awarding the grant or breaches the principle of equal treatment of applicants), the grant may be terminated (see Article 32).

After termination, the concerned beneficiary's obligations (in particular Articles 13 (confidentiality and security), 16 (IPR), 17 (communication, dissemination and visibility), 21 (reporting), 25 (checks, reviews, audits and investigations), 26 (impact evaluation), 27 (rejections), 28 (grant reduction) and 42 (assignment of claims)) continue to apply.

SECTION 3 OTHER CONSEQUENCES: DAMAGES AND ADMINISTRATIVE SANCTIONS

ARTICLE 33 — DAMAGES

33.1 Liability of the granting authority

The granting authority cannot be held liable for any damage caused to the beneficiaries or to third parties as a consequence of the implementation of the Agreement, including for gross negligence.

The granting authority cannot be held liable for any damage caused by any of the beneficiaries or other participants involved in the action, as a consequence of the implementation of the Agreement.

33.2 Liability of the beneficiaries

The beneficiaries must compensate the granting authority for any damage it sustains as a result of the implementation of the action or because the action was not implemented in full compliance with the Agreement, provided that it was caused by gross negligence or wilful act.

The liability does not extend to indirect or consequential losses or similar damage (such as loss of profit, loss of revenue or loss of contracts), provided such damage was not caused by wilful act or by a breach of confidentiality.

ARTICLE 34 — ADMINISTRATIVE SANCTIONS AND OTHER MEASURES

Nothing in this Agreement may be construed as preventing the adoption of administrative sanctions (i.e. exclusion from EU award procedures and/or financial penalties) or other public law measures, in addition or as an alternative to the contractual measures provided under this Agreement (see, for instance, Articles 135 to 145 EU Financial Regulation 2018/1046 and Articles 4 and 7 of Regulation 2988/95¹⁸).

SECTION 4 FORCE MAJEURE

ARTICLE 35 — FORCE MAJEURE

A party prevented by force majeure from fulfilling its obligations under the Agreement cannot be considered in breach of them.

‘Force majeure’ means any situation or event that:

- prevents either party from fulfilling their obligations under the Agreement,
- was unforeseeable, exceptional situation and beyond the parties’ control,
- was not due to error or negligence on their part (or on the part of other participants involved in the action), and
- proves to be inevitable in spite of exercising all due diligence.

Any situation constituting force majeure must be formally notified to the other party without delay, stating the nature, likely duration and foreseeable effects.

¹⁸ Council Regulation (EC, Euratom) No 2988/95 of 18 December 1995 on the protection of the European Communities financial interests (OJ L 312, 23.12.1995, p. 1).

The parties must immediately take all the necessary steps to limit any damage due to force majeure and do their best to resume implementation of the action as soon as possible.

CHAPTER 6 FINAL PROVISIONS

ARTICLE 36 — COMMUNICATION BETWEEN THE PARTIES

36.1 Forms and means of communication — Electronic management

EU grants are managed fully electronically through the EU Funding & Tenders Portal ('Portal').

All communications must be made electronically through the Portal in accordance with the Portal Terms and Conditions and using the forms and templates provided there (except if explicitly instructed otherwise by the granting authority).

Communications must be made in writing and clearly identify the grant agreement (project number and acronym).

Communications must be made by persons authorised according to the Portal Terms and Conditions. For naming the authorised persons, each beneficiary must have designated — before the signature of this Agreement — a 'legal entity appointed representative (LEAR)'. The role and tasks of the LEAR are stipulated in their appointment letter (see Portal Terms and Conditions).

If the electronic exchange system is temporarily unavailable, instructions will be given on the Portal.

36.2 Date of communication

The sending date for communications made through the Portal will be the date and time of sending, as indicated by the time logs.

The receiving date for communications made through the Portal will be the date and time the communication is accessed, as indicated by the time logs. Formal notifications that have not been accessed within 10 days after sending, will be considered to have been accessed (see Portal Terms and Conditions).

If a communication is exceptionally made on paper (by e-mail or postal service), general principles apply (i.e. date of sending/receipt). Formal notifications by registered post with proof of delivery will be considered to have been received either on the delivery date registered by the postal service or the deadline for collection at the post office.

If the electronic exchange system is temporarily unavailable, the sending party cannot be considered in breach of its obligation to send a communication within a specified deadline.

36.3 Addresses for communication

The Portal can be accessed via the Europa website.

The address for paper communications to the granting authority (if exceptionally allowed) is the official mailing address indicated on its website.

For beneficiaries, it is the legal address specified in the Portal Participant Register.

ARTICLE 37 — INTERPRETATION OF THE AGREEMENT

The provisions in the Data Sheet take precedence over the rest of the Terms and Conditions of the Agreement.

Annex 5 takes precedence over the Terms and Conditions.

The Terms and Conditions take precedence over the Annexes other than Annex 5.

Annex 2 takes precedence over Annex 1.

ARTICLE 38 — CALCULATION OF PERIODS AND DEADLINES

In accordance with Regulation No 1182/71¹⁹, periods expressed in days, months or years are calculated from the moment the triggering event occurs.

The day during which that event occurs is not considered as falling within the period.

‘Days’ means calendar days, not working days.

ARTICLE 39 — AMENDMENTS

39.1 Conditions

The Agreement may be amended, unless the amendment entails changes to the Agreement which would call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

Amendments may be requested by any of the parties.

39.2 Procedure

The party requesting an amendment must submit a request for amendment signed directly in the Portal Amendment tool.

The coordinator submits and receives requests for amendment on behalf of the beneficiaries (see Annex 3). If a change of coordinator is requested without its agreement, the submission must be done by another beneficiary (acting on behalf of the other beneficiaries).

The request for amendment must include:

- the reasons why
- the appropriate supporting documents and
- for a change of coordinator without its agreement: the opinion of the coordinator (or proof that this opinion has been requested in writing).

The granting authority may request additional information.

¹⁹ Regulation (EEC, Euratom) No 1182/71 of the Council of 3 June 1971 determining the rules applicable to periods, dates and time-limits (OJ L 124, 8/6/1971, p. 1).



If the party receiving the request agrees, it must sign the amendment in the tool within 45 days of receiving notification (or any additional information the granting authority has requested). If it does not agree, it must formally notify its disagreement within the same deadline. The deadline may be extended, if necessary for the assessment of the request. If no notification is received within the deadline, the request is considered to have been rejected.

An amendment **enters into force** on the day of the signature of the receiving party.

An amendment **takes effect** on the date of entry into force or other date specified in the amendment.

ARTICLE 40 — ACCESSION AND ADDITION OF NEW BENEFICIARIES

40.1 Accession of the beneficiaries mentioned in the Preamble

The beneficiaries which are not coordinator must accede to the grant by signing the accession form (see Annex 3) directly in the Portal Grant Preparation tool, within 30 days after the entry into force of the Agreement (see Article 44).

They will assume the rights and obligations under the Agreement with effect from the date of its entry into force (see Article 44).

If a beneficiary does not accede to the grant within the above deadline, the coordinator must — within 30 days — request an amendment (see Article 39) to terminate the beneficiary and make any changes necessary to ensure proper implementation of the action. This does not affect the granting authority's right to terminate the grant (see Article 32).

40.2 Addition of new beneficiaries

In justified cases, the beneficiaries may request the addition of a new beneficiary.

For this purpose, the coordinator must submit a request for amendment in accordance with Article 39. It must include an accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool.

New beneficiaries will assume the rights and obligations under the Agreement with effect from the date of their accession specified in the accession form (see Annex 3).

Additions are also possible in mono-beneficiary grants.

ARTICLE 41 — TRANSFER OF THE AGREEMENT

In justified cases, the beneficiary of a mono-beneficiary grant may request the transfer of the grant to a new beneficiary, provided that this would not call into question the decision awarding the grant or breach the principle of equal treatment of applicants.

The beneficiary must submit a request for **amendment** (see Article 39), with

- the reasons why
- the accession form (see Annex 3) signed by the new beneficiary directly in the Portal Amendment tool and

- additional supporting documents (if required by the granting authority).

The new beneficiary will assume the rights and obligations under the Agreement with effect from the date of accession specified in the accession form (see Annex 3).

ARTICLE 42 — ASSIGNMENTS OF CLAIMS FOR PAYMENT AGAINST THE GRANTING AUTHORITY

The beneficiaries may not assign any of their claims for payment against the granting authority to any third party, except if expressly approved in writing by the granting authority on the basis of a reasoned, written request by the coordinator (on behalf of the beneficiary concerned).

If the granting authority has not accepted the assignment or if the terms of it are not observed, the assignment will have no effect on it.

In no circumstances will an assignment release the beneficiaries from their obligations towards the granting authority.

ARTICLE 43 — APPLICABLE LAW AND SETTLEMENT OF DISPUTES

43.1 Applicable law

The Agreement is governed by the applicable EU law, supplemented if necessary by the law of Belgium.

Special rules may apply for beneficiaries which are international organisations (if any; see Data Sheet, Point 5).

43.2 Dispute settlement

If a dispute concerns the interpretation, application or validity of the Agreement, the parties must bring action before the EU General Court — or, on appeal, the EU Court of Justice — under Article 272 of the Treaty on the Functioning of the EU (TFEU).

For non-EU beneficiaries (if any), such disputes must be brought before the courts of Brussels, Belgium — unless an international agreement provides for the enforceability of EU court judgements.

For beneficiaries with arbitration as special dispute settlement forum (if any; see Data Sheet, Point 5), the dispute will — in the absence of an amicable settlement — be settled in accordance with the Rules for Arbitration published on the Portal.

If a dispute concerns administrative sanctions, offsetting or an enforceable decision under Article 299 TFEU (see Articles 22 and 34), the beneficiaries must bring action before the General Court — or, on appeal, the Court of Justice — under Article 263 TFEU.

For grants where the granting authority is an EU executive agency (see Preamble), actions against offsetting and enforceable decisions must be brought against the European Commission (not against the granting authority; see also Article 22).

ARTICLE 44 — ENTRY INTO FORCE

The Agreement will enter into force on the day of signature by the granting authority or the coordinator, depending on which is later.

SIGNATURES

For the coordinator

Ludovic THILLY with ECAS id nthillu signed in the Participant Portal on 18/10/2023 at 10:55:55 (transaction id SigId-36148-9lx6KiteUTkKaiU06GrZUAIBPSCdJa4ROUyzNsIFa9XWN8i4wCSzxKcjwY77yqpnfyqnMREzoIFNUdjzxad9G7O-jpJZscgsw0KSOvXY2lRJoe-39RzkKmdJaObjZzuk1k1C3qoTcXVI8aNaRvIDvEmTHtRKV1Ej0XmIV9IKKYciAazj5mdTt7JQGoR57i01XszxzvR). Timestamp by third party at 2023.10.18 10:56:01 CEST

For the granting authority

Signed by Walter ZAMPIERI with ECAS id zampiwa as an authorised representative on 18-10-2023 12:26:52 (transaction id SigId-38307-6K16LBIXivF5Jqd3tiPjzLIkXZpzK9KIIZSgiSPrwBVIYqBkyDQKgoGs8mQWdGHBH3FaxNrFVTzHzzYDppXKMFzm-jpJZscgsw0KSOvXY2lRJoe-2Gp7yMeKUSIb6zRNMSYoT48bvk8ICNzyw7psOTT0gLraeqOltVO9QevaniVGiznRTZSb3LmzGzjFot6NHXhGVNzW) 2023.10.18 12:27:04 CEST



ANNEX 1



Erasmus+ (ERASMUS+)

Description of the action (DoA)

Part A

Part B

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.

PROJECT	
Grant Preparation (General Information screen) — Enter the info.	
Project number:	101124589
Project name:	European Campus of City-Universities
Project acronym:	EC2U
Call:	ERASMUS-EDU-2023-EUR-UNIV
Topic:	ERASMUS-EDU-2023-EUR-UNIV-1
Type of action:	ERASMUS-LS
Service:	EACEA/A/01
Project starting date:	fixed date: 1 November 2023
Project duration:	48 months

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List of work packages 7

Staff effort 26

List of deliverables 27

List of milestones (outputs/outcomes) 49

List of critical risks 61

PROJECT SUMMARY

Project summary

Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.

Use the project summary from your proposal.

The European Campus of City-Universities, or EC2U, is a multi-cultural multilingual Alliance of engaged, education- and research-driven European universities. Its ambition is to strengthen a pan-European Campus that empowers its community of over 200000 students, 25000 staff, and 2million citizens to become actors of change. To do so, EC2U increases cooperation, challenge-based, and innovative approaches to co-create joint activities. These activities are guided by 4 United Nations Sustainable Development Goals (SDGs): Good-Health & Well-Being; Quality Education; Sustainable Cities & Communities; Peace, Justice & Strong Institutions; allowing EC2U to lead relevant actions that respond to societal needs.

EC2U's key activities include:

- 4 Joint Master's Programmes (1 per SDG) with flexible, multi-disciplinary learning paths and embedded mobility schemes
- 4 Virtual Institutes (1 per SDG) that increase cooperation in education, research and innovation, via educational offers, joint research projects, and networks of experts
- Global/local activities allowing students and staff to fully-enjoy their campus life, via inclusive and well-being-oriented actions
- Lifelong Learning to support student, staff, and citizen employability by micro-credential recognition
- Capacity-building for talent development through entrepreneurial opportunities.

All EC2U activities have a unique mobility component that fosters intercultural learning, peer-to-peer exchange, and a shared sense of European identity. The EC2U Community also benefits from a growing ecosystem of global and local stakeholders (such as cities, higher education regulatory bodies, private sector entities, student associations), which provides a sustainable participatory network.

By 2030, EC2U reaches a new model of education, exchange, and learning that acts with and for its community. In other words, EC2U will Empower. Connect. Collaborate. Unite.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	UP	UNIVERSITE DE POITIERS	FR	999859608
2	BEN	UC	UNIVERSIDADE DE COIMBRA	PT	997826391
3	BEN	UAIC	UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI	RO	999887738
4	BEN	UNI JENA	FRIEDRICH-SCHILLER-UNIVERSITÄT JENA	DE	999868726
5	BEN	JKU	UNIVERSITÄT LINZ	AT	999892976
6	BEN	UNIPV	UNIVERSITA DEGLI STUDI DI PAVIA	IT	999893752
7	BEN	USAL	UNIVERSIDAD DE SALAMANCA	ES	999846610
8	BEN	UTU	TURUN YLIOPISTO	FI	999903064
9	AP	Grand Poitiers	Grand Poitiers Communauté Urbaine	FR	910872875

PARTICIPANTS					
<i>Grant Preparation (Beneficiaries screen) — Enter the info.</i>					
Number	Role	Short name	Legal name	Country	PIC
10	AP	IH2EF	Institut des Hautes Etudes de l'Education et de la Formation	FR	903924086
11	AP	ESN Poitiers	Erasmus Student Network Poitiers	FR	884166253
12	AP	EC2U StPoitiers	EC2U Students- Poitiers	FR	884193510
13	AP	CHU DE POITIERS	CENTRE HOSPITALIER UNIVERSITAIRE DE POITIERS	FR	963664446
14	AP	B.BRAUN	B. BRAUN MEDICAL CHASSENEUIL	FR	883715785
15	AP	CMC	CAMARA MUNICIPAL DE COIMBRA	PT	987818028
16	AP	CCDRC	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO CENTRO	PT	955664468
17	AP	ESN Coimbra	ESN Coimbra- Erasmus Student Network	PT	884086616
18	AP	AAC	AAC -Associação Académica de Coimbra	PT	925419868
19	AP	CHUC EPE	CENTRO HOSPITALAR E UNIVERSITARIO DE COIMBRA EPE	PT	944023692
20	AP	IPN	INSTITUTO PEDRO NUNES ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO EM CIENCIA E TECNOLOGIA	PT	999578502
21	AP	BLUEPHARMA	BLUEPHARMA - INDUSTRIA FARMACEUTICASA	PT	952690545
22	AP	Municipiul Iasi	MUNICIPIUL IASI	RO	998884758
23	AP	ADR North-East	AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST	RO	986565370
24	AP	ESN Iasi	Asociatia pentru sustinerea proiectului Erasmus+	RO	905993969
25	AP	IRO IASI	INSTITUTUL REGIONAL DE ONCOLOGIE IASI	RO	911325574
26	AP	ARACIS	AGENTIA ROMANA DE ASIGURARE A CALITATII IN INVATAMANTUL SUPERIOR ARACIS	RO	939300083
27	AP	ANTIBIOTICE SA	ANTIBIOTICE SA	RO	893573701
28	AP	STADT JENA	STADT JENA	DE	927217278
29	AP	EIZ ERFURT	EIZ Europäisches Informations-Zentrum in der Thüringer Staatskanzlei	DE	937228066
30	AP	ESN Jena e.V.	Erasmus Student Network Jena e.V.	DE	936704848
31	AP	UKJ	UNIVERSITATSKLINIKUM JENA	DE	998511114
32	AP	JenaVersum e.V.	JenaVersum e.V.	DE	883918612
33	AP	medways e.V.	medways e.V.	DE	968713975
34	AP	STADT LINZ	STADT LINZ	AT	941627404
35	AP	Land OOE	AMT DER OBEROSTERREICH LANDESREGIERUNG	AT	998381910
36	AP	ESN Linz	Erasmus Student Network Linz / ÖH Refi	AT	883821030

PARTICIPANTS					
<i>Grant Preparation (Beneficiaries screen) — Enter the info.</i>					
Number	Role	Short name	Legal name	Country	PIC
37	AP	ÖH JKU	Österreichische Hochschüler_innenschaft an der Johannes Kepler Universität Linz	AT	883821321
38	AP	KEPLERUNIKLINII	KEPLER UNIVERSITÄTSKLINIKUM GMBH	AT	918260007
39	AP	WKOEE	WIRTSCHAFTSKAMMER OBEROESTERREICH	AT	999728755
40	AP	LCM	LINZ CENTER OF MECHATRONICS GMBH	AT	996537940
41	AP	SETTORE CULTURA	COMUNE DI PAVIA	IT	937104391
42	AP	CIMEA	ASSOCIAZIONE CIMEA	IT	948603741
43	AP	STEP ESN Pavia	Studenti Erasmus Pavia	IT	900558089
44	AP	AIESEC Pavia	AIESEC Italy (Local committee of Pavia)	IT	883736446
45	AP	IRCCS OSM	FONDAZIONE IRCCS POLICLINICO SAN MATTEO	IT	999582285
46	AP	C.U.S. PAVIA	C.U.S. PAVIA, A.S.D.	IT	893908254
47	AP	Polo PV	POLO TECNOLOGICO DI PAVIA SRL	IT	883824910
48	AP	ASSOLOMBARDA	ASSOCIAZIONE INDUSTRIALE LOMBARDA DEI TERRITORI DI MILANO LODI MONZA E BRIANZA PAVIA	IT	923375981
49	AP	Aytosalamanca	AYUNTAMIENTO DE SALAMANCA	ES	928351693
50	AP	C.EducaciónJCyL	CONSEJERIA DE EDUCACION DE LA JUNTA DE CASTILLA Y LEON	ES	944318281
51	AP	ESN ESPANA	FEDERACION ERASMUS STUDENT NETWORK ESPANA	ES	940134865
52	AP	CAUS	Complejo Asistencial Universitario de Salamanca	ES	883872440
53	AP	PC USAL	FUNDACION PARQUE CIENTIFICO DE LA UNIVERSIDAD DE SALAMANCA	ES	941418563
54	AP	COCISSA	CÁMARA OFICIAL DE COMERCIO, INDUSTRIA Y SERVICIOS DE SALAMANCA	ES	884208157
55	AP	IBERDROLA	IBERDROLA SA	ES	998885340
56	AP	CITY OF TURKU	CITY OF TURKU	FI	993966082
57	AP	VS-Liitto	VARSINAIS-SUOMEN LIITTO	FI	950866460
58	AP	ESN Uni Turku	Erasmus Student Network University of Turku ry	FI	883772433
59	AP	TYKS	VARSINAIS-SUOMEN SAIRAANHOITOPiIRIN KUNTAYHTYMA	FI	999495858
60	AP	TSCP	TURKU SCIENCE PARK OY AB	FI	950541316
61	AP	Wartsila FIN	WARTSILA FINLAND OY	FI	998907553
62	AP	SH	SIEMENS HEALTHCARE SAS	FR	890689988
63	AP	IFNUL	IVAN FRANKO NATIONAL UNIVERSITY OF LVIV	UA	967410489

PARTICIPANTS					
Grant Preparation (Beneficiaries screen) — Enter the info.					
Number	Role	Short name	Legal name	Country	PIC
64	AP	CG	COIMBRA GROUP ASBL	BE	947388816

LIST OF WORK PACKAGES

Work packages						
Grant Preparation (Work Packages screen) — Enter the info.						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Coordination, Governance and Expansion of EC2U Alliance	1 - UP	572.00	1	48	D1.1 – Project Management Handbook D1.2 – Progress towards geographical expansion of the EC2U Alliance D1.3 – Overview of project progress and achievements, Alliance arrangements D1.4 – Integration of new FPs
WP2	Inclusive, Engaged and Mobile EC2U Community	8 - UTU	135.00	1	48	D2.1 – Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines D2.2 – EC2U engaged and open community - Part 1 D2.3 – EC2U engaged and open community - Part 2 D2.4 – A safe and inclusive EC2U Campus with appropriate tools and services D2.5 – EC2U inclusive, diverse and green mobility
WP3	Digital EC2U Alliance	6 - UNIPV	141.00	1	48	D3.1 – Content Management System (CMS) D3.2 – Innovative digital pedagogy database D3.3 – EC2U Connect Centre Upgrade Package 2025 D3.4 – EC2U Connect Centre Upgrade Package 2027 D3.5 – Digital Education lab
WP4	SDG #3 “Good Health and Well-Being”	3 - UAIC	162.00	1	48	D4.1 – Recommendations for improvements

Work packages						
<i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing D4.2 – GLADE PhD Network D4.3 – Consolidation and development of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing D4.4 – GLADE Virtual Institute: research and services to society
WP5	SDG #4 "Quality Education"	7 - USAL	162.00	1	48	D5.1 – Recommendations for improvement of the Joint Master's Programme on European Languages, Cultures and Societies in Contact D5.2 – VIQE PhD Network D5.3 – Consolidation and development of the Joint Master's Programme on European Languages, Cultures and Societies in Contact D5.4 – Activities of the VIQE
WP6	SDG #11 "Sustainable Cities and Communities"	2 - UC	162.00	1	48	D6.1 – Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities D6.2 – SCC PhD Network D6.3 – Launch of EC2U sustainable Campus Network D6.4 – Consolidation and development of the Joint Master's Programme on Sustainable Cities and Communities D6.5 – Activities of the SCC Virtual Institute

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						D6.6 – EC2U Sustainable Campus Network and the EC2U Covenant of Mayors
WP7	SDG #16 “Peace, Justice and Strong Institutions”	4 - UNI JENA	161.00	1	48	D7.1 – Curricula of the EC2U JMP in Peace, Justice and Strong Institutions D7.2 – PJSI PhD Network D7.3 – Development and implementation of the EC2U JMP in Peace, Justice and Strong Institutions D7.4 – Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network
WP8	EC2U Lifelong Career	5 - JKU	146.00	1	48	D8.1 – EC2U Career Development Plan D8.2 – Micro-credentials Guidelines D8.3 – Lifelong Learning within the EC2U Alliance D8.4 – EC2U common micro-credentials policy and practices D8.5 – Joint EC2U Umbrella Structure for Doctoral Training
WP9	EC2U Innovation Hub	7 - USAL	128.00	1	48	D9.1 – Consolidation of Entrepreneurial Academy – Part 1 D9.2 – Consolidation of Entrepreneurial Academy – Part 2 D9.3 – EC2U Living Labs Repository D9.4 – Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG’s Challenge Calls

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP10	Impact and Dissemination	1 - UP	189.00	1	48	D10.1 – First update of the Communication and Dissemination Plan D10.2 – Communication and Dissemination Plan final update D10.3 – Launch of an institutional Awareness Campaign D10.4 – Quality and Impact Monitoring Mechanism – Part 1 D10.5 – Quality and Impact Monitoring Mechanism – Part 2 D10.6 – Programmes of EC2U Fora D10.7 – EC2U Think Tanks D10.8 – International scientific conference on SDGs D10.9 – EC2U Communication activities D10.10 – EC2U Ambassador's Programme

Work package WP1 – Coordination, Governance and Expansion of EC2U Alliance

Work Package Number	WP1	Lead Beneficiary	1. UP
Work Package Name	Coordination, Governance and Expansion of EC2U Alliance		
Start Month	1	End Month	48

Objectives

WP1 aims at strengthening the Alliance arrangements with respect to the:

- Management and coordination of the Erasmus+ project (series of tasks T1.1.N);
- Running of the Alliance Governance (series of tasks T1.2.N)
- Implementation of the expansion of the Alliance with activities related to the integration of new FP Universities (series of tasks T1.3.N).

Description

T1.1.1 Set up of WP Boards and Local Coordinators network – Duration from M1 to M2 – Contributors/participants: All FP Universities – The Global and Local Coordination Teams are appointed. The Executive Committee (ExeCo) is appointed as WP Board for WP1 and WP10. For WP2-9, additional independent WP Boards are appointed. The composition of all Boards is made public via adequate communication actions under WP10.

T1.1.2 Set up of Digital Management Platform (DMP) and update of tools/templates/guidelines for EC2U activities – Duration from M1 to M6 – Contributors/participants: All FP Universities – Review and update (if needed) of DMP/tools/templates/guidelines devised during pilot phase. Training sessions are provided for the Local Coordination Teams (once a year).

T1.1.3 Continuous monitoring of WP activities – Duration from M1 to M48 – Contributors/participants: All FP Universities – Monthly monitoring of WP activities by the Global Coordination Team (via DMP). Online meetings are organised between the Global Coordination Team and Local Coordination Teams every month. One physical meeting is held every 6 months. Online meetings between the Global Coordination Team and WP Leaders/Co-Leaders are held every 2 months. Online ExeCo meetings are held every 2 months. First physical meeting of the ExeCo is held during the 1st EC2U Forum (Y1, Q2), followed by annual meetings at EC2U Fora.

T1.1.4 Continuous monitoring of progress towards deliverables – Duration from M1 to M48 – Contributors/participants: All FP Universities – Monthly monitoring of progress towards deliverables is performed by the Global Coordination Team via DMP. Individual building blocks of future deliverables are collected every 3 months. Interaction with WP10 activities related to Quality and Impact is continual.

T1.1.5 Continuous monitoring of budget consumption and update of indicators – Duration from M1 to M48 – Contributors/participants: All FP Universities – Budget consumption is monitored every 3 months via DMP. Intermediate indicators are collected every 6 months.

T1.2.1 Set up of governing bodies – Duration from M1 to M6 – Contributors/participants: All FP Universities – Closed/Plenary/Student/Quality Councils are appointed. The composition of all governing bodies is made public via adequate communication actions under WP10.

T1.2.2 Regular meetings of governing bodies – Duration from M1 to M48 – Contributors/participants: All FP Universities – Governing bodies meet every 6 months via hybrid meetings at annual EC2U Fora (Q2) and online meetings at Q4. First hybrid meetings are held during the 1st EC2U Forum (Y1, Q2).

T1.2.3 Conflict Resolution and Risk Management (CRRM) tool – Duration from M1 to M48 – Contributors/participants: All FP Universities – A review and update of CRRM tool devised during pilot phase is performed and implemented, using the resources of the EC2U Connect Centre (WP3).

T1.3.1 Fast-Track to Integration (FTI) #1 – Duration from M1 to M6 – Contributors/participants: All FP Universities – Representatives from first new FP University (JKU) visit other FPs (including in-depth interactions with Global Coordination Team).

T1.3.2 Selection of 9th FP – Duration from M1 to M24 – Contributors/participants: All FP Universities – Continuous active search for 9th FP University and selection, in compliance with the EC2U Mission Statement.

T1.3.3 Definition of roles and responsibilities of 9th FP – Duration from M1 to M36 – Contributors/participants: All FP Universities – Update of Grant Agreement according to: - additional APs; - budget and grant distribution (note that FP9 is already included in initial budget); - participation to WPs, WP Leadership and Co leadership; - hosting of EC2U events.

T1.3.4 FTI #2 – Duration from M1 to M36 – Contributors/participants: All FP Universities – Representatives from second new FP University (FP9) visit other FPs (including in depth interaction with Global Coordination Team).

T1.3.5 Update of WP Boards, Local Coordinator network and Governing bodies – Duration from M1 to M36 – Contributors/participants: All FP Universities – Integration of representatives from second new FP University (FP9) and related APs in all instances and governing bodies.

Work package WP2 – Inclusive, Engaged and Mobile EC2U Community

Work Package Number	WP2	Lead Beneficiary	8. UTU
Work Package Name	Inclusive, Engaged and Mobile EC2U Community		
Start Month	1	End Month	48

Objectives

WP2 is constructed around three pillars, declined into key actions:

- Inclusive Community: Promoting well-being and inclusiveness across the EC2U Campus (series of tasks T2.1.N)
- Engaged Community: Strengthening the EC2U Campus via a network of common activities (series of tasks T2.2.N)
- Mobile Community: Working towards green and high-quality EC2U mobilities (series of tasks T2.3.N)

Description

T2.1.1 Ensure a safe and inclusive EC2U Campus – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task encompasses the following activities:

- Mapping of EC2U Campus-wide resources, which promote a safe and inclusive social environment, related to mental health and well-being. This activity allows the Alliance to focus on the general awareness of well-being and good mental health in line with the Virtual Institute activities in WP4;
- Organising EC2U-level online workshops for staff and students involved in peer support initiatives related to well-being and mental health at each FP (once a year). Workshops are organised in collaboration with WP4, if needed
- Promoting accessible physical activities and well-being during the two EC2U Student Events (c.f. T2.1) as well as through the EC2U Mobile Application (c.f. T2.2). This task is successfully achieved via WP10 communication activities, to promote staff members mobility and encourage student and staff participation (c.f. T3.3).

T2.1.2 Foster inclusive mobility within the EC2U Campus – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task includes the following activities:

- Mapping of inclusive mobility practices at each FP University;
- Creating guidelines and recommendations related to inclusive mobility;
- Ensuring visibility of good practices via effective communication campaigns, targeting specific groups;
- Increasing capacity-building via pilot activities in line with the Erasmus+ Charter (when relevant) with a final assessment and update of recommendations if needed.

T2.2.1 Organise EC2U Student Events and common EC2U Challenges at EC2U Forums – Duration from M1 to M48 – Contributors/participants: All FP Universities – The goal of this task is to strengthen the pan European EC2U Community through common events. This task includes:

- Two Student Events collaboratively organised with the EC2U Student Council with the aim of bringing students together on topical themes such as Sustainability, Higher Education, Cultural Exchanges, Diversity and Inclusion.
- During the annual EC2U Forum, EC2U Challenges are organised with rotating themes (sports, cultural, and culinary challenges, etc.).

T2.2.2 Organise annual EC2U Science Contests – Duration from M1 to M48 – Contributors/participants: All FP Universities – The pilot EC2U Science Battles are now becoming EC2U Science Contests to further democratise the world of research and innovation, via enhanced multi-disciplinary exchanges and promotion of research activities. The EC2U Science Contests are further developed to ensure their inclusiveness. The EC2U Science Contest is held once a year and connects diverse, inclusive, and multi-disciplinary teams of researchers via a competition-like activity. Online

annual events show three teams (one from each of a selection of 3 FPs) competing over the first three years; the last year is the opportunity to host the final edition of the EC2U Science Contest, as an in-person event. All EC2U Science Contests are broadcasted

T2.2.3 Consolidate and expand the use of EC2U Mobile Application – Duration from M1 to M48 – Contributors/participants: All FP Universities – The pilot EC2U Mobile Application has proven to be a valuable tool to provide students and staff with information on services, activities and facilities at EC2U FPs and cities. Therefore, the EC2U Mobile Application is further developed, notably to integrate new FPs and develop its content to encompass new EC2U activities. In particular, content is adapted to include topics related to EC2U Campus Life such as Students' mental health and well-being resources and best practices, eco-responsible and sustainable actions, working life, and finally mobility facilitation across the Alliance.

T2.2.4 Enhance the EC2U Multifunctional Spaces – Duration from M1 to M48 – Contributors/participants: All FP Universities – Catalysts for co-working and co-learning, the pilot EC2U Multifunctional spaces are further developed across the EC2U Campus. A specific area of action is on enhancing collaboration between students of all FPs as well as between student associations active within the EC2U Alliance. These multifunctional spaces are used, when relevant, to hold joint activities (e.g., workshops on well-being and/or sustainability) to strengthen the EC2U Campus - by students for students. These spaces will also be developed within new FPs.

T2.3.1 Foster quality and diversity of mobility – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task has the goal of adapting the Alliance mobility schemes and further developing innovative promotional activities (such as the EC2U Mobility Fair), via the following activities:

- Creation of joint feedback collection processes related to EC2U mobility in collaboration with WP3, with the goal of developing easy-to-implement mobility documentation for mobilities between FPs;
- Creation of guidelines and recommendations, notably based on the activity above-mentioned;
- Creation of common procedures for smooth recognition of EC2U short mobilities among students and staff.

This task also includes specific mobility activities to further enhance collaboration across the EC2U Campus. In particular, an annual meeting of mobility personnel is hosted by different FPs.

T2.3.2 Foster green and sustainable mobility – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following collected feedback from past activities and open discussions with diverse stakeholders, this task includes: -

- Mapping of green mobility practices based on a questionnaire made for FPs and APs (e.g., Coimbra Group and cities);
- Creating an extensive list of recommendations for green mobility, based on the review of current measures and EU recommendations; -
- Inclusion of informational content on green mobility within the EC2U Mobile Application, and other communication channels (when relevant);
- Implementation of a pilot project for innovative green mobility with a final assessment and update of recommendations if needed.

Work package WP3 – Digital EC2U Alliance

Work Package Number	WP3	Lead Beneficiary	6. UNIPV
Work Package Name	Digital EC2U Alliance		
Start Month	1	End Month	48

Objectives

WP3 is focused on consolidating the EC2U Digital Alliance, via two main actions:

- The further operationalisation of the EC2U Connect Centre, which includes but is not limited to the continued development of a common digital space for mobilities of students, staff and faculty members, the adoption of the digital EC2U European Student Card (ESC), and the European Digital Credentials for Learning (EDCL) for certifying all students' learning outcomes, and the consolidation of a digital environment for matchmaking and common project development from capacity building to research (series of tasks T3.1.N and T3.2.N).
- The mainstreaming of innovative digital pedagogy, which fosters innovative digital education initiatives and new innovative practices with EC2U staff training weeks

on innovative and immersive digital pedagogies (series of tasks T3.3.N).

Description

T3.1.1 Technical support of the EC2U Connect Centre (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Technical activities to be carried out centrally and in cooperation with local IT centres. This includes:

- Providing guidelines, tutorials and other materials to facilitate the integration of the new FPs in the EC2U digital environment;
- Ensuring the onboarding of new FPs on existing digital services and the integration of all FPs to new digital services;
- Identifying opportunities for further developments and new tools according to the needs of the Alliance;
- Creating different surveys targeting specific public among EC2U FPs: teaching staff to gather innovative practices, IT staff to gain information about LMS and digital tools, students to collect their usage of tools to communicate and exchange with each other.

This task is achieved via regular online meetings and physical meetings of IT experts for the co-creation of the digital infrastructure.

T3.1.2 Training on EC2U Connect Centre (M1- M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Continuous support to facilitate the integration of FPs in the EC2U digital environment, including certified training courses for the final users of the different digital services. This includes:

- Developing training materials for major digital services managed by the Alliance;
- Delivering certified, in person or online courses for digital services managed by the Alliance.

T3.1.3 Support to Digital Facilities (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Design, maintenance and support of the technical infrastructure for the Alliance's digital services. It includes:

- Centralizing, integrating and managing low-level technical IT facilities (Domain Name System (DNS), email, mailing lists, document sharing and cloud computing environment);
- Selecting, provisioning and configuring a central Content Management System (CMS) in support of the implementation of internal and public-facing web sites; content management of current and new web sites remains a distributed responsibility over multiple actors within the Alliance, under the coordination of WP10 and with central technical support from WP3;
- Migrating existing content from the current main web site to the new CMS infrastructure;
- Maintaining and extending the current project Wiki Platform supporting collaborative document editing;
- Maintaining and extending the current survey platform supporting internal and public-facing survey campaigns.

WP3 support to “low-level technical IT facilities” is made in full support of WP1 (incl. task T1.2.3, Conflict Resolution and Risk Management tool) and WP10.

T3.2.1 EC2U Interchange Platform (IP) (M1- M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Maintenance and development of current mobility planning and management facilities. It includes:

- Planning and executing interoperability test for newly activated Erasmus Without Paper (EWP) Application Programming Interfaces (APIs);
- Onboarding new FPs and integrating their local EWP tools in the Alliance;
- Supporting WP2 tasks related to mobility by updating guidelines and recommendations on the Wiki Platform;
- Monitoring the number of mobilities within the Alliance;
- Supporting WP4-5-6 in updating and WP7 in creating common JMP Admission Calls, maintained on the Wiki Platform.

T3.2.2 EC2U European Digital Card (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Technical development of the mobile-based European Student Card (ESC)-compliant digital card and support adoption by FPs, helping them to reach the 2025 deadline of the E+ Charter, when all EU students should be given an ESC. This includes:

- Joining the Service Toolbox provided by the ESC-Tension (EU Student Card Extension and Adoption);
- Onboarding new FPs;
- Supporting the inclusion both for students and other cardholders of (optional) photo IDs in the card; Exposing EC2U Digital Card to Near Field Communication (NFC) readers by publishing it to commercial mobile wallets like Apple Wallet and Google Wallet;
- Building a directory of external service providers supporting access through the EC2U European Digital Card;
- Exposing EC2U Digital Card as a Verifiable Digital Credential (VC) within compatible personal digital wallets;
- Using the card as the preferred mean of associating a student digital identity to their European Digital Credentials for Learning (EDCL)-certified achievements

T3.2.3 Digital Credentials (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities – Development of the current digital credential system to make it fully compliant with the EDCL model, helping FPs satisfy the EU invitation to certify European students' learning accomplishments by EDCLs the. It includes:

- Developing a common policy for the Alliance on digital credentialing, in close collaboration with WP8 that develops a proper taxonomy of the certified skills;
- Ensuring the interoperability of local Student Management Systems with EDCL, and accepting Credits Transfer from mobility students directly from their own EDCLs, locally stored by the student in their Europass Digital Credential Wallet. In compliance with European Learning Model (ELM) 3.0, the EDCLs is integrated to the University Courses Knowledge Scheme, and to European Skills, Competences, Qualifications and Occupations (ESCO) and National competence repositories;
- Upgrading the current OpenBadge 2.1 digital credentialing system to EDCL compliant OpenBadge 3.0 / W3C VC, in coordination with WP8;
- Adopting digital credentials for certifying student's learning outcomes throughout the Alliance. All EDCLs issued by joint programmes are labelled as issued by the FP as a member of EC2U, to give further visibility to the Alliance. A similar digital format is used for certifying micro credentials, training courses, learning achievement, and mobility periods to all staff within the Alliance.

T3.2.4 Research Workspace (M24-M48) – Duration from M24 to M48 – Contributors/participants: All FP Universities – This task includes:

- In coordination and after consultation of the Alliance's researchers, dedicated virtual workspaces on the Alliance's Wiki Platform will be developed to support teams in collaborative research activities linked to the EC2U Virtual Institutes;
- Developing a dedicated internal and public-facing social networking platform based on open standards, supporting research community development, experience sharing and outreach;
- Developing an interactive search tool for research match-making, leveraging the Research Units dataset maintained on the Alliance Knowledge Hub. Specific attention is paid to the use of the tool as instrumental to the enhancement of gender equality and diversity among the research groups.

T3.2.5 EC2U Knowledge Hub (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Maintenance and further development of the pilot EC2U Knowledge Hub as knowledge sharing facilities. It includes:

- Maintaining and extending current dataset developed under EC2U / RI4C2 projects (Research Groups, Academic Courses, Local Events, Knowledge Ecosystems, Academic Policy Documents);
- Developing self-service Business Intelligence (BI), dashboarding and integrated reporting facilities, to support strategic decision-making and project reporting;
- Developing an interactive search tool for educational offer personalization and mobility planning, leveraging the Academic Courses and other shared datasets maintained on the EC2U Knowledge Hub;
- Developing a new Job and Training opportunities Dataset, fostering opportunities for private and public sectors;
- Developing a directory of academic and commercial services accessible through to the EC2U European Digital Card.

T3.2.6 Graph-Driven semantic classification and search engine for the harmonisation of policies (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities – Development of a proof of concept for an Artificial Intelligent content analysis layer, evaluating the effectiveness of Multilingual Natural Language Processing techniques like graph-driven named entity recognition and linking applied to the analysis of large document corpora. This includes:

- Developing a semantic search engine supporting automatic classification and structural search of the large document corpora; the Academic Policy Documents dataset developed by the RI4C2 project (including documents on gender equality, diversity, entrepreneurial skill development, job placement, fraud and misconduct) is used as a testbed;
- Establishing a common policy framework leveraging the previously described semantic search engine and a dedicated working space on the Wiki Platform, with all documents translated (by automatic translation only) in all the languages of EC2U.

T3.3.1 Implementation of innovative digital pedagogy collaborative database in the EC2U Knowledge Hub (M1-M36) – Duration from M1 to M36 – Contributors/participants: All FP Universities – Use of the EC2U Knowledge Hub to publish, in a given template, innovative digital education practices and examples, that will be disseminated within the EC2U Campus.

T3.3.2 Common seminars on innovative digital pedagogy (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities – Creation of virtual interactive seminars for staff to exchange on innovative digital education practices. These seminars will further allow for the dissemination of innovative digital practices.

T3.3.3 Staff training weeks on innovative digital pedagogy (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities – Organisation of staff training weeks on innovative digital pedagogy to define what

innovative pedagogy is and create new ways of teaching and learning. These weeks take place once a year, each time at a different FP to visit innovative learning labs and learning spaces.

Work package WP4 – SDG #3 “Good Health and Well-Being”

Work Package Number	WP4	Lead Beneficiary	3. UAIC
Work Package Name	SDG #3 “Good Health and Well-Being”		
Start Month	1	End Month	48

Objectives

This WP is centred around the consolidation, expansion, and extension of two core activities:

- The Joint Master’s Programme (JMP) LIFELINE “Lifelong Well-being and Healthy Ageing” (tasks T4.1.N)
- The Virtual Institute for Good Health and Well-being (GLADE): a nest for education, innovation, research and services to societies (tasks T4.2.N)

Description

T4.1.1 Analysis of the first two-years (full cohort) of the Joint Master’s Programme LIFELINE – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task is focused on the overall analysis of the first pilot two-years (full cohort) with the goal of better understanding the strengths, weaknesses, and opportunities of this degree, and determining how to improve and extend its academic offer. This task includes the following key actions:

- Consultation of staff members and students involved in the first full cohort, and collection of feedback;
- Follow-up of students’ graduation and entry into the European and/or international labour market;
- Analysis of identified strengths, weaknesses, and opportunities of current JMP, providing a basis for potential extension and expansion;
- Creation of a comprehensive set of recommendations on possible improvements notably focused on pedagogical innovation and general functioning of the programme. This set of recommendations is disseminated via a report constructed in close collaboration with WP5 and WP6 (SDG #4 and SDG #11).

T4.1.2 Consolidation, improvement, and integration of FP Universities in the curriculum – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following up the actions led in T4.1.1 and the feedback collected from the first full cohort, this task is focused on the (1) consolidation of the LIFELINE JMP, (2) improvement of academic offer including support to study counselling and semester mobility, and (3) integration (when possible) of additional FPs in the curriculum. Accreditation updates are done if relevant.

T4.1.3 Update of information package to academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – The information package already available for current and prospective students and academic communities is updated according to the consolidation, improvement, and integration processes led within T4.1.2. This information package includes the JMP structure, description of modules and courses, timetable of the call, eligibility, teaching and evaluation methods, mobility schemes, etc

T4.1.4 Development of partnerships in local communities and within the Alliance to ensure professional opportunities for students – Duration from M12 to M48 – Contributors/participants: All FP Universities – Building upon the excellence of APs and FPs’ research laboratories and departments, partnerships within local communities are developed to ensure professional opportunities (e.g., such as internships in private and/or public sector entities) for LIFELINE Master’s Degree Students.

T4.2.1 Thematic Surveys and Studies for Healthy Campuses and/or health in the cities and the urban environments – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task is a continuity of the GLADE studies on Healthy Campuses led in the EC2U pilot phase. The aim of the thematic surveys and consequent studies is to assess the health and safety situations in all FPs and city/urban environments. Additionally, the goal is to identify improvements since the COVID pandemic as well as the new challenges and opportunities across the EC2U Alliance. Questionnaires and specific action points are developed, applied, and evaluated for FPs not yet included in the studies. The results will be the basis for improvements on an organizational level of FPs.

T4.2.2 GLADE Educational Hub – Duration from M1 to M48 – Contributors/participants: All FP Universities – This

task focuses primarily on providing thematic trainings on Health and Well-being for students, staff, professionals, and actors from local administration based on the results of the surveys (c.f. T2.1) or other local needs. This task includes:

- Three short training courses for each FP are organised locally: 1 for EC2U Students, 1 for staff members, and 1 for external city and urban multipliers;
- Two thematic Summer Schools organised at the EC2U Alliance-level on topical matters adapted to the EC2U Community.

T4.2.3 GLADE Transfer Events on knowledge & good practices – Duration from M12 to M48 – Contributors/participants: All FP Universities – GLADE Transfer Events on knowledge and good practices are offered online using research data with the aim of improving health for students, academic, and administrative staff. Each FP organises one event and adapts the format when relevant.

T4.2.4 GLADE PhD Network – Duration from M12 to M48 – Contributors/participants: All FP Universities – The GLADE PhD Network gathers the expertise of PhD supervisors and jointly supervised PhD students within the GLADE Virtual Institute, bringing them together through physical, blended and virtual mobilities in order to create a multidisciplinary community of experts. PhD Thesis topics as well as the procedures and results are jointly communicated to frame and scope the GLADE PhD Network. To fully support this network, three EC2U Alliance-level joint doctoral workshops are held. The results and/or topics of the GLADE PhD Network and/or related PhD theses are accessibly communication to the general public.

Work package WP5 – SDG #4 “Quality Education”

Work Package Number	WP5	Lead Beneficiary	7. USAL
Work Package Name	SDG #4 “Quality Education”		
Start Month	1	End Month	48

Objectives

This WP is centred around the consolidation and development of two core activities:

- The Joint Master’s Programme (JMP) on European Languages, Cultures and Societies in Contact (tasks T5.1.N)
- The Virtual Institute for Quality Education (VIQE): research & innovation - transformative R&I projects - (tasks T5.2.N)

Description

T5.1.1 Analysis of first two years (full cohort) of the Joint Master’s Programme in European Languages, Cultures and Societies in Contact – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task is focused on the overall analysis of the first two-years (full cohort) with the goal of better understanding the strengths, weaknesses, and opportunities of this degree, and determining how to improve and extend the academic offer. This task includes the following key actions:

- Consultation of staff members and students involved in the first full cohort, and collection of feedback;
- Follow-up of students’ graduation and entry into the European and/or international labour market;
- Analysis of identified strengths, weaknesses, and opportunities of current JMP, providing a basis for potential extension and expansion;
- Creation of a comprehensive set of recommendations on possible improvements notably focused on pedagogical innovation and general functioning of the programme. This set of recommendations is disseminated via a report constructed in close collaboration with WP4 and WP6 (SDG #4 and SDG #11).

T5.1.2 Consolidation, improvement, and integration of FP Universities in the curriculum – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following up the actions led in T5.1.1 and the feedback collected from the first full cohort of students, this task is focused on the (1) consolidation of the European Languages, Cultures and Societies in Contact JMP, (2) improvement of academic offer including support to semester mobility, and (3) integration (when possible) of additional FPs in the curriculum. Accreditation updates are done if relevant.

T5.1.3 Update of information package for academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – The information package already available for current and prospective students and academic communities is updated according to the consolidation, improvement, and integration processes led

within T5.1.2. This information package includes the JMP structure, description of modules and courses, teaching and evaluation methods, mobility schemes, etc.

T5.1.4 Development of partnerships in local communities and within the Alliance to ensure professional opportunities for students – Duration from M12 to M48 – Contributors/participants: All FP Universities – Building upon the excellence of APs and FPs' research laboratories and departments, partnerships within local communities is developed to ensure professional opportunities (e.g., such as internships in private and/or public sector entities) for Master's Degree Students.

T5.2.1 Research projects: fostering quality education approaches and researcher mobility – Duration from M1 to M48 – Contributors/participants: All FP Universities – Two research projects will be carried out with the aim to improve how Higher Education Institutions (HEI) teach foreign languages and cultures and how they deal with cultural biases and stereotypes in European multilingual and multicultural campuses:

- The first project "Multilingualism, cultural diversity and education for sustainable development in HEI" explores foreign language representations (including lesser used languages) and effective teaching methods from an inclusive viewpoint by conducting surveys, language biographies and semi-structured interviews on learning activities and teaching practices.

- The second project "Cultural biases and stereotypes in online and offline communication for sustainable development in HEI" identifies different forms of cultural biases, particularly in social media and in print texts linked to HEI from an interdisciplinary and multi-methodological perspective (including psychology, linguistics, literature, cultural studies and educational sciences).

Both research projects include three conferences for academic communities. Literature review and publication of papers are done if relevant. The results of the research projects are internally disseminated among EC2U academic communities with a specific focus on teaching innovation projects and innovative pedagogy under the realms of the SDG 'Quality Education'. A link is made with activities on Digital Education under WP3. Dissemination is done via internal multiplier events led by WP10.

T5.2.2 VIQE external multiplier events – Duration from M12 to M48 – Contributors/participants: All FP Universities – Following the activities described in T5.2.1, the results of the two research projects are externally disseminated among the general public in all EC2U local communities: -

- Researchers from the first research project develop a travelling exhibition on language and culture diversity in EC2U regions in collaboration with different stakeholders (cities, schools, etc.).

- Researchers from the second research project will jointly organise 9 hybrid open lectures on how to establish and enhance sustainable intercultural relationships in the community through avoiding cultural biases and stereotypes.

T5.2.3 VIQE PhD Network and European/EC2U doctorate adapted mobility schemes – Duration from M1 to M48 – Contributors/participants: All FP Universities – The VIQE PhD Network gathers the expertise of PhD supervisors and jointly supervised PhD students within the VIQE, bringing them together through adapted mobilities in order to create a multidisciplinary community of experts on the topics of Quality Education. Within this task, short physical mobilities for PhD Students are organised.

T5.3.1 Joint doctoral workshops for PhD programmes on education, language and cultural diversity – Duration from M1 to M48 – Contributors/participants: All FP Universities – Two thematic doctoral workshops for PhD Students are held within the scope of the VIQE PhD Network, on the following topics:

- Language and cultural diversity in European society.
- Educational sciences.

T5.3.2 VIQE PhD Network Young Researchers workshop – Duration from M1 to M36 – Contributors/participants: All FP Universities – PhD Students from all 9 FPs jointly organise a workshop on language, education and cultural diversity for young researchers where they have the opportunity to present their research within the framework of the VIQE.

Work package WP6 – SDG #11 “Sustainable Cities and Communities”

Work Package Number	WP6	Lead Beneficiary	2. UC
Work Package Name	SDG #11 “Sustainable Cities and Communities”		
Start Month	1	End Month	48

Objectives

This WP is centred around the consolidation and development of three core activities:

- The Joint Master's Programme (JMP) on Sustainable Cities and Communities (tasks T6.1.N)
- The Virtual Institute (VI) for Sustainable Cities and Communities (SCC) (tasks T6.2.N)
- Actions for cities and communities (tasks T6.3.N)

Description

T6.1.1 Analysis of first two years (full cohort) of the Joint Master's Programme in Sustainable Cities and Communities – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task is focused on the overall analysis of the first two-years (full cohort) with the goal of better understanding the strengths, weaknesses, and opportunities of this degree, and determining how to improve and extend the academic offer. This task includes the following key actions:

- Consultation of staff members and students involved in the first full cohort, and collection of feedback;
- Follow-up of students' graduation and entry into the European and/or international labour market;
- Analysis of identified strengths, weaknesses, and opportunities of current JMP, providing a basis for potential extension and expansion.
- Creation of a comprehensive set of recommendations on possible improvements notably focused on pedagogical innovation (incl. digital pedagogy in cooperation with WP3) and general functioning of the programme. This set of recommendations is disseminated via a report constructed in close collaboration with WP4 and WP5 (SDG#3 and SDG#4).

T6.1.2 Consolidation, improvement, and integration of FP Universities in the curriculum – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following up the actions led in T6.1.1 and the feedback collected from the first full cohort, this task is focused on the (1) consolidation of the Sustainable Cities and Communities JMP, (2) improvement of academic offer including support to semester mobility, and (3) integration (when possible) of additional FPs in the curriculum.

Accreditation updates are done if relevant.

T6.1.3 Update of information package for academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – The information package already available for current and prospective students and academic communities is updated according to the consolidation, improvement, and integration processes led within T1.2.

This information package includes the JMP structure, description of modules and courses, teaching and evaluation methods, mobility schemes, etc.

T6.1.4 Development of partnerships in local communities and within the Alliance to ensure professional opportunities for students – Duration from M12 to M48 – Contributors/participants: All FP Universities – Building upon the excellence of APs and FPs' research laboratories and departments, partnerships within local communities is developed to ensure professional opportunities (e.g., such as internships in private and/or public sector entities) for the Sustainable Cities and Communities Master's Degree Students.

T6.2.1 New mobility programme for seed research projects – Duration from M1 to M48 – Contributors/participants: All FP Universities – In addition to the pilot seed research projects on "Heat Waves in European Cities" and on "Retrofitting Historical Buildings", two new seed research projects related to Sustainable Cities and Communities are established:

- Reducing the adverse effects of natural disasters: This project focuses on reducing the risks linked to anthropogenic climate change and urban sprawl via multidisciplinary perspectives, novel geomatics, and artificial intelligence technologies.
- Legal and Socio-Political Dimensions of Urban Sustainability. This project focuses on urban sustainability from a legal and social-science perspective. Rethinking and reorganizing for green social policies and welfare—social sustainability—is thus both a crucial task and a major challenge.

T6.2.2 SCC PhD Network – Duration from M1 to M48 – Contributors/participants: All FP Universities – A PhD Network is established to foster research excellence within the EC2U Alliance. This network gathers the expertise of PhD supervisors and jointly supervised PhD students within the SCC VI, bringing them together through physical, blended and virtual mobilities to create a community of multidisciplinary experts in SCC.

T6.2.3 International training schools – Duration from M1 to M48 – Contributors/participants: All FP Universities – International Summer/Winter schools and training workshops are used to share knowledge within EC2U - within and between the Virtual Institutes - and to reach out to the multidisciplinary scientific community in the field of SCC. Topics may include Building Sustainable Reuse or Geospatial Data Science for Sustainability, continuing and extending successful activities initiated during the previous funding period. Events focused on the new research seed projects are

incorporated. Links with clusters of research excellence at all FPs (e.g., ELLIS Unit Jena on Machine-Learning for Earth system sciences) are leveraged in order to offer cutting-edge training opportunities.

T6.3.1 EC2U Sustainable Campus Network – Duration from M1 to M48 – Contributors/participants: All FP Universities – Building upon the existing local vibrant networks of FPs and their respective cities, the SCC Virtual Institute continues designing and creating campuses that form a living, accessible component of the city structures, promoting sustainability. Best practices co-designed in each city-university partnership are disseminated in hybrid joint events within the Sustainable Campus Network.

T6.3.2 EC2U Covenant of Mayors – Duration from M1 to M48 – Contributors/participants: All FP Universities – In a first phase, the current status of the partner cities with respect to their Sustainable Development and Climate Change Action Plans are mapped and evaluated within the framework of the Covenant of Mayors, accelerating and supporting their implementation, if necessary.

Collaborative actions with and between FPs and their cities are promoted notably during WP10 dissemination events, such as the EC2U Fora, where thematic workshops may be organised with and for the APs.

T6.3.3 Research with schools – Duration from M1 to M48 – Contributors/participants: All FP Universities – Broadening and deepening the collaboration with High Schools by implementing school research projects related to sustainable urban development, such as "Urban heat islands and climate compatible sustainable urban development" is performed locally at each FP. The developed concepts and educational materials are published on online platforms as Open Educational Resources (in cooperation with experts of digital pedagogy from WP3). Dissemination to broader audiences is achieved via specific activities organised during external dissemination events led within WP10.

Work package WP7 – SDG #16 “Peace, Justice and Strong Institutions”

Work Package Number	WP7	Lead Beneficiary	4. UNI JENA
Work Package Name	SDG #16 “Peace, Justice and Strong Institutions”		
Start Month	1	End Month	48

Objectives

This WP is centred around two core activities:

- The creation of a new Joint Master’s Programme (JMP) on Peace, Justice and Strong Institutions (PJSI) (tasks T7.1.N)
- The creation of the Virtual Institute for Peace, Justice and Strong Institutions (tasks T6.2.N)

Description

T7.1.1 Design of curriculum and preparation of accreditation documents – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task is focused on creating a comprehensive JMP. The success of this activity follows recommendations and guidelines from the existing three JMPs and in-person meetings with academic members from across the Alliance. These meetings bring together FPs to harmonize curricula in view of designing the new JMP and preparing accreditation documents to be submitted via the European Approach (if possible) and/or to national accreditation agencies.

T7.1.2 Harmonization of admission procedures – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following the actions led in T7.1.1 and the feedback collected from existing EC2U JMPs, administrative and admission procedures are jointly decided. Previous methods and common digital tools adopted by EC2U JMPs are fully taken into consideration.

T7.1.3 Implementation of the Joint Master’s Programme – Duration from M36 to M48 – Contributors/participants: All FP Universities – The JMP is launched with its first cohort of students.

T7.1.4 Information package for academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – An information package is made available for prospective students and academic communities on relevant communication channels. This information package includes the JMP structure, description of modules and courses, teaching and evaluation methods, mobility schemes, etc.

T7.1.5 Report on accreditation barriers 2.0 – Duration from M12 to M48 – Contributors/participants: All FP Universities

– A detailed report exposing accreditation barriers and the difference between countries is produced. Comparison with the first report on accreditation barriers led during the pilot phase is performed.

T7.2.1 Virtual Institute on Justice, Peace and Strong Institutions is created – Duration from M1 to M12 – Contributors/participants: All FP Universities – Launch of the Virtual Institute identifying common, new research paths connected to the scientific areas of the JMP.

T7.2.2 Interdisciplinary PhD Network on Peace, Justice and Strong Institutions is established – Duration from M12 to M48 – Contributors/participants: All FP Universities – An interdisciplinary doctoral training network on Peace, Justice and Strong Institutions is created and activated. New scientific inputs from the different fields of participating disciplines are advanced, including:

- Interdisciplinary topics of research in the field of PJSI are identified;
- Development of a doctoral training network is established;
- Significant links between research and teaching are identified.

It acts as a forum for doctoral students, with:

- Two Winter/Summer Schools
- Two research workshops hosted by FPs on a rotating basis.

Work package WP8 – EC2U Lifelong Career

Work Package Number	WP8	Lead Beneficiary	5. JKU
Work Package Name	EC2U Lifelong Career		
Start Month	1	End Month	48

Objectives

This WP is centred around the development of strategic, interactive and shared actions under the global umbrella of Lifelong Learning to support personal careers and to consider the needs for job market. It is constructed around three key actions, to:

- Support student career paths and to utilize existing study modules in the framework for Lifelong Learning (LLL) (tasks T8.1.N);
- Further implement micro-credential policy and to provide small course entities for broad audiences (tasks T8.2.N);
- Develop a joint approach to doctoral training within the EC2U Alliance (tasks T8.3.N).

Description

T8.1.1 Consolidate and expand the EC2U Career Development Plan – Duration from M1 to M24 – Contributors/participants: All FP Universities – Relaying on the experience obtained during the pilot phase of the Alliance, this task expands and reinforces the EC2U-Career Plan Certificate Programme.

This task is developed successively by: 1) analysing the career development tools at each FP and 2) developing a “best fit” EC2U Career Development Plan considering the social and educational diversity of the EC2U Community.

T8.1.2 Provide a catalogue of courses available with the EC2U consortium to students, staff and citizens in the framework of Lifelong Learning – Duration from M1 to M48 – Contributors/participants: All FP Universities – The objective of this task is to support all interested students, professors, staff and citizens by providing LLL contents. To do so, the task includes the following activities:

- Mapping of existing courses from the offer of each FP and AP;
- Collaborating with private and public organisations to best identify educational offers in order to mitigate local and regional skills mismatch;
- Collaborating with EC2U Virtual Institutes to promote their activities including Winter/Summer Schools to targeted audience;
- Aligning the courses with the goals of the EC2U Career Development Plan (T8.1.1);
- Analysing and applying national requirement and European rules for the recognition processes.

This task results in the creation of an online catalogue using the Knowledge Hub developed within WP3. This offer can also be promoted through the EC2U Mobile Application.

T8.2.1 Definition of common EC2U approach to micro-credentials – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task aims at developing a common EC2U approach to micro-credentials in accordance with the “Recommendations on a European approach to micro-credentials for Lifelong Learning and employability” adopted by the EU Council on 16 June 2022. It is achieved through the following activities:

- Analysing institutional micro-credential practices and policies to compare national differences and milestones;
- Identifying the thematic framework for micro-credentials relevant to the Alliance activities to provide courses with cross-disciplinary or cross-cutting topics for MA and PhD students, to foster employability and to certify learning outcomes (c.f. T8.2.2).

The EC2U joint policy on micro-credentials is developed in close collaboration with WP3 (c.f. T3.6).

T8.2.2 Provide micro-credential short online courses – Duration from M24 to M48 – Contributors/participants: All FP Universities – This task intends to provide micro-credential courses following the thematic framework set in T8.2.1. These courses are joint online activities, open to the EC2U Community (students, staff and citizens). In coherence with the EC2U activities, these courses provide cross-disciplinary and/or cross-cutting topics for MA and/or PhD students (i.e., instrumental or methodological MCs) and foster employability by certifying thematic learning outcomes. These courses will also be promoted through the EC2U Mobile Application.

T8.2.3 Expand the use of Open badges – Duration from M24 to M48 – Contributors/participants: All FP Universities – Open badges through this task are made available to both students and staff in collaboration with WP3 (c.f. T3.6).

EC2U delivers open badges as digital certification for the proposed courses (c.f. T8.2.2), as well as to certify EC2U membership recognition for people actively involved (e.g., EC2U Ambassadors, professors delivering learning courses in EC2U JMPs/micro-credentials, academic involved in Summer/Winter schools, etc.).

T8.3.1 Organise an annual colloquium on quality assurance and strategic developments in doctoral education – Duration from M1 to M48 – Contributors/participants: All FP Universities – The umbrella structure for doctoral training organises once a year an Alliance colloquium on quality assurance and strategic developments in doctoral education. This event will bring people together and offer the opportunity to invite a keynote speaker. The goal is to increase the professionalisation of doctoral staff and trigger the sharing of best practices in doctoral education.

T8.3.2 Enhance and facilitate the mobility of doctoral researchers – Duration from M1 to M48 – Contributors/participants: All FP Universities – The aim of this task is to adopt policy-oriented activities to enhance the mobility of doctoral researchers. This task includes:

- The formulation of standards for Cotutelles (and other mobility schemes when relevant);
- Support to researchers to apply for funded doctoral research positions (e.g., EU funded projects such as MSCA Individual fellowships);
- The formulation of standards for mutual recognition of training courses and the participation in conferences (e.g., via WP3 digital credentials);
- The sharing of open transferable skills training offers of the FPs and their visibility on the EC2U course catalogue including MOOCs to improve local training offers;
- The organisation of two PhD employability webinars for the doctoral researchers of the UNSDGs-related PhD Networks (c.f., WP4 to WP7) on “Career paths in academia” and “Career paths outside academia”.

T8.3.3 Provide a career mentoring programme for early career researchers – Duration from M1 to M48 – Contributors/participants: All FP Universities – The objective of this task is the implementation of a career mentoring programme targeted to early career researchers planning a career outside academia.

This task includes the following activities:

- Different tracks depending on individual career goals (industry, public sector, science-policy-impact);
- An international peer-support group incl. members from FPs and APs;
- Access to transferable skills training through digital certifications (c.f. T8.2.2).

Work package WP9 – EC2U Innovation Hub

Work Package Number	WP9	Lead Beneficiary	7. USAL
Work Package Name	EC2U Innovation Hub		
Start Month	1	End Month	48

Objectives

This WP is centred around three key activities:

- The Entrepreneurial Academy (tasks T9.1.N)
- The Challenge-based programmes and Entrepreneurship, Innovation & Transfer Experts' Network (EITEN) Programme (tasks T9.2.N)
- Interconnecting innovation and living labs across the EC2U Campus (tasks T9.3.N)

Description

T9.1.1 Analysis of the pilot phase of the Entrepreneurial Academy – Duration from M1 to M6 – Contributors/participants: All FP Universities – The Entrepreneurial Academy is the continuation of one of the most successful activities of the EC2U pilot phase. Its roll-out is based on careful assessment of the previous Entrepreneurial Academy actions.

T9.1.2 EC2U Open Learning Opportunities in Entrepreneurship and Innovation – Duration from M7 to M48 – Contributors/participants: All FP Universities – Within this task, online resources are designed to foster curiosity for entrepreneurship, and the awareness of entrepreneurial opportunities. The main goal is to underline entrepreneurial competences and activities and their relevance and purpose for the whole university community. Therefore, it is a low-threshold offer and easy entry point for individuals in any fields of study and research. The online resources offer basic understanding and easy tools for innovation and entrepreneurial learning. One of the purposes of the resources is to support participants in the critical assessment of ideas that can be further developed during the EC2U Entrepreneurial Week (c.f. T9.1.3).

T9.1.3 EC2U Entrepreneurial Week – Duration from M1 to M48 – Contributors/participants: All FP Universities – The Entrepreneurial Week is an inspiring entrepreneurial journey targeting students from bachelor to PhD as well as recent graduates. Participants collaborate on new ideas in international and multidisciplinary teams. Workshops are led by international and multidisciplinary experts and entrepreneurs who share their experience and advice.

Four EC2U Entrepreneurial Weeks are held with four distinctive themes. The location rotates among the FPs to provide opportunities for on-site networking and visits. Participants from all disciplines are welcome to join and receive a certificate of participation.

T9.2.1 Review of existing innovation programmes and RI4C2 resources to be used in this activity – Duration from M1 to M12 – Contributors/participants: All FP Universities – This task provides a review of existing innovation programmes at each FP thanks to an interview-based work providing a basis for the design of Challenge-based programmes.

This task is also making use of the pilot RI4C2 H2020 project outputs, especially regarding 1) Innovation Sphere, its "Lighthouses of Innovation" contacts and experts; 2) "Recipes of Innovation" which are collected best practices for innovation and innovation support, and lastly 3) experiences from the Makeathon organized by RI4C2 at the end of 2024, are incorporated in the yearly review taken at the EITEN Annual Meeting (c.f. T9.2.2).

T9.2.2 Entrepreneurship, Innovation & Transfer Experts' Network (EITEN) Programme – Duration from M1 to M48 – Contributors/participants: All FP Universities – The goal of the EITEN network is to support the innovation process, starting from ideation towards team formation all the way up to operations and investment and develop a cohort of hyper-connected individuals.

This network involves experts from each FP. Its activities consist of, but are not limited to, sharing best practices and skill development, and providing the drive for the Challenge-based programme. Activities are implemented through joint meetings, online and physical.

T9.3 Interconnect Innovation Ecosystems and Living Labs across the EC2U campus – Duration from M12 to M48 – Contributors/participants: All FP Universities – Several Living Labs or Open Innovation initiatives already exist across the EC2U Alliance. The aim of this task is to intensify the interconnection, exploration, and exploitation of their possible impacts. The support for interconnection between campuses is also provided by EITEN (c.f. T9.2.2). Activities take place via one-on-one meetings, building business connections, creating awareness, and pushing forward communication and outreach efforts. Integration with relevant stakeholders across "regional innovation valleys" is also planned.

Those are complemented by 2 joint thematic meetings with Living Lab and open innovation representatives.

Work package WP10 – Impact and Dissemination

Work Package Number	WP10	Lead Beneficiary	1. UP
Work Package Name	Impact and Dissemination		

Start Month	1	End Month	48

Objectives

This WP gathers all activities related to the crucial activities related to the intensification of quality and impact of the EC2U Alliance, as well as the dissemination activities. It includes seven set of tasks, the:

- Quality and Impact monitoring mechanism (tasks T10.1.N)
- annual EC2U Forum (task T10.2)
- EC2U Think Tanks (task T10.3)
- International scientific conference on SDGs (task T10.4)
- Communication Strategy (tasks T10.5.N)
- Communication at the service of EC2U activities (tasks T10.6.N)
- EC2U Ambassador Programme (tasks T10.7.N)

Description

T10.1.1 Development of a Quality and Impact Monitoring Mechanism – Duration from M1 to M12 – Contributors/participants: All FP Universities – A Quality and Impact Monitoring Mechanism (QIMM) is developed in cooperation with Quality Council. The QIMM builds on the pilot Quality Assurance Plan and the pilot mechanism for collecting feedback from students and staff. It also extends the considerations to impact assessment, based on the analysis of existing literature and similar activities at EC2U FP Universities, EC2U APs and other Alliances. It includes the collection and analysis of the EC2U KPIs and any additional relevant information related to quality and impact of EC2U activities (deliverables and events, incl. feedback from students and staff).

T10.1.2 Implementation of the QIMM – Duration from M12 to M48 – Contributors/participants: All FP Universities – The QIMM is implemented once a year (simplified version at M12, full version at M24, M36, M48). Governance bodies have access to the results and provide recommendations for the improvement of the quality and impact of EC2U activities. The QIMM is updated, if relevant. Results from the implementation of the QIMM enrich the yearly EC2U public report.

T10.2 EC2U Forum – Duration from M1 to M48 – Contributors/participants: All FP Universities – The EC2U Forum is the innovative dissemination and impact event or “third space” where results and benefits of the project are transferred and shared openly and effectively to a wide range of stakeholders, incl. the APs and local communities. The EC2U Forum takes place every year. This activity aims at organising each EC2U Forum according to a programme defined and agreed by all FPs and all EC2U bodies. A special attention is paid to organise, during each EC2U Forum, a special Higher Education Round Table devoted to the exchange of practices and guidelines resulting from WPs and dealing with the Higher Education challenges (implementation of the Bologna Process, students and staff mobility, creation of European Diploma, etc.): major stakeholders from the field are invited, incl. European Commission (e.g., DG EAC), members from the Coimbra Group of Universities (AP) as well as other Alliances. Additionally, a Citizen Science session is organised.

T10.3 EC2U Think Tanks – Duration from M1 to M48 – Contributors/participants: All FP Universities – Pressing societal issues are best approached from multiple perspectives. The EC2U Think tanks are the continuation of the successful pilot activities gathering stakeholders and agents of change from as many perspectives as possible - citizens, public authorities, scientists, school teachers, journalists, politicians, students etc. - to share challenges and approaches, (e.g., fighting populism, exclusion, gender inequality, etc.). Local EC2U Think tanks meet at the home cities to reflect on a yearly theme. The local reflections and recommendations are then presented and further discussed at the EC2U Fora, in a dedicated session. The final recommendations will enrich the QIMM and the yearly EC2U public report.

T10.4 International scientific conference on SDGs – Duration from M1 to M48 – Contributors/participants: All FP Universities – WP4-5-6-7 focus on four specific United Nations SDGs; additional SDGs are also addressed by other WPs, at the FPs as well as at their municipalities. It is thus important to give more visibility to all SDG-related activities to gain more impact. To this end, an international scientific conference on SDGs is organised at the end of the consolidation phase at one of the FPs and gathers EC2U and international scientific experts to present advancements of SDGs (in particular within the four Virtual Institutes) and propose recommendations that may give rise to international projects within the EC2U Virtual Institutes.

The outcomes of this international scientific conference enrich the QIMM and the final yearly public report.

T10.5.1 Annual updates of the Communication Plan – Duration from M1 to M48 – Contributors/participants: All FP Universities – The Communication Plan developed during the pilot phase provides a structure to manage and coordinate

the wide variety of EC2U communication activities. The Communication Plan is updated once a year to guide and optimise communication and marketing actions in line with EC2U objectives, while following current trends and practices.

T10.5.2 Tools to support internal communication – Duration from M1 to M48 – Contributors/participants: All FP Universities – An online toolbox is set up, on a shared space accessible for EC2U management and governance members. This tool box offers templates, tutorials, flowcharts, etc., to ease and encourage communication. The Global and Local Communication Teams set up a monthly editorial plan to plan, follow and analyse different communication campaigns led within the Alliance. The outcomes optimise production, publication and management of all communication activities.

T10.5.3 Update the Visual Identity of EC2U – Duration from M1 to M12 – Contributors/participants: All FP Universities – The Global and Local Communication Teams facilitate the update of the (audio-) visual identity of the EC2U Alliance, if needed.

T10.5.4 Development of the external visibility of the Alliance – Duration from M1 to M48 – Contributors/participants: All FP Universities – An Institutional Awareness campaign is designed and implemented, focusing on the benefits each target group has from being part of the EC2U Alliance. This ensures a better understanding of what EC2U stands for. Press relations are boosted with the organisation of a press conference once a year (Q4) at every FP, as well as the creation of a mediabank on the EC2U website.

Global and Local Communication Teams study the opportunity to join new social media, following the tendencies and relevance of the Alliance's target groups.

Each FP locally produces sustainable gadgets and wearables, based on the (new) EC2U visual identity.

The user experience of the newsletter is enriched by offering an audio version. This new communication support allows the Alliance to share its news to a wider and more inclusive audience.

T10.6.1 Regular communication actions on EC2U activities – Duration from M1 to M48 – Contributors/participants: All FP Universities – Daily communication actions are led on the regular activities of the Alliance, including mobility opportunities, the JMPs, Virtual Institutes, Multifunctional Spaces, the EC2U Forum and other events, and global news, etc. All communication means are used (print, digital, media, events).

T10.6.2 Enhance science/scientific communication – Duration from M1 to M48 – Contributors/participants: All FP Universities – A specific strategy on science/scientific communication, is elaborated and included in the Communication Plan. Several possibilities are considered: creating a dedicated space on social media, in the EC2U newsletter, strengthening the EC2U presence on the Zenodo platform, etc.

T10.6.3 Create a dedicated audio-visual campaign on SDGs – Duration from M24 to M36 – Contributors/participants: All FP Universities – This campaign presents the actions led in the different FPs and cities that respond to relevant issues related to the four chosen SDGs (SDG#3, SDG#4, SDG#11, SDG#16). One video is created and disseminated per SDG.

T10.7.1 Creation of the EC2U Ambassador Programme – Duration from M1 to M48 – Contributors/participants: All FP Universities – The main objectives of the EC2U Ambassador Programme are to give students their say and include them in the communication strategy (as influencers or for peer-to-peer communication). This Ambassador Programme is led jointly with other relevant WPs.

Every event including students, is the opportunity to join the EC2U Ambassador Programme. At the beginning of every academic year (Q3-Q4) an open call is open to select new students interested in joining the programme.

T10.7.2 Implementation of communication activities with the Ambassadors – Duration from M7 to M48 – Contributors/participants: All FP Universities – The EC2U Ambassadors launch communication actions to promote the Alliance. Means/supports may include a EC2U social media account takeover, the redaction of articles on the EC2U/local websites, the creation of a digital magazine, etc.

Regular meetings allow the Ambassadors staff team to meet and train the selected Ambassador Students. Once a year (M13, M25, M37), Ambassadors meet in one of the FPs for an intensive training session.

Ambassadors are also in charge of creating online/hybrid events to foster exchanges. They are in charge of the format (contest, conference, social activities...), the topic, the participants, etc. Specific resources (human and financial) are allocated. Local student associations (AP) can be involved.

STAFF EFFORT

Staff effort per participant <i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>											
Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10	Total Person-Months
1 - UP	222.00	21.00	23.00	27.00	27.00	27.00	27.00	23.00	23.00	136.00	556.00
2 - UC	49.00	10.00	10.00	13.00	12.00	56.00	12.00	11.00	11.00	7.00	191.00
3 - UAIC	51.00	10.00	11.00	59.00	17.00	16.00	15.00	12.00	12.00	9.00	212.00
4 - UNI JENA	49.00	9.00	9.00	12.00	12.00	12.00	54.00	10.00	11.00	7.00	185.00
5 - JKU	49.00	9.00	9.00	11.00	11.00	11.00	11.00	54.00	11.00	7.00	183.00
6 - UNIPV	49.00	10.00	57.00	12.00	12.00	12.00	14.00	11.00	11.00	7.00	195.00
7 - USAL	54.00	12.00	12.00	17.00	60.00	17.00	17.00	15.00	40.00	9.00	253.00
8 - UTU	49.00	54.00	10.00	11.00	11.00	11.00	11.00	10.00	9.00	7.00	183.00
Total Person-Months	572.00	135.00	141.00	162.00	162.00	162.00	161.00	146.00	128.00	189.00	1958.00

LIST OF DELIVERABLES

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Project Management Handbook	WP1	1 - UP	R — Document, report	PU - Public	6
D1.2	Progress towards geographical expansion of the EC2U Alliance	WP1	1 - UP	R — Document, report	PU - Public	24
D1.3	Overview of project progress and achievements, Alliance arrangements	WP1	1 - UP	R — Document, report	PU - Public	48
D1.4	Integration of new FPs	WP1	1 - UP	R — Document, report	PU - Public	48
D2.1	Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines	WP2	8 - UTU	R — Document, report	PU - Public	24
D2.2	EC2U engaged and open community - Part 1	WP2	8 - UTU	R — Document, report	PU - Public	24
D2.3	EC2U engaged and open community - Part 2	WP2	8 - UTU	R — Document, report	PU - Public	48
D2.4	A safe and inclusive EC2U Campus with appropriate tools and services	WP2	8 - UTU	R — Document, report	PU - Public	48
D2.5	EC2U inclusive, diverse and green mobility	WP2	8 - UTU	R — Document, report	PU - Public	48
D3.1	Content Management System (CMS)	WP3	6 - UNIPV	R — Document, report	PU - Public	24
D3.2	Innovative digital pedagogy database	WP3	6 - UNIPV	R — Document, report	PU - Public	24

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D3.3	EC2U Connect Centre Upgrade Package 2025	WP3	6 - UNIPV	R — Document, report	PU - Public	48
D3.4	EC2U Connect Centre Upgrade Package 2027	WP3	6 - UNIPV	R — Document, report	PU - Public	48
D3.5	Digital Education lab	WP3	6 - UNIPV	DEC —Websites, patent filings, videos, etc	PU - Public	48
D4.1	Recommendations for improvements of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing	WP4	3 - UAIC	R — Document, report	PU - Public	24
D4.2	GLADE PhD Network	WP4	3 - UAIC	R — Document, report	PU - Public	24
D4.3	Consolidation and development of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing	WP4	3 - UAIC	R — Document, report	PU - Public	48
D4.4	GLADE Virtual Institute: research and services to society	WP4	3 - UAIC	R — Document, report	PU - Public	48
D5.1	Recommendations for improvement of the Joint Master's Programme on European Languages, Cultures and Societies in Contact	WP5	7 - USAL	R — Document, report	PU - Public	24
D5.2	VIQE PhD Network	WP5	7 - USAL	R — Document, report	PU - Public	24
D5.3	Consolidation and development of the	WP5	7 - USAL	R — Document, report	PU - Public	48

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	Joint Master's Programme on European Languages, Cultures and Societies in Contact					
D5.4	Activities of the VIQE	WP5	7 - USAL	R — Document, report	PU - Public	48
D6.1	Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities	WP6	2 - UC	R — Document, report	PU - Public	24
D6.2	SCC PhD Network	WP6	2 - UC	R — Document, report	PU - Public	24
D6.3	Launch of EC2U sustainable Campus Network	WP6	2 - UC	R — Document, report	PU - Public	24
D6.4	Consolidation and development of the Joint Master's Programme on Sustainable Cities and Communities	WP6	2 - UC	R — Document, report	PU - Public	48
D6.5	Activities of the SCC Virtual Institute	WP6	2 - UC	R — Document, report	PU - Public	48
D6.6	EC2U Sustainable Campus Network and the EC2U Covenant of Mayors	WP6	2 - UC	R — Document, report	PU - Public	48
D7.1	Curricula of the EC2U JMP in Peace, Justice and Strong Institutions	WP7	4 - UNI JENA	R — Document, report	PU - Public	24
D7.2	PJSI PhD Network	WP7	4 - UNI JENA	R — Document, report	PU - Public	24
D7.3	Development and implementation of the	WP7	4 - UNI JENA	R — Document, report	PU - Public	48

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	EC2U JMP in Peace, Justice and Strong Institutions					
D7.4	Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network	WP7	4 - UNI JENA	R — Document, report	PU - Public	48
D8.1	EC2U Career Development Plan	WP8	5 - JKU	R — Document, report	PU - Public	24
D8.2	Micro-credentials Guidelines	WP8	5 - JKU	R — Document, report	PU - Public	24
D8.3	Lifelong Learning within the EC2U Alliance	WP8	5 - JKU	R — Document, report	PU - Public	48
D8.4	EC2U common micro-credentials policy and practices	WP8	5 - JKU	R — Document, report	PU - Public	48
D8.5	Joint EC2U Umbrella Structure for Doctoral Training	WP8	5 - JKU	R — Document, report	PU - Public	48
D9.1	Consolidation of Entrepreneurial Academy – Part 1	WP9	7 - USAL	R — Document, report	PU - Public	24
D9.2	Consolidation of Entrepreneurial Academy – Part 2	WP9	7 - USAL	R — Document, report	PU - Public	48
D9.3	EC2U Living Labs Repository	WP9	7 - USAL	R — Document, report	PU - Public	24
D9.4	Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG's Challenge Calls	WP9	7 - USAL	R — Document, report	PU - Public	48

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚨 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D10.1	First update of the Communication and Dissemination Plan	WP10	1 - UP	R — Document, report	PU - Public	12
D10.2	Communication and Dissemination Plan final update	WP10	1 - UP	R — Document, report	PU - Public	48
D10.3	Launch of an institutional Awareness Campaign	WP10	1 - UP	R — Document, report	PU - Public	24
D10.4	Quality and Impact Monitoring Mechanism – Part 1	WP10	1 - UP	R — Document, report	PU - Public	24
D10.5	Quality and Impact Monitoring Mechanism – Part 2	WP10	1 - UP	R — Document, report	PU - Public	48
D10.6	Programmes of EC2U Fora	WP10	1 - UP	R — Document, report	PU - Public	48
D10.7	EC2U Think Tanks	WP10	1 - UP	R — Document, report	PU - Public	48
D10.8	International scientific conference on SDGs	WP10	1 - UP	R — Document, report	PU - Public	48
D10.9	EC2U Communication activities	WP10	1 - UP	R — Document, report	PU - Public	48
D10.10	EC2U Ambassador's Programme	WP10	1 - UP	R — Document, report	PU - Public	48

Deliverable D1.1 – Project Management Handbook

Deliverable Number	D1.1	Lead Beneficiary	1. UP
Deliverable Name	Project Management Handbook		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP1

Description

This report provides a summary of all the knowledge necessary to properly manage the project including the structure of the consortium, reporting procedures, templates to be used, etc. The ambition of this guide is to facilitate the beneficiaries' understanding of the managerial and financial aspects of the project.

Language: EN

Deliverable D1.2 – Progress towards geographical expansion of the EC2U Alliance

Deliverable Number	D1.2	Lead Beneficiary	1. UP
Deliverable Name	Progress towards geographical expansion of the EC2U Alliance		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP1

Description

This report focuses on the actions taken regarding the geographical expansion of the EC2U Alliance. This includes:

- The Fast-Track to Integration of the first new FP University (JKU);
- The selection process of the 9th FP University.

Language: EN

Deliverable D1.3 – Overview of project progress and achievements, Alliance arrangements

Deliverable Number	D1.3	Lead Beneficiary	1. UP
Deliverable Name	Overview of project progress and achievements, Alliance arrangements		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP1

Description

Collection of individual reports related to the:

- Set up of governing bodies.
- Set up of WP Boards and Local Coordinators network.
- Set up of DMP/other tools and training sessions.
- Monitoring of WP activities, budget consumption, indicators and progress towards deliverables.
- Minutes of governing bodies main meetings.
- CRRM tool.

Language: EN

Deliverable D1.4 – Integration of new FPs

Deliverable Number	D1.4	Lead Beneficiary	1. UP
Deliverable Name	Integration of new FPs		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP1

Description			
Collection of individual reports related to the: - Visits of new FPs to other FPs. - Update of roles and responsibilities. - Update of all instances and governing bodies. Language: EN			

Deliverable D2.1 – Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines

Deliverable Number	D2.1	Lead Beneficiary	8. UTU
Deliverable Name	Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description			
This report includes: - The mapping of quality and diverse mobility practices and related guidelines - The mapping of sustainable and green mobility practices and related guidelines Language: EN			

Deliverable D2.2 – EC2U engaged and open community - Part 1

Deliverable Number	D2.2	Lead Beneficiary	8. UTU
Deliverable Name	EC2U engaged and open community - Part 1		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description			
This descriptive report includes information on: - EC2U Student Events, and specific activities developed in line with the topical themes of the EC2U Alliance. - EC2U Challenges organised during the EC2U Forums. - EC2U Science contests Language: EN			

Deliverable D2.3 – EC2U engaged and open community - Part 2

Deliverable Number	D2.3	Lead Beneficiary	8. UTU
Deliverable Name	EC2U engaged and open community - Part 2		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP2

Description			
This descriptive report includes information on: - EC2U Student Events, and specific activities developed in line with the topical themes of the EC2U Alliance. - EC2U Challenges organised during the EC2U Forums. - EC2U Science contests Language: EN			

Deliverable D2.4 – A safe and inclusive EC2U Campus with appropriate tools and services

Deliverable Number	D2.4	Lead Beneficiary	8. UTU
Deliverable Name	A safe and inclusive EC2U Campus with appropriate tools and services		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP2

Description			
This report focuses on activities led to promote a safe and inclusive social environment, and presents EC2U tools at the service of the students: - Mapping of EC2U campus-wide resources and peer support systems at each FP as well as guidelines and recommendations. - Descriptions of relevant online workshops for staff and students involved in peer support initiatives. - EC2U Mobile Application, detailing its consolidation and expansion. - EC2U Multifunctional Spaces, related collaborative actions, and their expansion to additional FPs. Promotional activities will be included if relevant. Language: EN			

Deliverable D2.5 – EC2U inclusive, diverse and green mobility

Deliverable Number	D2.5	Lead Beneficiary	8. UTU
Deliverable Name	EC2U inclusive, diverse and green mobility		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP2

Description			
This report details activities led to promote inclusive, diverse and green mobility; it includes: - Mapping of inclusive mobility practices across the EC2U Alliance as well as guidelines and recommendations. - Description of inclusive mobility pilot activity. - Information on the joint feedback collection processes and results (if relevant). - Guidelines and recommendations on quality and diverse mobility. - Description of common procedures for short mobility recognition among students and staff. - Mapping of green mobility practices.			

- Guidelines and recommendations on green mobility.
 - Description of pilot activity on innovative green mobility.
 Promotional activities will be included if relevant.
 Language: EN

Deliverable D3.1 – Content Management System (CMS)

Deliverable Number	D3.1	Lead Beneficiary	6. UNIPV
Deliverable Name	Content Management System (CMS)		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP3

Description

Bundle of technical products and reports: on the selection, provision and configuration of a central Content Management System (CMS) in support of the implementation of internal and public-facing web sites; content management of current and new web sites remains a distributed responsibility over multiple actors within the Alliance, under the coordination of WP10 and with central technical support from WP3.

Language: EN

Deliverable D3.2 – Innovative digital pedagogy database

Deliverable Number	D3.2	Lead Beneficiary	6. UNIPV
Deliverable Name	Innovative digital pedagogy database		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP3

Description

This report includes information on the first template for innovative digital pedagogy database.

Language: EN

Deliverable D3.3 – EC2U Connect Centre Upgrade Package 2025

Deliverable Number	D3.3	Lead Beneficiary	6. UNIPV
Deliverable Name	EC2U Connect Centre Upgrade Package 2025		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP3

Description

Bundle of technical products and reports: on the digital integration status of the partners; low-level IT facilities (DEC, R); CMS facilities (DEC, R); main website migrated to new CMS (DEC, PU); integration of ST with ESC-Tension (r, R); photo in the ESC (DEC, PU); publishing of ESC to mobile wallets (DEC, PU); framework for OB3 digital credentials; Interactive BI for KH (DEC, PU); new development proposals (r,R); training materials (DEC, R); training activity (r, R).
 Language: EN

Deliverable D3.4 – EC2U Connect Centre Upgrade Package 2027

Deliverable Number	D3.4	Lead Beneficiary	6. UNIPV
Deliverable Name	EC2U Connect Centre Upgrade Package 2027		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP3

Description	
Bundle of technical products and reports: new tools proposals (r, R); Training materials (DEC, R); training activities (r, R); service directory managed within Alliance CMS (DEC, PU); ESC publishing to digital credential wallets (DEC, PU); common policy for Card/EDCL integration (r, R); extension of OpenBadges platform to OB3 (DEC, PU); adoption of OBs for certifying student's outcomes (r, R); Wiki Platform supporting collaborative research (DEC, R); social networking space supporting collaborative research (DEC, R); KH search tool for research match-making (DEC, PU); KH search tool for educational offer / mobility planning (DEC, PU); Jobs & Training Dataset on KH (DEC, PU); Card Service Directory on KH (DEC, PU); KH search tool for academic policies (DEC, R); Academic Policy Common Framework (DEC, R). Language: EN	

Deliverable D3.5 – Digital Education lab

Deliverable Number	D3.5	Lead Beneficiary	6. UNIPV
Deliverable Name	Digital Education lab		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP3

Description	
Multipack delievery including: - Results of the surveys on digital tools. - Template for innovative digital pedagogy database. - Associated communication material and recording of seminars - associated communication material for staff training weeks. Language: EN	

Deliverable D4.1 – Recommendations for improvements of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing

Deliverable Number	D4.1	Lead Beneficiary	3. UAIC
Deliverable Name	Recommendations for improvements of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP4

Description	
A joint recommendation report is constructed in close collaboration with existing topical WPs. This report includes recommendations on how to optimally consolidate and improve the JMP(s). Focus is given on integrating (when possible) additional FPs in the curriculum.	

Language: EN

Deliverable D4.2 – GLADE PhD Network

Deliverable Number	D4.2	Lead Beneficiary	3. UAIC
Deliverable Name	GLADE PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP4

Description

This report contains information on the establishment of the interconnected network of PhD Students from the GLADE Virtual Institute.

Language: EN

Deliverable D4.3 – Consolidation and development of the Joint Master’s Programme on Lifelong Well-being and Healthy Ageing

Deliverable Number	D4.3	Lead Beneficiary	3. UAIC
Deliverable Name	Consolidation and development of the Joint Master’s Programme on Lifelong Well-being and Healthy Ageing		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP4

Description

Report on the consolidation and development of the educational offers including:

- Joint report on recommendations for improvements.
- Accreditation documents (when relevant).
- Admission procedures and mobility documentations.
- Update of information packages for academic communities and key promotional materials.
- List of partnerships for professional opportunities.

Language: EN

Deliverable D4.4 – GLADE Virtual Institute: research and services to society

Deliverable Number	D4.4	Lead Beneficiary	3. UAIC
Deliverable Name	GLADE Virtual Institute: research and services to society		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP4

Description

Report on the development of the already existing GLADE Virtual Institute, and specific activities developed within, including:

- GLADE Health Surveys and Studies including the needs assessment for health in FPs, diagnostic methods, interventions (including trainings), and list of proposals for structural changes.
- GLADE Educational Hub with descriptive information on the thematic trainings and Summer Schools.
- Description of GLADE Transfer Events.

- GLADE PhD Network and descriptive information on the workshops held.
Language(s): EN and local language for citizens, when relevant.

Deliverable D5.1 – Recommendations for improvement of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact

Deliverable Number	D5.1	Lead Beneficiary	7. USAL
Deliverable Name	Recommendations for improvement of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP5

Description

A joint recommendation report is constructed in close collaboration with existing topical WPs. This report includes recommendations on how to optimally consolidate and improve the JMP(s). Focus is given on integrating (when possible) additional FPs in the curriculum.

Language: EN

Deliverable D5.2 – VIQE PhD Network

Deliverable Number	D5.2	Lead Beneficiary	7. USAL
Deliverable Name	VIQE PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP5

Description

This report contains information on the establishment of the interconnected network of PhD Students from the Virtual Institute for Quality Education.

Language: EN

Deliverable D5.3 – Consolidation and development of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact

Deliverable Number	D5.3	Lead Beneficiary	7. USAL
Deliverable Name	Consolidation and development of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP5

Description

Report on the consolidation and development of the educational offers including:

- Joint report on recommendations for improvements.
- Accreditation documents (when relevant).
- Admission procedures and mobility documentations.
- Update of information packages for academic communities and key promotional materials.

- List of partnerships for professional opportunities.
Language: EN

Deliverable D5.4 – Activities of the VIQE

Deliverable Number	D5.4	Lead Beneficiary	7. USAL
Deliverable Name	Activities of the VIQE		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP5

Description

Report on the activities developed under the VIQE transformative research and innovation projects:

- Published (or accepted for publication) papers and book chapters resulting from the Mobility Programme for Research Projects.
- Description of the three conferences
- Description of the teacher training workshops.
- Description of the traveling exhibition and hybrid open lectures.
- PhD Network mobility scheme and assessment
- Description and academic content of the joint VIQE doctoral workshops and young researchers' workshop.

The report includes, if relevant, related promotional material.
Language(s): EN and local language if relevant

Deliverable D6.1 – Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities

Deliverable Number	D6.1	Lead Beneficiary	2. UC
Deliverable Name	Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP6

Description

A joint recommendation report is constructed in close collaboration with existing topical WPs. This report includes recommendations on how to optimally consolidate and improve the JMP(s). Focus is given on integrating (when possible) additional FPs in the curriculum.

Language: EN

Deliverable D6.2 – SCC PhD Network

Deliverable Number	D6.2	Lead Beneficiary	2. UC
Deliverable Name	SCC PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP6

Description

This report contains information on the establishment of the interconnected network of PhD Students from the Virtual Institute for Sustainable Cities and Communities.

Language: EN

Deliverable D6.3 – Launch of EC2U sustainable Campus Network

Deliverable Number	D6.3	Lead Beneficiary	2. UC
Deliverable Name	Launch of EC2U sustainable Campus Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP6

Description

This report includes information on the launch of an interconnected network of EC2U FP Campuses and Cities as Partners in the Sustainable Campus Network.

Language: EN

Deliverable D6.4 – Consolidation and development of the Joint Master's Programme on Sustainable Cities and Communities

Deliverable Number	D6.4	Lead Beneficiary	2. UC
Deliverable Name	Consolidation and development of the Joint Master's Programme on Sustainable Cities and Communities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP6

Description

Report on the consolidation and development of the educational offers including:

- Joint report on recommendations for improvements
- Accreditation documents (when relevant)
- Admission procedures and mobility documentations
- Update of information packages for academic communities and key promotional materials
- List of partnerships for professional opportunities

Language: EN

Deliverable D6.5 – Activities of the SCC Virtual Institute

Deliverable Number	D6.5	Lead Beneficiary	2. UC
Deliverable Name	Activities of the SCC Virtual Institute		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP6

Description

Information package documenting progress, consisting of:

- Executive summary of the Virtual Institute's progress.

- List of researchers actively contributing to the Virtual Institute and their statistical distribution by academic ranks, gender, and partner university.
- List of PhD Students jointly supervised within the PhD Network.
- List of publications and conference contributions related to the seed projects and PhD Network.
- Programmes of training schools offered, and statistical information such as number of participants.
- Information on the research projects led locally with high schools across the EC2U Alliance.

Additional elements on dissemination during multiplier events organised within WP10 is provided if relevant.
Language: EN

Deliverable D6.6 – EC2U Sustainable Campus Network and the EC2U Covenant of Mayors

Deliverable Number	D6.6	Lead Beneficiary	2. UC
Deliverable Name	EC2U Sustainable Campus Network and the EC2U Covenant of Mayors		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP6

Description

Report on EC2U Sustainable Campus Network that includes:

- Map of the partner cities action plans in relation to their Sustainable Development and Climate Change Action Plans.
- Collaborative actions with and between FPs and partner cities led during WP10 dissemination events.

Language: EN

Deliverable D7.1 – Curricula of the EC2U JMP in Peace, Justice and Strong Institutions

Deliverable Number	D7.1	Lead Beneficiary	4. UNI JENA
Deliverable Name	Curricula of the EC2U JMP in Peace, Justice and Strong Institutions		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP7

Description

This report includes information on the establishment of teaching and research cooperation trajectory leading to the design of a EC2U JMP in Peace, Justice and Strong Institutions and its curricula.

Language: EN

Deliverable D7.2 – PJSI PhD Network

Deliverable Number	D7.2	Lead Beneficiary	4. UNI JENA
Deliverable Name	PJSI PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP7

Description

This report contains information on the establishment of the interconnected network of PhD Students from the Virtual Institute for Peace, Justice and Strong Institutions.

Language: EN

Deliverable D7.3 – Development and implementation of the EC2U JMP in Peace, Justice and Strong Institutions

Deliverable Number	D7.3	Lead Beneficiary	4. UNI JENA
Deliverable Name	Development and implementation of the EC2U JMP in Peace, Justice and Strong Institutions		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP7

Description

Report on the preparation, launch and preliminary assessment of the JMP including:

- Detailed curriculum
- Accreditation documents
- Admission procedures
- Promotional material
- Assessment reports

Language: EN

Deliverable D7.4 – Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network

Deliverable Number	D7.4	Lead Beneficiary	4. UNI JENA
Deliverable Name	Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP7

Description

This report includes:

- Official documents regarding the creation of the Virtual Institutes and PhD Network
- Description of Summer/Winter Schools and research workshops hosted at the FP Universities.

Language: EN

Deliverable D8.1 – EC2U Career Development Plan

Deliverable Number	D8.1	Lead Beneficiary	5. JKU
Deliverable Name	EC2U Career Development Plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP8

Description

This report details the EC2U Career Development Plan.

Language: EN

Deliverable D8.2 – Micro-credentials Guidelines

Deliverable Number	D8.2	Lead Beneficiary	5. JKU
Deliverable Name	Micro-credentials Guidelines		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP8

Description
This report details the guidelines for a common EC2U approach to micro-credentials. Language: EN

Deliverable D8.3 – Lifelong Learning within the EC2U Alliance

Deliverable Number	D8.3	Lead Beneficiary	5. JKU
Deliverable Name	Lifelong Learning within the EC2U Alliance		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP8

Description
This report details the EC2U activities within the framework of Lifelong Learning. It includes: - An analysis of the career development tools at each FP. - The updated EC2U Career Development Plan. - A catalogue of LLL courses available at each FP. - Description of the relevance for LLL: professional development, matching with the job market requests. Language: EN

Deliverable D8.4 – EC2U common micro-credentials policy and practices

Deliverable Number	D8.4	Lead Beneficiary	5. JKU
Deliverable Name	EC2U common micro-credentials policy and practices		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP8

Description
Creating a White Paper (report) defining uniform practices for EC2U micro-credentials under the Union Standard Elements as a part of a broader Quality Assurance framework (MC length in ECTS, number of students, prerequisites for registration, evaluation method, etc.) Language: EN

Deliverable D8.5 – Joint EC2U Umbrella Structure for Doctoral Training

Deliverable Number	D8.5	Lead Beneficiary	5. JKU
Deliverable Name	Joint EC2U Umbrella Structure for Doctoral Training		
Type	R — Document, report	Dissemination Level	PU - Public

Due Date (month)	48	Work Package No	WP8

Description
Report with the results of the mapping exercise and of the different activities including: - Overview of the different doctoral systems at the EC2U universities - Standards for cotutelle - Enhanced mobility activities of doctoral researchers by giving orientation for candidates, supervisors and administrative staff. - Main outcomes on the annual colloquia. - Employability webinars and mentoring programmes Language: EN

Deliverable D9.1 – Consolidation of Entrepreneurial Academy – Part 1

Deliverable Number	D9.1	Lead Beneficiary	7. USAL
Deliverable Name	Consolidation of Entrepreneurial Academy – Part 1		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP9

Description
A detailed report on EC2U Entrepreneurial Academy. including: - An analysis of the pilot phase of the Entrepreneurial Academy. - Description of the first two Entrepreneurial Weeks - Online materials available. Language: EN

Deliverable D9.2 – Consolidation of Entrepreneurial Academy – Part 2

Deliverable Number	D9.2	Lead Beneficiary	7. USAL
Deliverable Name	Consolidation of Entrepreneurial Academy – Part 2		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP9

Description
A detailed report on EC2U Entrepreneurial Academy. including: - Description of the last two Entrepreneurial Weeks - Online materials available. - An analysis of the consolidation phase of the Entrepreneurial Academy. Language: EN

Deliverable D9.3 – EC2U Living Labs Repository

Deliverable Number	D9.3	Lead Beneficiary	7. USAL
Deliverable Name	EC2U Living Labs Repository		
Type	R — Document, report	Dissemination Level	PU - Public

Due Date (month)	24	Work Package No	WP9

Description
This reports details the EC2U Living Labs Repository including the list of Living Labs, Lighthouses and Innovation Capabilities.
Language: EN

Deliverable D9.4 – Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG’s Challenge Calls

Deliverable Number	D9.4	Lead Beneficiary	7. USAL
Deliverable Name	Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG’s Challenge Calls		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP9

Description
EITEN provides a demonstrator with management, administrative and implementation considerations on the integration of Challenges (SDG-based defined in previous task) with Living Labs and Innovation Capabilities across the Alliance. The report consists of a description on technical and decision checkpoints for implementation of similar programmes across other Alliances. It is further complemented with a video presentation on the integration of activities between the Challenge-based programme, SDG-based, the teams paths and their enhanced interactions with “regional innovation valley stakeholders”, and their outcomes (public-private partnerships, raising capital, SDG targeted initiative implementation, etc.).
Language: EN

Deliverable D10.1 – First update of the Communication and Dissemination Plan

Deliverable Number	D10.1	Lead Beneficiary	1. UP
Deliverable Name	First update of the Communication and Dissemination Plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	12	Work Package No	WP10

Description
First version of the Communication and Dissemination Plan, including relevant aspects of the Communication and Dissemination Strategy.
Language: EN

Deliverable D10.2 – Communication and Dissemination Plan final update

Deliverable Number	D10.2	Lead Beneficiary	1. UP
Deliverable Name	Communication and Dissemination Plan final update		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
Final version of the Communication and Dissemination Plan, including relevant aspects of the Communication and Dissemination Strategy.
Language: EN

Deliverable D10.3 – Launch of an institutional Awareness Campaign

Deliverable Number	D10.3	Lead Beneficiary	1. UP
Deliverable Name	Launch of an institutional Awareness Campaign		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP10

Description
This report details the Institutional Awareness campaign shared on diverse communication supports to promote the Alliance and its activities to different target groups.
Language: EN

Deliverable D10.4 – Quality and Impact Monitoring Mechanism – Part 1

Deliverable Number	D10.4	Lead Beneficiary	1. UP
Deliverable Name	Quality and Impact Monitoring Mechanism – Part 1		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP10

Description
Collection of individual reports related to the:
- Development of QIMM
- First version of the QIMM
- Implementation and results of QIMM at M24
- Relevant sections related to QIMM results published in yearly EC2U public reports
Language: EN

Deliverable D10.5 – Quality and Impact Monitoring Mechanism – Part 2

Deliverable Number	D10.5	Lead Beneficiary	1. UP
Deliverable Name	Quality and Impact Monitoring Mechanism – Part 2		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
Collection of individual reports related to the:
- Development of QIMM
- Final version of the QIMM
- Implementation and results of QIMM at M36 and M48

- Relevant sections related to QIMM results published in yearly EC2U public reports
 - Updates of QIMM when relevant
 Language: EN

Deliverable D10.6 – Programmes of EC2U Fora

Deliverable Number	D10.6	Lead Beneficiary	1. UP
Deliverable Name	Programmes of EC2U Fora		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description

Collection of detailed programmes of the four EC2U Fora, including the list of speakers and relevant indicators. It includes associated communication material, incl. preliminary advertising and invitations, live streaming and recording of Forum activities, post-event publication of Forum outcomes.
 Language: EN

Deliverable D10.7 – EC2U Think Tanks

Deliverable Number	D10.7	Lead Beneficiary	1. UP
Deliverable Name	EC2U Think Tanks		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description

Collection of detailed reports for each of the four EC2U Think Tanks, including:

- Communication material related to call for participation.
- Reports on the local EC2U Think Tank sessions.
- Reports on the global EC2U Think Tank session organised during each EC2U Forum.
- Recommendations for policymakers and summaries published in the yearly EC2U public report

Language: EN

Deliverable D10.8 – International scientific conference on SDGs

Deliverable Number	D10.8	Lead Beneficiary	1. UP
Deliverable Name	International scientific conference on SDGs		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description

Collection of the detailed programme of the International scientific conference on SDGs, including the list of speakers and relevant indicators. It includes associated communication material, incl. preliminary advertising and invitations, live streaming and recording of conference activities, post-event publication of conference outcomes.

Language: EN

Deliverable D10.9 – EC2U Communication activities

Deliverable Number	D10.9	Lead Beneficiary	1. UP
Deliverable Name	EC2U Communication activities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
This report includes the 4 annual reports on EC2U communication actions (campaigns, means of communication used and the results obtained etc.). Language: EN

Deliverable D10.10 – EC2U Ambassador's Programme

Deliverable Number	D10.10	Lead Beneficiary	1. UP
Deliverable Name	EC2U Ambassador's Programme		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
This report details relevant communication actions led within the Ambassador Programme. Language: EN

LIST OF MILESTONES

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Operational management tools	WP1	1-UP	Description: DMP is installed; tools, templates, guidelines reviewed and updated. All Local Coordinators are trained once. Means of verification: First data implemented in DMP.	6
2	Governance bodies defined and communicated to community	WP1	1-UP	Description: Composition of ExeCo, WP Boards, Local Coordinator network and governing bodies is defined and disseminated to community. Means of Verification: Publication of composition of ExeCo, WP Boards, Local Coordinator network and governance bodies on EC2U web site.	6
3	Governance meets	WP1	1-UP	Description: 1st physical/hybrid meetings of governing bodies. Means of Verification: Minutes of Governance meetings.	12
4	FTI #1 completed	WP1	1-UP	Description: Series of visits from JKU to other FP Universities completed. Means of Verification: Publication of news on EC2U web site.	6
5	9th FP selected	WP1	1-UP	Description: Selection process of 9th FP University is completed and governing bodies composition is updated. Means of Verification: Publication of news on EC2U web site and update of governing bodies composition.	24
6	FTI #2 completed	WP1	1-UP	Description: Series of visits from 9th FP to other FP Universities completed. Means of Verification: Publication of news on EC2U web site.	36

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
7	First map of campus-wide resources and peer support systems in mental health	WP2	8-UTU	Description: The first map of campus-wide resources and peer support systems in mental health is available for students. Means of Verification: The first map of campuswide resources and peer support systems in mental health for students is published on the EC2U website and/or EC2U Connect Centre.	12
8	First online workshop on promoting safe and inclusive social environment related to mental health and well-being for students	WP2	8-UTU	Description: The first online workshop is held to share good practices related to services of mental health of students. Means of Verification: Communication material associated to first online workshop.	18
9	First map of inclusive mobility practices and related guidelines made accessible	WP2	8-UTU	Description: The first map of inclusive mobility practices and related guidelines are accessible to members of the EC2U Community. Means of Verification: The map of inclusive mobility practices and related guidelines are published on EC2U website and/or EC2U Connect Centre.	18
10	First pilot activity related to inclusive mobility	WP2	8-UTU	Description: The first pilot activity related to inclusive mobility is led within the EC2U Alliance, in line with the Erasmus+ Charter (if relevant). Means of Verification: Description of pilot activity including, if relevant, related communication material.	36
11	First EC2U Student Event	WP2	8-UTU	Description: The first EC2U Student Event is organised at one of the FP Universities Means of Verification: Description of first EC2U Student Event including, if relevant, related communication material.	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
12	First EC2U Challenge	WP2	8-UTU	Description: The first EC2U Challenge is held during the first EC2U Forum. Means of Verification: Description of the first EC2U Challenge including, if relevant, related communication material.	12
13	First EC2U Science Contest	WP2	8-UTU	Description: The first EC2U Science Contest is held between three FP Universities. Means of Verification: Broadcast of the first EC2U Science Contest.	12
14	First updates of EC2U Mobile Application	WP2	8-UTU	Description: First updates of the EC2U Mobile Application are made, including the integration of first new FP (JKU). Means of Verification: EC2U Mobile Application features integrate the first new FP University (JKU).	18
15	First use of the expanded network of EC2U Multifunctional Spaces	WP2	8-UTU	Description: EC2U Multifunctional Space installed at first new FP University (JKU) and use of the expanded network of Multifunctional Spaces for a given EC2U event. Means of Verification: Description of expanded network of EC2U Multifunctional Spaces.	30
16	First pilot activities related to innovative green mobility	WP2	8-UTU	Description: The first pilot activity related to green and sustainable mobility is started within the EC2U Alliance. Means of Verification: Description of pilot activity including, if relevant, related communication material.	36
17	Tools page	WP3	6-UNIPV	Description: A section of the website regroups all EC2U-developed digital tools, allowing fast and easy access via EC2U identification credentials;	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				related training materials are available. Means of Verification: Link to the website section.	
18	EC2U Surveys	WP3	6-UNIPV	Description: Creation of the first survey. Means of Verification: Online publication of the first survey	12
19	First training session to EC2U Connect Centre	WP3	6-UNIPV	Description: The first online course for a major digital service managed by the Alliance is available online. Means of Verification: Link to the course materials.	18
20	EC2U card	WP3	6-UNIPV	Description: The 1st EC2U Digital Card with embedded photo ID and fully exposed as a VC is delivered. Means of Verification: Report and link to the service.	12
21	EDCL-compliant Digital Credentials	WP3	6-UNIPV	Description: The 1st fully operational EDCL-compliant Digital Credential is delivered to a EC2U learner. Means of Verification: Report and link to demo.	24
22	Research digital workspace	WP3	6-UNIPV	Description: The dedicated internal and publicfacing social networking platform supporting the EC2U research community is fully operational. Means of Verification: Report and link to network.	36
23	First online seminar on digital pedagogy	WP3	6-UNIPV	Description: Launch of the first online seminar on innovative digital pedagogy. Means of Verification: Video recording of the seminar.	18
24	First staff training week on digital pedagogy	WP3	6-UNIPV	Description: Launch of the first staff training week on innovative digital pedagogy. Means of Verification: Description of the staff training week.	24

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
25	First submission for update of accreditation documents - LIFELINE JMP	WP4	3-UAIC	Description: Update of accreditations by FPs taking part in the JMP LIFELINE (when relevant). The updates of accreditation are presented by each university in due time after being jointly prepared within the framework of the EC2U Alliance. Means of Verification: Re-accreditation (or similar) documentation.	36
26	First update of information package for academic communities - LIFELINE JMP	WP4	3-UAIC	Description: First update of the already available information on the LIFELINE JMP is available on the EC2U and FPs web sites. The information package includes the updated curriculum at concerned FPs, and other practical information. Means of Verification: The information package for academic communities is updated on the relevant communication channels.	12
27	List of identified partnerships and corresponding opportunities - LIFELINE JMP	WP4	3-UAIC	Description: A list detailing possible partnerships and corresponding professional opportunities across the Alliance is made available for students. Means of Verification: List of opportunities is available on the EC2U website and/or EC2U Connect Centre.	36
28	First thematic survey shared with target groups	WP4	3-UAIC	Description: First thematic survey is sent to targeted groups within the EC2U Community. Means of Verification: Message sent to targeted groups.	24
29	First thematic training held within the GLADE Educational Hub	WP4	3-UAIC	Description: The first thematic training is held at one of the FP Universities. Means of Verification: Description of thematic training including, if relevant, related communication material.	18

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
30	First GLADE Transfer Event	WP4	3-UAIC	Description: First GLADE Transfer Event is organised at one of the FP Universities. Means of Verification: Description of GLADE Transfer Event including, if relevant, related communication material.	36
31	First GLADE joint doctorate workshop	WP4	3-UAIC	Description: The first joint doctoral workshop is organised at one of the FPs. Means of Verification: Description of first GLADE joint doctoral workshop including if relevant, related communication material.	24
32	First submission for update of accreditation documents - European Languages, Cultures and Societies in Contact JMP	WP5	7-USAL	Description: Update of accreditations by the FPs taking part in the European Languages, Cultures and Societies in Contact JMP (when relevant). The updates of accreditation are presented by each university in due time after being jointly prepared within the framework of the EC2U Alliance. Means of Verification: Reaccreditation (or similar) documentation.	36
33	First update of information package for academic communities - European Languages, Cultures and Societies in Contact JMP	WP5	7-USAL	Description: Update of the already available information on the European Languages, Cultures and Societies in Contact JMP on the EC2U and FP websites. The information package includes the updated curriculum at all FP Universities, and other practical information. Means of Verification: The information package for academic communities is updated on the relevant communication channels.	12
34	List of identified partnerships and corresponding opportunities - European	WP5	7-USAL	Description: A list detailing possible partnerships and corresponding professional opportunities across the Alliance is made available for students.	36

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
	Languages, Cultures and Societies in Contact JMP			Means of Verification: List of opportunities is available on the EC2U website and/or EC2U Connect Centre.	
35	First research conference held	WP5	7-USAL	Description: The first conference for research projects is held at one of the FP Universities. Means of Verification: Description of first conference held including if relevant, related communication material.	12
36	Exhibition in one of the FP University communities	WP5	7-USAL	Description: The travelling exhibition is exposed in one of the local communities of the EC2U Alliance. Means of Verification: Exhibition is accessible at one of the FP's local communities	36
37	First hybrid open lecture	WP5	7-USAL	Description: The first hybrid open lecture on how to establish and enhance sustainable intercultural relationships in the community through avoiding cultural biases and stereotypes is organized. Means of Verification: Description of first hybrid open lecture including if relevant, related communication material.	24
38	First VIQE joint doctoral workshop	WP5	7-USAL	Description: The first joint doctoral workshop for the PhD programmes on education, language and cultural diversity is organised at one of the FP Universities. Means of Verification: Description of the first VIQE joint doctoral workshop including if relevant, related communication material	24
39	VIQE PhD Network Young Researchers workshop	WP5	7-USAL	Description: A workshop on language, education and cultural diversity is organised by young researchers at one of the FP Universities. Means	36

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				of Verification: Description of the first PhD Network Young Researchers workshop including if relevant, related communication material.	
40	First submission for update of accreditation documents - SCC JMP	WP6	2-UC	Description: Update of accreditations by the FPs taking part in the SCC JMP (when relevant). The updates of accreditation are presented by each university in due time after being jointly prepared within the framework of the EC2U Alliance. Means of Verification: Reaccreditation (or similar) documentation	36
41	First update of information package for academic communities - SCC JMP	WP6	2-UC	Description: Update of the already available information on the SCC JMP, on the EC2U and FP websites. The information package will include the updated curriculum at all FP Universities, and other practical information. Means of Verification: The information package for academic communities is updated on the relevant communication channels.	12
42	List of identified partnerships and corresponding opportunities - SCC JMP	WP6	2-UC	Description: A list detailing possible partnerships and corresponding professional opportunities across the Alliance is made available for students. Means of Verification: List of opportunities is available on the EC2U website and/or EC2U Connect Centre.	36
43	First mobility within the new research seed mobility programme	WP6	2-UC	Description: The first mobility is conducted within the scope of the new research seed mobility programme. Means of Verification: Research seed mobility programme member performed a mobility within the SCC VI.	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
44	First SCC International training school	WP6	2-UC	Description: The first SCC International training school is organised at one of the FPs. Means of Verification: Description of first SCC International training school workshop including if relevant, related communication material.	24
45	Map of Sustainable Development and Climate Change Action Plans in cities, collaborative actions identified	WP6	2-UC	Description: A full Map of Sustainable Development and Climate Change Action Plans in municipalities is performed and disseminated. Related collaborative actions are identified. Means of Verification: Map and collaborative actions are communicated via relevant communication channels.	24
46	First School Research Project launched	WP6	2-UC	Description: First research project is launched in collaboration with local High School at one of the FP Universities. Means of Verification: Description of first school research project including if relevant related communication material.	24
47	First submission of accreditation documents - PJSI JMP	WP7	4-UNI JENA	Description: The first accreditation documents for the JMP in Peace, Justice and Strong Institutions are submitted. Means of Verification: Accreditation documentation.	36
48	First cohort of students is enrolled - PJSI JMP	WP7	4-UNI JENA	Description: Start of the new EC2U JMP. Means of Verification: The list of selected students is published via relevant communication channels.	36
49	First information package for academic communities - PJSI JMP	WP7	4-UNI JENA	Description: The information package includes the curricula at all FP Universities, the admission procedures and all relevant information on the JMP. Means of Verification: The information	36

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				package for academic communities is updated on the relevant communication channels.	
50	Creation of PJSI Virtual Institute	WP7	4-UNI JENA	Description: The creation of the Virtual Institute enables the launch of joint education, research and innovation activities in the field of PJSI. Means of Verification: Supplement to Consortium agreement describing the Virtual Institute Policy.	12
51	First PhD Network workshop on PJSI is held	WP7	4-UNI JENA	Description: The first joint doctoral workshop is organised at one of the FPs. Means of Verification: Description of the first PJSI joint doctoral workshop including, if relevant, related communication material.	36
52	First map of Lifelong Learning courses available within the Alliance	WP8	5-JKU	Description: The first version of the map of Lifelong Learning courses at each FP University is made available for the EC2U Community. Means of Verification: The first map of LLL courses is published on the EC2U web site and/or EC2U Connect Centre.	12
53	First micro-credential course offered	WP8	5-JKU	Description: The first micro-credential course open to students, staff and citizens is offered via open access platform. Means of Verification: Communication material associated to the first micro-credentials course.	36
54	First colloquium on quality assurance and strategic developments in doctoral education	WP8	5-JKU	Description: The first colloquium on quality assurance and strategic developments in doctoral education is held. Means of Verification: Communication material associated to the first colloquium.	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
55	First online workshop of the Career-mentoring Programme	WP8	5-JKU	Description: The first online workshop is held with the first cohort of mentors and doctoral researchers participating in the Career-mentoring Programme. Means of Verification: Communication material associated to the first online workshop.	18
56	Assessment of the pilot Entrepreneurial Academy	WP9	7-USAL	Description: The pilot phase Entrepreneurial Academy is assessed as a basis for the Entrepreneurial Academy model Means of Verification: The assessment report is available via relevant communication channels.	6
57	First Entrepreneurial Week organised	WP9	7-USAL	Description: The first Entrepreneurial Week is organised with a specific theme. Means of Verification: Associated communication material.	12
58	First EITEN meeting organised	WP9	7-USAL	Description: The first physical EITEN meeting is hosted by an EC2U FP. Means of Verification: Associated communication material.	12
59	First Joint Living Lab Meeting Organised	WP9	7-USAL	Description: The first joint thematic meeting with stakeholders and living labs is organised in one of the FP Universities. Means of Verification: Associated communication material.	24
60	1st implementation of QIMM	WP10	1-UP	Description: The QIMM is applied for the first time. Means of Verification: QIMM implementation results are included in 1st yearly public report.	12
61	1st EC2U Forum	WP10	1-UP	Description: Organisation of 1st EC2U Forum.	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				Means of Verification: Relevant communication material related to the 1st EC2U Forum.	
62	1st EC2U Think Tank	WP10	1-UP	Description: 1st session on EC2U Think Tanks at 1st EC2U Forum. Means of Verification: Public programme of the 1st EC2U Forum with dedicated session on EC2U Think Tanks.	12
63	Creation of an online toolbox	WP10	1-UP	Description: The online toolbox is tested and launched. Means of Verification: The online toolbox is accessible.	12
64	Creation of a monthly editorial calendar	WP10	1-UP	Description: The editorial calendar is tested and launched. Means of Verification: The editorial calendar is accessible.	12
65	Design of a strategy on Scientific Communication	WP10	1-UP	Description: Global and Local Communication Teams elaborate a strategy dedicated to scientific communication. Means of Verification: Scientific communication strategy is included in Communication Plan.	12
66	Publication of the SDGs video campaign	WP10	1-UP	Description: Four videos (one per SDG) are created and disseminated. Means of Verification: The videos are shared publicly across the Alliance.	36
67	The first Ambassadors are selected within the Ambassador Programme	WP10	1-UP	Description: Students have sent their applications and the staff team dedicated to the Ambassador Programme has selected the new members. Means of Verification: Communication materials related to the selection of the Ambassadors.	12
68	Consortium Agreement	WP1	1-UP	Description: The Consortium Agreement is	6

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				signed by all FPs. Means of Verification: Signed agreement sent via the Portal.	

LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
Grant Preparation (Critical Risks screen) — Enter the info.			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Actual expenses exceed budget	WP1	The budget consumption is monitored every three months to ensure its efficient use and control (cf. section 2.1.4). If needed, own resources from FP Universities are allocated according to project priorities and extra resources could be requested to APs and other external stakeholders. Risk level: medium (c.f. pilot phase)
2	Delivery delay or low quality of results and outputs	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	ExeCo (WP1, WP10) will regularly monitor (with support from Global and Local Coordination teams) the progress of activities and their quality, via the Quality and Impact Monitoring Mechanism (WP10). The Quality Council will be strongly associated to this regular monitoring. In case of anomaly, ExeCo and WP Leaders will be alerted and requested to propose contingency plan, with support from Quality Council. Risk level: low (c.f. pilot phase)
3	Low participation in EC2U events	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	The Communication Plan (continuously) updated in WP10 is guiding internal and external communication activities. If two consecutive EC2U events suffer from low participation (below 50% of expected participation), the Communication Plan is revised immediately in consultation with ExeCo. Risk level: medium (c.f. pilot phase)

Critical risks & risk management strategy <i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
4	Delay in accreditation of new EC2U Joint Master's Programme (JMP)	WP7	In case of delay in accreditation of the new EC2U JMP at one or several accreditation agencies, the JMP is started at the already accredited FP universities, later joined by the other ones. A contingency plan is proposed. Risk level: high (c.f. pilot phase)
5	Work Package not fully completed on time	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	ExeCo, ensuring the direct monitoring of WP1, WP10, will also continuously monitor (with support from Global and Local Coordination teams) the progress of activities in all WPs. In case of deviation from initial work programme, ExeCo and WP Leaders will be alerted and will propose contingency plan. If needed, own resources from FP Universities will be allocated according to project priorities and extra resources could be requested to APs and other external stakeholders to complement contingency plan budget. Risk level: low (cf. pilot phase)
6	Underperformance of one Full Partner	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	Performances of Full Partners are monitored continuously to ensure their full engagement. In case of anomaly, ExeCo and WP Leaders will be alerted and the underperforming Full Partner will be requested to propose a contingency plan with immediate effect. Risk level: low (cf. pilot phase)
7	Failure to find the 9th Full Partner	WP1	A sound selection process is already in place and has already proved successful in finding the 8th partner. In case of failure to find the 9th partner by the end of M18, ExeCo and Closed Plenary Council will be alerted and requested to propose contingency plan (e.g. revision of selection criteria). Risk level: medium

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History of changes

HISTORY OF CHANGES TABLE			
VERSION	DATE	CHANGE	JUSTIFICATION
1.0	21/08/2023	PART B: The work packages' tables with timelines, descriptions of objectives, tasks and contributors (WP leaders, participants to tasks) were removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	PART B: The list of deliverables and their descriptions were removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	PART B: The list of milestones was removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	PART B: The list of critical risks and their descriptions (including the level of likelihood and mitigation measures) were removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	ESR – shortcoming: “The proposal envisages benefits for other HEIs in Europe and beyond, as shown by driving inclusion and excellence across boundaries and disciplines, although the plans for achieving that are not sufficiently elaborated in the proposal.”	PART B: We consider that this comment from the experts was actually already addressed in section 1.2 (page 11) of Part B with the paragraph: “During the consolidation phase, the EC2U Alliance continues to strive to making a positive impact on the European Higher Education landscape and to act as a role model with and for others. These priorities are met by intensifying the dissemination of the project results (such as research findings, reports, tools, events, learning material etc.)”. For instance, we can list here some related actions: the EC2U Fora and their Higher Education Round Tables, the sharing of relevant documents on the EC2U website, the publications of regular progress reports, the active participation of the Alliance in external events organised by the European Commission and other Alliances, etc. All the details can also be found in WP10 description under Tasks T10.2 and T10.5.4 of PART A . Nevertheless, we understand the importance of this comment and we commit to ensure that all necessary actions will be developed and adapted accordingly.
1.0	21/08/2023	ESR – shortcoming: “However, any steps to promote the inclusion, access, participation and completion of under-represented groups and people with fewer opportunities, are not discussed in sufficient detail.”	PART A: We consider that this comment from the experts was actually already addressed under WP2, in particular in Tasks T2.1.1, T2.1.2, and T2.3.1, and will be developed more extensively in the Deliverables D2.4 and D2.5. Nevertheless, we understand the importance of this comment and we commit to ensure that all necessary actions will be developed and adapted accordingly.
1.0	21/08/2023	ESR – shortcoming: “However, the correlation and timing of milestones and deliverables is not sufficiently well connected to facilitate	PART A: This shortcoming has been addressed via the following adjustments:

		monitoring of expected progress of outputs and outcomes, during the project lifetime.”	One milestone was added for WP1: MS68 Consortium Agreement In order to facilitate the monitoring of expected outputs during the project lifetime, the following deliverables have been introduced in Part A and will all be delivered before M24: - D1.1 Project Management Handbook - D1.2 Progress towards geographical expansion of the EC2U Alliance To further facilitate the monitoring of the project’s progress, some milestones have been transformed into the following deliverables, that will also all be submitted before M24: - D2.1 Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines - D3.1 Content Management System (CMS) - D3.2 Innovative digital pedagogy database - D4.1 Recommendations for improvements of the Joint Master’s Programme on Lifelong Well-being and Healthy Ageing - D4.2 GLADE PhD Network - D5.1 Recommendations for improvement of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact - D5.2 VIQE PhD Network - D6.1 Recommendations for improvements of the Joint Master’s Programme on Sustainable Cities and Communities - D6.2 SCC PhD Network - D6.3 Launch of EC2U sustainable Campus Network - D7.1 Curricula of the EC2U JMP in Peace, Justice and Strong Institutions - D7.2 PJSI PhD Network - D8.1 EC2U Career Development Plan - D8.2 Micro-credentials Guidelines - D9.3 EC2U Living Labs Repository - D10.1 First update of the Communication and Dissemination Plan - D10.3 Launch of an institutional Awareness Campaign Finally, a few deliverables have also been split into two parts, the first wave will be delivered at M24, the second wave will be delivered at M48: - D2.2 and D2.3 EC2U engaged and open community – Part 1 and Part 2 - D9.1 and D9.2 Consolidation of Entrepreneurial Academy – Part 1 and Part 2 - D10.4 and D10.5 Quality and Impact Monitoring Mechanism – Part 1 and Part 2
1.0	21/08/2023	ESR – shortcoming: “However, in the latter the external members are not in a majority to guarantee external quality assurance.”	PART B: To address this shortcoming, the number of external members of the Quality Council was raised from 3 to 9, as described in section 2.2.2 (page 41) of Part B.

1.0	21/08/2023	ESR – shortcoming: “Although the arrangements for conflict resolution are described, they are insufficiently detailed in the proposal.”	PART B: We consider that this comment from the experts was actually already addressed in section 2.1.2 (page 21) of Part B with the following paragraph describing the Conflict Resolution and Risk Management (CRRM) tool: “A CRRM tool has been devised during the pilot phase; during the consolidation phase, this tool is reviewed and updated, if needed. It is implemented using the resources of the EC2U Connect Centre (WP3). The CRRM tool provides the best conditions for identifying and solving, in a neutral manner, possible conflicts”. And in section 2.2.2 (page 41) of Part B: “The Governance of the EC2U Alliance for the consolidation phase is a continuation of the successful pilot modalities: it is designed to ensure optimal transparent and efficient decision-making. A particular attention is given to conflict resolution and risk management via very regular reporting and communication between all partners.” The EC2U Alliance will work on continuously improving its conflict resolution processes and tools throughout the project’s lifetime.
1.0	21/08/2023	ESR – shortcoming: “although the proposal has identified only a few risks.”	PART A: The following risks have been added to address this shortcoming: - Risk 5 Work Package not fully completed on time - Risk 6 Underperformance of one Full Partner - Risk 7 Failure to find the 9th Full Partner
1.0	21/08/2023	ESR – shortcoming: “Moreover, the consortium has expanded with one EU university and intends to expand with a new partner, but this intention is insufficiently detailed.”	PART B: We consider that this comment from the experts was actually already addressed in section 2.2.1 (page 30) of Part B with the following paragraph: “The selection of the future ninth FP University is based on the same criteria that were applied for JKU and Ivan Franko University Lviv, and that were developed during the pilot phase under the deliverables “Political and Financial Sustainability Plan” and “Internationalisation Plan”. The criteria include the adequacy with: - EC2U mission and vision - HEI profile - Local and regional role and impact - Expansion of geographical coverage.” In addition, the Mission Statement demonstrates that current FP universities have already put in place a real reasoning and strategy to find the 9th Full Partner with the same selection criteria that allowed for the successful identification of the 8th Full Partner. PART A: To further mitigate this shortcoming, a related risk was added (see above).
1.0	21/08/2023	ESR – shortcoming: “The alliance also considers the possibility to establish a specific legal statute as a significant step forward in	PART B: We consider that this comment from the experts was actually already addressed in section 3.3 (page 49) of Part B with the following paragraph: “The EC2U Governance is carefully following the discussions currently developed among all Alliances, via the FOREU2 subgroup on the “Alliances’ Legal Entity” and the future

		the long-term sustainability of the alliance. This goal is stated in the proposal, but clear plans on how to achieve this step are insufficiently elaborated.”	results of the projects selected under the 2022 pilot call for the Alliances’ legal statute, to take the best decision”. Establishing a legal statute is not an activity per se of the current work plan. However, as described in the above section, the EC2U Alliance is continuing its trajectory towards political and financial sustainability by any means, including the set up of such Legal Entity if/when relevant.
1.0	21/08/2023	ESR – shortcoming: “While the proposal adheres to open science principles, there is no specific reference to FAIR principle.”	PART B: The following paragraph in section 3.2 (page 47) of Part B was completed to address the shortcoming: “In the new work plan, the Communication Strategy also extends its activities to incorporate the growing academic community. For example, the consolidation phase brings forth the efforts of the EC2U Alliance to communicate with researchers across Europe. A privileged approach is the enhanced Science and scientific communication that is based on Open Science principles and notably follow the FAIR principles (Findable, Accessible, Interoperable, Reusable).”.
1.1	26/09/2023	PART A: Changes in the budget distribution.	PART A: The 9th Full Partner identity being still unknown, its budget has been added to the coordinator’s as per the directives given for this situation by the EACEA. In addition, there are some discrepancies between the figures encoded under the financial information in Part A and the proposal due to the rounding in the Excel table. Each Work Package Total Budget is impacted in the following way: WP1: Total 3,016,111.85 € appears in the Excel as 3,016,112 € WP2: Total 1,065,632.88 € appears in the Excel as 1,065,633 € WP3: Total 1,335,274.91 € appears in the Excel as 1,335,275 € WP4: Total 1,094,956.37 € appears in the Excel as 1,094,956 € WP5: Total 1,275,163.49 € appears in the Excel as 1,275,163 € WP6: Total 1,232,673.82 € appears in the Excel as 1,232,674 € WP7: Total 1,039,172.62 € appears in the Excel as 1,039,173 € WP8: Total 863,058.12 € appears in the Excel as 863,058 € WP9: Total 915,027.36 € appears in the Excel as 915,027 € WP10: Total 2,562,928.58 € appears in the Excel as 2,562,929 €
1.2	02/10/2023	PART B: Correction of numbers.	PART B: Corrections were made to two numbers in section 4.2 in the table Subcontracting (page 52): Subcontract n°S2.1 corrected estimated cost: 67,100€, formerly 67,000€ Subcontract n°S3.1 corrected estimated cost: 125,000€, formerly 100,000€
1.3	11/10/2023	PART B: The justification for the subcontracting was added to the table Subcontracting in section 4.2.	PART B: The justification for the subcontracting of the WP2 and WP3 was removed from Section 2.1.3 and added by tasks subcontracted to the table Subcontracting in section 4.2 (page 52).



1. RELEVANCE

1.1 Background and general objectives

Background and rationale

As described in the Renewed Mission Statement¹, the mission and long-term vision of the European Campus of City-Universities (or EC2U Alliance) are focused on creating opportunities for academic communities by fostering innovation, rethinking European education, and forging communities of exchange and learning. Concretely, the EC2U consortium is creating a pan-European campus via a network of common activities that **empower students, staff and citizens to become actors of change and ambassadors of European identity and values**.

To contextualise, the EC2U Alliance was selected as one of the 41 pilot Alliances of European Universities in 2020, under the flagship “European Universities initiative” of the Erasmus+ programme. During this pilot phase (2020-2023), the EC2U Alliance was composed of seven Full Partner (FP) Universities: University of Coimbra, Portugal; Alexandru Ioan Cuza University in Iasi, Romania; Friedrich Schiller University Jena, Germany; University of Pavia, Italy; University of Poitiers, France; University of Salamanca, Spain; University of Turku, Finland. In April 2022 and in coherence with the EC2U values, the Ivan Franco University of Lviv, Ukraine, was welcomed as Strategic Partner for its long-standing, comprehensive, education-driven and research-intensive university profile, at the image of EC2U Universities. The consortium also involved thirty Associated Partners (APs), including the seven Municipalities, Regional Governments and Agencies, Science Parks and Chambers of Commerce, as well as Higher Education stakeholders and Student Associations. The **diversity of stakeholders** participating in the pilot phase guaranteed the needed efficiency and excellence to **lay the foundations for a sustainable innovative ecosystem**. Building upon the expertise and complementarities of each, this ecosystem allowed for the development of topical activities that benefit academic and local communities. Indeed, over the three years of the pilot phase, the EC2U Alliance will have implemented 169 deliverables: the preamble of the Renewed EC2U Mission Statement¹ provides a non-exhaustive list of the most impactful deliverables, as well as several additional activities. These key achievements (also detailed in section 1.3) are the cornerstones of the new EC2U work plan for the period 2023-2027. In this “consolidation phase”, the EC2U Alliance is pursuing its trajectory towards the “EC2U model for the University of the Future” by entering into a period of **geographical expansion** (by integrating two new FP Universities) and **thematic and sectoral extension** (by welcoming additional APs from the private sector).

On the one hand, the geographical expansion enables EC2U to strengthen its inclusiveness and excellence via a well-defined and viable work plan with equal involvement of all FP Universities. On the other hand, the sectoral extension is particularly relevant in the context of the full deployment of the Knowledge Square (Education, Research, Innovation, Service to Society), where the participatory processes promoted by the EC2U Alliance further facilitate interactions between local and global stakeholders. The new work plan **incorporates a balanced combination of deepened pilot activities and new activities in several missions of the Knowledge Square**: the continuation of European financial support is thus of paramount importance to stabilise the already successful trajectory of the EC2U Alliance and ensure its long-term robustness and comprehensiveness.

A transnational strategy based on the United Nations Sustainable Development Goals

Since its creation, the EC2U Alliance decided to **promote an unprecedented challenge-based global initiative** framed by the United Nations Sustainable Development Goals (SDGs). Among the 17 United Nations SDGs, the EC2U Universities first identified and selected three of them that guided the Alliance activities during the pilot phase of its development (2020-2023): **Good Health and Well-being (SDG #3), Quality Education (SDG #4), Sustainable Cities and Communities (SDG #11)**. This first selection leaned on an in-depth preparatory analysis that identified complementary strengths and international recognition in education, research and societal engagement at the EC2U Universities: in particular, over the period 2009-2018, 1221 research articles were jointly published by researchers from at least two (and up to five) EC2U Universities, mostly in the fields related to Health and biology, Energy and Environment, Social Sciences and Humanities.

During the consolidation phase (2023-2027), the EC2U Alliance is intensifying activities in these three SDGs and is **extending its scope to a fourth: Peace, Justice and Strong Institutions (SDG #16)**. This selection results from: 1. The ongoing work performed in the context of the complementary Horizon 2020 project entitled “Research and Innovation for Cities and Citizens, RI4C2” (see Renewed Mission Statement and section 1.3), aiming at delivering a joint Research and Innovation agenda, among other

¹ See Annex including the Renewed Mission Statement and letters of support from APs



deliverables; 2. A recent in-depth analysis of the EC2U Alliance research contribution to the 4 SDGs (performed in cooperation with Research Intelligence Elsevier) over the period 2016-2021².

The new EC2U work plan thus aims at delivering significant contributions to these four global goals by **intensifying a new type of international cooperation scheme** that proved to be successful during the pilot phase: the so-called **EC2U Virtual Institutes**. These virtual structures (one for each SDG) gather European knowledge-creating teams of students, teachers and researchers (incl. PhD candidates and early career researchers) from different disciplines with the goal of **delivering innovative solutions to the associated challenges**. These teams are directly connected to the local, national and European socio-economic world via the EC2U Campus, thus participating in the direct transfer to society.

EC2U Contribution to general objectives and priorities of the call

During the pilot phase, the first work plan paved the way towards the EC2U Alliance's long-term vision, which is to **create a true pan-European campus that connects academic communities, citizens, and stakeholders via a network of common activities** linking all aspects of the Knowledge Square. With the consolidation phase, the FP Universities and their APs commit to reach, by 2027, the status of a real pan-European campus, according to a series of precise objectives:

- **EC2U Objective 1:** A sustainable joint governance with shared resources, notably via the "EC2U Connect Centre".
- **EC2U Objective 2:** Active involvement of students in the Alliance governance and support to their societal engagement.
- **EC2U Objective 3:** Joint culture and sport events as well as integrated inter-university campus and academic life.
- **EC2U Objective 4:** Sustainable multidisciplinary joint EC2U Master's Programmes, based on selected UNSDGs, in full compliance with the Bologna Process, leveraging the full potential of all available European tools (European Student Card, open badges, etc.).
- **EC2U Objective 5:** Drastically increased, facilitated, and geographically balanced mobility (physical, virtual, blended) of students, academic and non-academic staff, with a focus on inclusive and green mobility.
- **EC2U Objective 6:** Sustainable Virtual Institutes for "Good Health and Well-being", "Quality Education", "Sustainable Cities and Communities" and "Peace, Justice and Strong Institutions", linking education, research, innovation and service to society via joint projects, supported by a diversity of internally and externally funded activities.
- **EC2U Objective 7:** A sustainable rendezvous between academia and citizens via the EC2U Forum, held annually at one of the pan-European campus sites.
- **EC2U Objective 8:** A European and international academic impact on society, with successful common education and research projects, new innovative enterprises, etc., all jointly delivering solutions to citizens.

To achieve these Alliance objectives, **a new work plan has been devised** after a thorough analysis of the current state of development of the EC2U Alliance (see section 1.2), **taking into full consideration the feedback received from the EC2U Community**. The new work plan is composed of ten Work Packages (WPs) that are illustrated in Figure 1 in the shape of the "EC2U temple". The colours of the WPs refer to the maturity level compared to pilot phase: dark blue WPs correspond to the intensification and deepening of previous WPs (WP1-2-3-4-5-6-10), while light blue WPs refer to activities in new thematic areas and/or new missions of the Knowledge Square (WP7-8-9).

WP1 "Coordination, Governance and Expansion of EC2U Alliance" includes the coordination of the Erasmus+ project, the overall governance arrangements of the EC2U Alliance, as well as the expansion process of the Alliance via fast-track integration for additional FP Universities.

WP2 "Inclusive, Engaged and Mobile EC2U Community" includes relevant sets of activities related to promoting well-being and inclusiveness throughout the EC2U Campus, strengthening the network of common campus life activities, as well as fostering quality, diverse, and green mobility.

WP3 "Digital EC2U Alliance" is focused on developing the EC2U Connect Centre with centralized tools and resources to support the EC2U Alliance objectives and mission, and creating the framework for innovative digital education.

WP4 "Good Health and Well-being" is centred around consolidating and developing the already existing Virtual Institute and Joint Master's Programme in line with SDG #3.

WP5 "Quality Education" is centred around consolidating and developing the already existing Virtual Institute and Joint Master's Programme in line with SDG #4.

² Refer to the first annex to the Renewed Mission Statement "Analysis of the research outputs of EC2U Alliance and contributions to SDGs in the period 2016-2021".

WP6 “Sustainable Cities and Communities” is centred around consolidating and developing the already existing Virtual Institute and Joint Master’s Programme, in line with SDG #11.

WP7 “Peace, Justice and Strong Institutions” pertains to the creation of a new Virtual Institute and Joint Master’s Programme, in line with SDG #16.

WP8 “EC2U Lifelong Career” includes key sets of activities on Lifelong Learning, micro-credentials, and joint doctoral training.

WP9 “EC2U Innovation Hub” is focused on the roll out of the Entrepreneurial Academy, and the development of challenge-based approaches that create value for society.

WP10 “Impact and Dissemination” concerns the quality and impact monitoring of the EC2U Alliance, key dissemination, and multiplier events such as the EC2U Forum, as well as activities related to the communication strategy of the Alliance including, but not limited to, the EC2U Ambassador Programme.

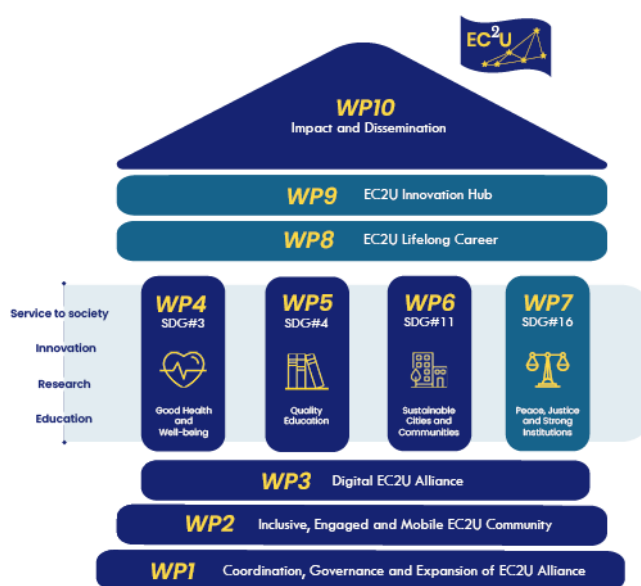


Figure 1. The EC2U Temple – an illustration of the EC2U Work Packages

For more details on the WPs above-mentioned, refer to section 4.

The new work plan is thus capitalising on the EC2U success stories of the pilot phase and is intensifying the progress made towards **contributing to the general objectives and priorities of the call**, to:

- **promote common European values and identity**: this first general objective of the call is addressed via activities included in WP1, WP2 and WP10.
- **intensify the quality, impact, attractiveness, and competitiveness of European Higher Education Institutions**: this second general objective of the call is supported by activities included in WP1, WP2, WP3, WP8, WP9 and WP10.
- **deepen institutional transformation**: this third general objective of the call is addressed via activities of all WPs.
- **make the Knowledge Square a reality**: this fourth general objective of the call is supported by activities included in WP4, WP5, WP6, WP7, WP9, WP10.

The new work plan is fully aligned with the general objectives of the call. It is submitted to the “call topic 1” based on the “already existing deep institutional transnational cooperation” of the EC2U Alliance.

Taking a step back, one can see that the EC2U Alliance’s overall **mission and long-term vision are people-centred**, and this is reflected in the Alliance’s quality-based objectives. EC2U, by this ambitious and forward-looking work plan, is clearly **creating a long-lasting model for the University of the Future**. This model and related mechanisms are perfected by the EC2U Alliance over the consolidation phase, to ensure their transferability to other Higher Education Institutions. In doing so, EC2U continues contributing to the transformation processes across the European Higher Education landscape, furthermore, **serving the European relevance as a whole**.



1.2 Needs analysis and specific objectives

Needs analysis

The EC2U Alliance is continually building upon its community: “An inter-European higher education community that helps to better pursue (unique) opportunities we have, due to our EU framework.”, “It is a way to provide opportunities of mobility for students and researchers and promote collaboration in teaching, research, building and stimulating international research projects”, “It’s a good opportunity to share knowledge and experiences and give the chance to improve the quality and service of the universities.” are but a few quotes from the EC2U Community on the Alliance’s positive impact achieved via common high-quality structures and activities.

This people-centred engagement, rooted in the mission and objectives of the EC2U Alliance, is also at the core of the European Higher Education Area in general, and of the European Universities initiative in particular. During the pilot phase, all proposed EC2U activities were designed to contribute to the Alliance’s long-term initial Mission Statement but also to respond precisely to the European Higher Education Area challenges that were discussed at **EHEA2018 Ministerial conference in Paris** (23-25 May 2018), including the inclusive role of education and the implementation of the Bologna Process. In particular, the **EC2U pilot activities followed the guidelines for the next steps of the Bologna Process**, adopted in the Paris Communiqué in 2018³.

These guidelines were reaffirmed at **EHEA2020 Ministerial conference in Rome** (19 November 2020) and via the Rome Communiqué⁴, where the Ministers of Higher Education committed to “*building an inclusive, innovative, and interconnected E(H)EA by 2030, able to underpin a sustainable, cohesive and peaceful Europe*”:

- **Inclusive**, because every learner will have equitable access to higher education and will be fully supported in completing their studies and training.
- **Innovative**, because it will introduce new and better aligned learning, teaching and assessment methods and practices, closely linked to research.
- **Interconnected**, because our shared frameworks and tools will continue to facilitate and enhance international cooperation and reform, exchange of knowledge and mobility of staff and students.”

These guidelines were also considered governing principles during the preparation of the consolidation phase. Note that the design of the new work plan was elaborated via a true bottom-up approach that involved approximately 150 students and staff (administrative staff, teachers, researchers) within twelve thematic Working Groups.

The **EC2U Renewed Mission Statement and vision¹ are thus fully aligned with the Paris and Rome Communiqués** and this is directly translated into the new work plan:

- The EC2U Alliance is intrinsically **inclusive**, thanks to the activities developed in WP2 “Inclusive, Engaged and Mobile EC2U Community”, WP8 “EC2U Lifelong Career” and WP10 “Impact and Dissemination”.
- The EC2U Alliance is **innovative** by nature with WP4 “Good Health and Well-being”, WP5 “Quality Education”, WP6 “Sustainable Cities and Communities”, WP7 “Peace, Justice and Strong Institutions”, WP8 “EC2U Lifelong Career” and WP9 “EC2U Innovation Hub”.
- The EC2U Alliance is truly **interconnected** with WP2 “Inclusive, Engaged and Mobile EC2U Community”, WP3 “Digital EC2U Alliance” and WP10 “Impact and Dissemination”.

EC2U Contribution to specific objectives of the call

The new work plan precisely contributes to the specific objectives of the call as follows:

- *Specific objective of the call 1: Develop and implement an integrated long-term joint strategy for education with links to research and innovation, and service to society, that is responsive to the digital and green transitions and key socio- economic challenges, while remaining committed to excellence.*

First, the Renewed Mission Statement reaffirms the EC2U model for the University of the Future, based on common engagements and values. It can be summarised by the following key words: **Empower. Connect. Collaborate. Unite.**

Second, all missions of the Knowledge Square are intertwined within the four EC2U Virtual Institutes, each focusing on one SDG: “Good Health and Well-being”, “Quality Education”, “Sustainable Cities and Communities” and “Peace, Justice and Strong Institutions”. A Virtual Institute is a pan-institutional structure without walls that hosts teams of students, teachers, researchers, and innovators, directly

³ <http://www.ehea.info/cid101765/ministerial-conference-paris-2018.html>

⁴ <http://ehea.info/page-ehea-ministerial-conferece-rome-2020>



connected to the local, national, and European socio-economic world via the EC2U pan-European Campus. It also hosts a new innovative Joint Master's Programme, focusing on the newly selected SDG. These **inter-disciplinary approaches** are indispensable to **respond to key socio-economic challenges and promote the twin digital and green transitions**.

The pilot EC2U management modalities were based on **collegiality and equality**. The efficient practices developed during the pilot phase are therefore continued. The decision-making body remains the Executive Committee, composed of three representatives for each FP University (one Institutional Representative, one Administrative Representative and one Student Representative), in addition to the Coordinator General and the Administrative Coordinator. The implementation and daily management are performed by the Global Coordination Team, the Local Coordination Team, and the WP Boards (section 2).

The pilot EC2U Governance structure has also proved to be relevant and efficient, with the opportunity for active members to jointly contribute to the long-term mission of the Alliance. Therefore, the governance structures are maintained during the consolidation phase (see section 2). These structures are characterised by **a diversity of members that show the full-level commitment of both institutions and local communities** in the Executive Committee (see above and section 2), within each WP Board as well as in the Quality Council. Rectors are also involved in the Closed and Plenary Councils (see section 2 for details on the governing bodies). To further integrate the EC2U Community, **a new Student Council⁵ is created "by students, with students, for students"**. Though the Student Community was already well-represented in the EC2U Governance (with Student Representatives in the Executive Committee, see section 2), this additional governing body aims at ensuring students' active involvement and societal engagement by providing them with the opportunity to co-create their Alliance of the future.

To further maximise integrated cooperation, the FP Universities began **pooling their resources** during the pilot phase with the creation, for instance, of the first building blocks of the EC2U Connect Centre: in particular, the Interchange Platform and the EC2U Knowledge Hub are **connecting tools and paths**

at the service of all Alliance actors, allowing data sharing. The EC2U Connect Centre also supports the digital activities developed within the Alliance, such as the European Digital Card (for students and staff) and a common catalogue of EC2U diplomas. The EC2U Connect Centre is further developed in the new work plan, with the aim of gradually building a virtual Alliance in complement to the physical pan-European campus. Human resources continue to be additionally pooled by FP Universities via the **active participation of administrative and academic staff from all central offices and academic faculties/departments**. Complementary financial resources are also invested to support joint research activities, for instance via co-tutelle PhD theses, hosted by the SDG-based Virtual Institutes. It is also important to note here the EC2U Connect Centre continues to fully support the EC2U quality assessment and feedback mechanisms in place. These effective mechanisms allow the Alliance to **continually assess the quality and impact of its activities**, therefore ensuring the Alliance adapts its activities to the needs and expectations of its community. This acquired agility and responsiveness are key to the sustainability of the wide range of actions developed by the Alliance.

- *Specific objective of the call 2: Establish a European higher education inter-university campus.*

Mobility of all types (virtual, physical, blended) **and for all members** of EC2U Community (students, staff, teachers, researchers including early career ones) **is boosted** in the new work plan via activities included in all WPs.

The pilot phase has seen the successful launch of three new challenged-based Joint Master's Programmes (JMPs), with a never attained level of interdisciplinarity and mobility: JMP in Lifelong Well-being and Healthy Ageing, JMP in European Languages, Cultures and Societies in Contact, JMP in Sustainable Cities and Communities. In the new work plan, these JMPs are consolidated and extended to new FP Universities. A new JMP in Peace, Justice and Strong Institutions is designed and launched. The **EC2U JMPs ensure students have the needed skillsets and interdisciplinarity to attain the United Nations SDGs' objectives**, hence providing the European labour market with a **relevant, highly skilled, workforce**. The structure and customisable study paths of these JMPs is the result of deep cooperation among FP Universities to guarantee **seamless mobility and allow students to truly acquire European experience**. These JMPs should be eligible to the future European Degree label, depending on the evolution of European Higher Education regulations.

In the consolidation phase, the EC2U Alliance works on the development of other **flexible learning opportunities and pathways** along the life span with specific activities within the WP8 on "EC2U Lifelong Career", including pooling of policies on Micro-credentials and Open Education. This WP8 also continues to **strengthen pilot activities related to career recognition** such as the EC2U Career Plan Certificate.

⁵ <https://ec2u.eu/let-us-all-be-inspired-by-our-student-communities/>



The successful pilot EC2U Entrepreneurial Academy is continued and intensified to **equip more students with entrepreneurial mind-sets**. The WP9 “EC2U Innovation Hub” is also fostering an Alliance approach to innovation and knowledge transfer to local, national, and European ecosystems.

Establishing an inter-university campus is equally about **creating a sense of European belonging and the assurance of opportunities for all**. The EC2U Alliance therefore continues to promote its common values that include equality and inclusiveness (see Renewed Mission Statement): WP2 “Inclusive, Engaged and Mobile EC2U Community” reflects these engagements with active participation from both students and staff.

- *Specific objective of the call 3: Build European knowledge-creating teams (“challenge-based approach”) of students and academics, possibly together with researchers, entrepreneurs, companies, local and regional actors, and civil society actors – depending on the overall strategy and vision of the alliance – working together to address societal and other challenges of their choice in an inter-disciplinary approach.*

As presented above, **EC2U Virtual Institutes are innovative spaces that gather knowledge-creating teams composed of students, teachers and researchers** on specific challenges embodied in the United Nation SDGs. They embed education activities (e.g., JMPs, Winter/Summer Schools) but also research activities (promoted by mobility programmes for researchers, scientific conferences, and webinars) as well as service to society (guidelines for new public policies, in cooperation with municipalities and local stakeholders). The concept was tested during the pilot phase and **its success and tangible impact were demonstrated and recognised** (see preamble of Renewed Mission Statement): the new work plan leaves ample space for strengthening the three existing Virtual Institutes as well as for the creation of a fourth one on “Peace, Justice and Strong Institutions”. Moreover, **the renewed consortium is now including several Associated Partners from the private sector** (see section 2.2.1) together with all Research University Hospitals: these new APs **intensify the Innovation and Service to society** components of the Virtual Institutes. The integration of APs is notably a differentiating factor of the EC2U Alliance. Their involvement truly allows the Alliance to **act towards local and global societal solutions by on-the-field contributions and direct feedback** from local communities.

Innovative learning and training are present in all sets of activities developed within the WPs: the EC2U vision indeed puts at the core of its engagements and values, the promotion of active citizenship, tolerance, equality and diversity, openness and critical thinking (see Renewed Mission Statement).

- *Additional call priorities (summary): act as model of good practice to further increase the quality, international competitiveness and attractiveness of the European higher education landscape; work towards relevant policy objectives of the European Education Area; implement the European Student Card initiative; mainstream education for sustainable development across all levels and disciplines; form hubs, together with their innovation ecosystems, join forces and work on common actions for bringing synergies between education and innovation, as highlighted in the European strategy for universities and the new European Innovation Agenda.*

During the consolidation phase, the EC2U Alliance continues to strive to making a positive impact on the European Higher Education landscape and to act as a role model with and for others. These priorities are met by **intensifying the dissemination of the project results** (such as research findings, reports, tools, events, learning material etc.):

- On the EC2U website via the “About EC2U/Shared Documents” webpage, where general public can access deliverables, tools, reports, etc.
- On the official platform “Erasmus+ Project Results”, a database providing descriptions, results and contact information of all projects funded under the Erasmus+ programme.
- Via the publication of a yearly public progress report, available on the EC2U website and sent directly to the Alliance’s APs and stakeholders.
- Via the EC2U Forum, organised once a year: the concept has been successfully tested during the pilot phase. It is thus continued, as it is a unique occasion to give the floor to higher education experts from institutions outside the EC2U Alliance (European Commission, ministries, other Alliances, etc.) to discuss key issues in the development of the European Universities initiative. The EC2U Forum includes a Higher Education round table and a Citizen Science session in which it is common practice for members of the EC2U Community to participate.
- The EC2U Alliance commits to continue its participation in external events and networking actions organised by the European Commission and other Alliances, and this, to share experiences, skills and knowledge among the European Universities community.

During the pilot phase, the 24 Alliances from the second Erasmus+ Pilot Call agreed to **ensure trans-Alliance collaboration by creating a “Forum of European Universities #2 – FOREU2”** where they discussed and shared intelligence, via regular face-to-face and/or on-line meetings. The coordination of



FOREU2 has been ensured by the Coordinator General of the EC2U Alliance: in the likely scenario in which FOREU2 continues to exist after the pilot phase, the **EC2U Alliance commits to remain active and, if relevant, expresses interest in continuing the FOREU2 coordination.**

In the new work plan, the **European Student Card** initiative is *de facto* implemented as it is the very concept of the EC2U European Card for students and staff (see WP3 “Digital EC2U Alliance”).

The promotion of sustainable development is rooted in the DNA of the EC2U Alliance with its focus on the United Nations SDGs which are translated into **concrete joint campus activities and green mobility** (WP2), existing and new JMPs and Virtual Institutes (WP4-5-6-7), EC2U Think Tanks specific sessions at EC2U Fora (WP10). All these activities provide a platform for EC2U communities, local stakeholders, and citizens for **training on sustainable development and sharing best eco-friendly practices and solutions.**

The extension of the EC2U Alliance to the Innovation field, via the WP “EC2U Innovation Hub”, **paves the way to the intensification of its unique partnership with local innovation ecosystems.** The welcoming of APs from the private sector and Research University Hospitals aims similarly at the amplification of knowledge transfer at the level of the Alliance. Note that one of the FP University (University of Salamanca, Spain) hosts the secretariat of the European Network of Innovative Higher Education Institutions⁶ (ENIHEI). This network of Higher Education Institutions (announced at the first European Education and Innovation Summit in June 2022) develops collective innovative thinking on how higher education can drive innovation. The EC2U Alliance is thus very well placed to follow ideas and recommendations developed within ENIHEI and therefore **remain fully aligned with the European strategy for universities and the new European Innovation Agenda.**

Key Performance Indicators to highlight the achievement towards the EC2U objectives

The Key Performance Indicators (KPIs) listed in Table 1 have been defined according to the Alliance's objectives (listed in section 1.1). The indicators are **SMART(ER)** - *Specific, Measurable, Achievable, Relevant, and Timebound (Evaluated and Revised)* - and include **leading and lagging, quantitative and qualitative measures.** Indicators from the pilot phase have been included to **ensure comparative analyses** between the pilot and consolidation phases. The data collection frequency provides EC2U with the opportunity to regularly analyse collected data and its evolution over the consolidation phase.

The KPIs have been constructed taking into full consideration the quality assessment procedures of the Alliance including EC2U feedback mechanisms developed over the first phase. Note that the KPIs are transversal and take into full consideration the integration of additional FP Universities. Further information is detailed in section 2.1.

Table 1. List of EC2U Key Performance Indicators

Key Performance Indicator	Data collection / metrics	Target / performance threshold	Data collection frequency	Period
KPI1: Equal representation of all FPs in governing bodies (<i>Objective 1</i>)	Representation of FPs in the governing bodies (composition of governing bodies)	All FPs are equally represented in the governing bodies	Annual	From M1 to M48
KPI2: Sustainable governance (<i>Objective 1</i>)	Representation of FPs and APs in the governing bodies (composition of governing bodies)	All representatives have the adequate profile	Annual	From M1 to M48
KPI3: Shared resources for governing bodies (<i>Objective 1</i>)	Diversity of shared resources allocated to support the governing bodies	Human resources at central level; tools & services on the EC2U Connect Centre	Annual	From M1 to M48
KPI4: Active involvement of APs within the	Participation of APs in governing bodies (verification of meeting minutes)	70% of APs of the Alliance participate in the Plenary Council meetings	Annual	From M1 to M48

⁶ <https://education.ec.europa.eu/education-levels/higher-education/innovation-in-education/european-network-of-innovative-higher-education-institutions>



governing bodies (Objective 1)				
KPI5: Active involvement of students within the governing bodies (Objectives 1 & 2)	Participation of students involved in the EC2U Governing body meetings (verification of meeting minutes)	70% of Student Representatives participate in the EC2U Governing Body meetings	Annual	From M1 to M48
KPI6: Support for societal engagement (Objective 2)	Resources available	90% of mobilities dedicated the EC2U Student Events and EC2U Student Challenges have been used Promotion and organisation of virtual participation to EC2U Student Events and EC2U Student Challenges using the EC2U Multifunctional Spaces	Annual	From M1 to M48
KPI7: Support for joint culture and sport events (Objective 3)	Resources available	90% of mobilities dedicated the joint campus activities have been used Promotion and organisation of virtual participation to EC2U Student Events and EC2U Student Challenges with the EC2U Multifunctional Spaces	Annual	From M1 to M48
KPI8: Student participation rate in EC2U activities (Objectives 2 & 3)	Number of students in all joint activities	A minimum of 900 students participate in EC2U activities, per year	Annual	From M1 to M48
KPI9: Staff participation rate in EC2U activities (Objective 3)	Number of staff members in all joint activities	A minimum of 900 staff members participate in EC2U activities, per year	Annual	From M1 to M48
KPI10: Community awareness of EC2U activities (Objectives 2 & 3)	Increase in the number of applications received for EC2U activities	10% increase of applications for EC2U activities per year	Annual	From M1 to M48
KPI11: Student/Staff satisfaction rate with EC2U activities (Objective 3)	Satisfaction rate of students and staff / Feedback mechanism (online survey)	70% of student participants are satisfied with the EC2U activities	Annual	From M1 to M48
KPI12: User activity of the EC2U Mobile Application (Objectives 3&5)	Increase in number of users	10% increase of users of the EC2U Mobile Application per year	Annual	From M1 to M48
KPI13: Satisfaction rates of the EC2U Mobile Application (Objectives 3 & 5)	Satisfaction of users (online survey)	70% of users are satisfied with the EC2U Mobile Application	Annual	From M1 to M48



KPI14: Number of UNSDG-based JMP (Objective 4)	Number of UNSDG-based JMP	4 UNSDG-based JMP are active.	Only once	M48
KPI15: Enrolled students in EC2U JMPs (Objective 4)	Number of students enrolled in the JMPs (Admission procedures)	20 students per degree (per year)	Annual	From M1 to M48
KPI16: Attractiveness of the EC2U JMPs (Objective 4)	Increase in number of applications to JMPs (Admission procedures)	10% increase of received applications.	Annual	From M1 to M48
KPI17: JMP student satisfaction rate (Objective 4)	Feedback mechanism (online survey)	70% of students enrolled confirm that the degree met their expectations and needs with the programme	Annual	From M1 to M48
KPI18: Access to FP University services (Objectives 4 & 5)	Number of EC2U Virtual Cards issued to European JMP students	At least 50% of all European students enrolled in the JMP have an EC2U Virtual Card	Only once	M48
KPI19: Impactful comprehensive mobility offer (Objective 5)	Participation in EC2U opportunities with embedded/compulsory mobility component	90% of mobility grants are used for physical mobility Online participation is equivalent to the physical participation	Annual	From M1 to M48
KPI20: Geographically balanced mobility (Objective 5)	Equal FP participation in all EC2U opportunities with embedded mobility	Number of participants per FP in all EC2U opportunities with embedded mobility	Annual	From M1 to M48
KPI21: Mobile students within the Alliance (Objective 5)	Increase of number of mobile students (physical, virtual, blended) within the Alliance	10% increase in the number of mobile students (physical, virtual, blended) within the Alliance	Annual	From M1 to M48
KPI22: Mobile staff members within the Alliance (Objective 5)	Increase of number of mobile staff members (physical, virtual, blended) within the Alliance	5% increase in the number of mobile staff (physical, virtual, blended) within the Alliance	Annual	From M1 to M48
KPI23: Number of UNSDG-based Virtual Institutes (Objective 6)	Number of UNSDG-based Virtual Institutes	4 UNSDG-based Virtual Institutes are active.	Only once	M48
KPI24: Participation in EC2U Virtual Institutes (Objective 6)	Number of students/teachers/researchers integrating the EC2U Virtual Institutes	10% increase in the number of people integrating the Virtual Institutes per year.	Annual	From M1 to M48
KPI25: Number of events organised by the EC2U Virtual Institutes (Objective 6)	Number of events organised within the Virtual Institutes	20 events on average organised within the Virtual Institutes per year	Annual	From M1 to M48
KPI26: Openness of EC2U Virtual Institutes (Objectives 6 & 8)	Number of APs involved in the EC2U Virtual Institutes	70% APs participate in the EC2U VI activities	Only once	M48
KPI27: Visibility of EC2U Fora (Objective 7)	Programmes of the yearly EC2U Forum are accessible on communication channels	Yearly publication of EC2U Forum programme on the	Annual	From M1 to M48



		EC2U Website prior the event		
KPI28: Academic community participation rate in EC2U Fora (Objective 7)	Number of students and staff participants in the EC2U Forum	250 participants for each EC2U Forum	Annual	From M1 to M48
KPI29: External member participation rate in EC2U Fora (Objective 7)	Number of external participants in the EC2U Forum	100 external members participate in the EC2U Forum	Annual	From M1 to M48
KPI30: Topical sessions are held during the EC2U Fora (Objective 7)	EC2U Programme / Session agenda	All EC2U Fora include at least a Higher Education roundtable	Annual	From M1 to M48
KPI31: Post-event visibility of the EC2U Fora (Objective 7)	Number of views of EC2U Fora videos (post event) on related communication channels	1000 views are registered yearly	Annual	From M1 to M48
KPI32: Academic impact on society (Objective 8)	Number of participants to the Entrepreneurial Academy	180 participants	Only once	M48
KPI33: Visibility of challenge-based activities (Objective 8)	Number of participants to SDG-based EC2U events	1500 participants in the SDG-based sessions held during the Forum 400 participants in the international scientific conference	Only once	M48

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1.3 Complementarity with other actions and innovation — European added value

In general, the EC2U Alliance **benefits from the longstanding expertise of its FP Universities that are very active in European and international academic cooperation**, with over 1000 EU projects (incl. Erasmus+, H2020, Horizon Europe and other European programmes) granted over the last 8 years⁷, thus, having a first-hand perception and knowledge of the obstacles and potential solutions to reach the objectives of the European Higher Education Area and European Research Area.

In particular, the work plan of the EC2U consolidation phase naturally builds on the most successful and impactful activities developed during the pilot phase under two projects: the main EC2U pilot project granted in 2020 under the flagship “European Universities initiative” of the Erasmus+ programme (Grant Agreement number 101004065 — EC2U — EAC-A02-2019) and the complementary RI4C2 project granted in 2021 under the specific Horizon 2020 call related to “Science with and for society” (Grant Agreement 101035803 — RI4C2 — H2020-IBA-SwafS-Support-2-2020)¹.

In the following, each WP of the work plan is described with respect to its **complementarity to the pilot EC2U and RI4C2 projects as well as the innovative activities they bring** to the EC2U Alliance (all listed activities are detailed in the work plan, section 4):

- WP1 “Coordination, Governance and Expansion of EC2U Alliance”: the coordination and management processes are making use of the best practices developed in pilot EC2U and RI4C2 projects, while the **governance is enriched with the creation of a Student Council** to enhance the engagement of students at all levels of the Alliance. The expansion of the EC2U Alliance is a new activity aiming at amplifying the impact of the EC2U model by welcoming **two new FP Universities, supported by “fast-track to integration” activities**.
- WP2 “Inclusive, Engaged and Mobile EC2U Community”: this WP builds on the successful activities developed during the pilot EC2U project to foster a pan-European campus life with an **intensification**

⁷ See Annex with the list of relevant projects for the period 2018-2022, to which can be added a total of 603 projects for the period 2014-2018



of joint culture and sport activities, continuation of former Science Battles now called “Science Contests” and the **roll out of EC2U Mobile Application** (facilitating seamless mobility within the EC2U pan-European campus). The innovation lies here first in a strong focus made to foster well-being across the Alliance via a “safe and inclusive campus”, but also to **strengthen student engagement** via specific Student Events and Student Challenges, promoting awareness to sustainable development. Another innovative **focus is put on the conditions of physical mobility to make it more inclusive, diverse, green, and sustainable**.

- WP3 “Digital EC2U Alliance”: to bring a comprehensive digital side to the EC2U Alliance, the EC2U Connect Centre continues its development after the first components developed during the pilot EC2U and RI4C2 projects. This includes the **strengthening of the Interchange Platform and Knowledge Hub**, as well as continued implementation of the EC2U European Card for students and staff (based on the European Student Card, ESC). A new and innovative component is the **pooling of expertise on practices and tools for digital pedagogy and education**, a field where FP Universities have developed recognised approaches, methodologies, and technologies.
- WP4 “Good Health and Well-being”, WP5 “Quality Education”, WP6 “Sustainable Cities and Communities”: these three WPs are intensifying the successful and impactful activities developed in the similar SDG-based WPs of the pilot phase, with the **strengthening of the eponym Joint Master’s Programmes and Virtual Institutes**, all launched during the pilot phase. Each Virtual Institute is hosting an **innovative PhD Network to foster involvement of early-career researchers**.
- WP7 “Peace, Justice and Strong Institutions”: this WP is **fully innovative in its content as it extends the activities of WP4-5-6 to a fourth SDG**, with the creation and implementation of a new Virtual Institute within which is launched a new Joint Master’s Programme and a PhD Network, among other initiatives.
- WP8 “EC2U Lifelong Career”: the field of career development has started to be addressed during the pilot phase of the EC2U Alliance, via the EC2U Career Plan certificates. The RI4C2 project has also delivered tools to support researchers’ careers (incl. promotion of gender equality in research). WP8 is thus building on these successful pilot activities to **develop innovative activities supporting student career paths and promoting joint Doctoral Training**. Also innovative at the level of the EC2U Alliance, **a joint approach to Lifelong Learning policy** is developed, including micro-credentials and open education modules for broad audiences and citizens based on existing education offerings.
- WP9 “EC2U Innovation Hub”: this WP aims at **activating a new cooperation field at the level of the EC2U Alliance: Innovation and Transfer**. This is achieved by the intensification of one of the most successful activities of the pilot EC2U project: the Entrepreneurial Academy. Another activity developed during RI4C2, the EC2U Innovation Sphere (aiming at connecting Innovation ecosystems within the EC2U Alliance), serves as a platform to strengthen the cooperation in Innovation and Transfer among the FP Universities.
- WP10 “Impact and Dissemination”: in this WP, the flagship event piloted during the previous three years is continued: the **EC2U Forum**, with specific Higher Education round tables and Citizen Science sessions (the later also building on practices developed under the RI4C2 project). The previous processes related to **Quality and Impact Monitoring** are also amplified. Another very successful activity under the pilot EC2U project is pursued: the **EC2U Think Tanks**, involving all agents of change to propose innovative solutions to societal challenges. The pilot Internationalisation Plan is used to **give more visibility to all the SDG-related activities and gain more international impact** to the EC2U Alliance by organising an International scientific conference on SDGs. WP10 also includes the **intensified (internal, Intra- and Extra-Alliance) communication activities** piloted during the previous period. Moreover, an unplanned but successful activity of the pilot phase, the **EC2U Ambassador Programme**, is now officially embedded in the work plan as one of the relevant Impact and Dissemination activities of the consolidation phase.

Moreover, the cooperation with and among APs has led to very relevant activities during the pilot phase. These include cooperation projects between partner Student Associations (incl. ESN APs) but also partner Municipalities that submitted joint proposals to European calls: some of them were granted (e.g., “Cultural Cities Twinning” project in 2021-2022) and have been running in parallel to the EC2U Alliance. The **driving force provided to the EC2U Alliance by its APs aims at continuing to give rise to complementary activities beyond the predefined work plan**: the relevance of the partnership between the EC2U Alliance and its APs is confirmed by the enthusiastic and immediate renewal of commitment and support from all previously appointed APs. The same interest into the innovation capacity of the EC2U Alliance has led several new APs to join, among which are Research University Hospitals and private local and international innovative companies.

Noteworthy, the cooperation with other Alliances has led to the submission of a joint proposal to the 2022 pilot call for the European Degree label under the Erasmus+ programme: the ED-AFFICHE proposal is the result of an unprecedented collaboration among Una Europa, 4EU+, CHARM-EU, EC2U, EU-



CONEXUS and Unite! Alliances that aims at making significant steps towards realising the transformative potential of the European Degree label. Pooling their collective expertise, the consortium seeks to **improve the process of developing joint degrees as a central strand of the proposal**. The results of the call are not known at the time of submission of the present proposal, but the ED-AFFICHE is a good example of the potential benefits brought by the cooperation among Alliances.

Overall, most of **the pilot achievements are integrated, enriched and amplified** in the consolidation phase. Moreover, a significant number of **innovative activities are also included to thematically extend the EC2U Alliance**. The consolidated consortium is at the image of this “innovation in continuation” with the geographical expansion of the EC2U Alliance via the integration of new FP Universities but also the renewal of previously appointed APs, complemented by new APs from public and private sectors. The resulting work plan is thus perfectly suited **to provide the EC2U Alliance the maturity, robustness, and comprehensiveness it needs to pursue its trajectory towards the “EC2U model for the University of the Future”**.

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2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

As indicated in the Renewed Mission Statement, the EC2U vision is related to “*the University in the City concept, as a humanistic, citizen-centred, and sustainable model of collaborative actions. The EC2U model defines universities as central actors of the Knowledge Square (education, research, innovation, service to society). This model establishes sustainability and quality as basic requirements for a responsible university. [...] the EC2U Alliance aims at playing a shaping role within its ecosystem, at all levels (municipalities, large urban areas, regional, national, and European territories). To reach this vision, the EC2U model promotes common engagements and values:*

- Collegial, transparent and intensified transnational cooperation towards the shared vision;
- Defence of academic and democratic values;
- Development of a genuine European dimension in the higher education sector;
- Retention of on-campus activities (completed by virtual activities, when relevant) to foster physical interactions among students and staff, as the most efficient mean to promote interpersonal and intercultural understanding;
- Promotion of active citizenship, tolerance, equality and diversity, openness and critical thinking.”

The EC2U vision and values were guiding principles in the preparation of the new EC2U work plan.

Collegial and transparent approaches and transnational cooperation were intensified, notably via:

- **Key involvement of Student Representatives and Student Associations:** As spokespersons of the EC2U Student Community, Student Representatives and members of Student Associations were invited to reflect, in 2022, on an additional governing body that would further enrich the EC2U Governance: the EC2U Student Council. The Alliance’s objective is clear: **foster student engagement via supporting measures and adequate resources** (human and financial) for students to run activities organised “by, with and for students” (see WP2 and WP10). The recommendations made have been taken on board and are now guiding the creation of the EC2U Student Council as an integral element of the consolidated EC2U Governance.
- **Participatory processes for the elaboration of the new work plan:** The preparation of the new work plan was led by 12 “Thematic Brainstorming Working Groups” that **involved approximately 150 people** from all EC2U Universities, including students, administrative staff, teachers and researchers.

This bottom-up approach has been constantly monitored by the EC2U Governance to ensure full coherence between the EC2U joint long-term strategy and the proposed joint structures and activities.

Indeed, the Alliance’s long-term strategy is clearly translated into 8 precise objectives, listed in section 1.1, which are to be achieved by the full implementation of the new work plan. As illustrated in the same section, the proposed activities respond to the general objectives and priorities of the call. Therefore, there is a perfect alignment between the EC2U long-term strategy and the ambition of the European Universities initiative, in direct continuation of the successful trajectory launched during the pilot phase of the EC2U Alliance (c.f. preamble of the Renewed Mission Statement).

The new EC2U project is structured in a way that continues to **break down the “communities and missions silos” and intensifies an “EC2U cooperation model”** that is both vertical (connecting communities and disciplines) and horizontal (connecting missions from the Knowledge Square):

Vertical cooperation is strengthened via the capacity-building and community-oriented WPs: WP1, WP2, WP3, WP8, WP9 and WP10 that constitute the “foundations, staircases and roof” of the “EC2U temple” in Figure 1 (c.f. section 1.1). These activities **pool resources and co-create joint policies, tools and activities at the service of all communities**, leading to a truly connected pan-European Campus. These activities are **co-developed by a wide range of stakeholders** (students, teachers, researchers, administrative personnel) and involve representatives from APs (cities, regional governments, associations, centres for innovation and transfer, public and private sector partners, citizens, etc.). Such a diversity of participants fosters creativity and the capacity to think, teach and learn “out of the box”.

Horizontal cooperation is intensified with challenge-based WPs: WP4, WP5, WP6 and WP7, where education, research and innovation are intertwined. These WPs constitute the “columns” of the “EC2U temple”. In the consolidation phase, the successful pilot United Nations SDG-based Joint Master’s Programmes (JMP) and pilot EC2U Virtual Institutes are strengthened (SDG #3, SDG #4, SDG #11) and a new set is explored with SDG #16. These challenge-based JMPs and Virtual Institutes **foster an innovative way of approaching and solving a given challenge**, in a community that is still dominated by disciplinary habits, and where education, research and innovation too often



appear as isolated silos. Building upon, and extending the concept of “Living Labs”, the Virtual Institutes have started to **modify the landscape of the FP Universities with the creation of inter-disciplinary teams** involving students, teachers, researchers and innovators, from diverse areas of expertise such as Sciences, Technology, Engineering, Mathematics (STEM), Natural Sciences (NS), Social Sciences and Humanities (SSH).

The new work plan has been **developed under the “innovation in continuation” motto**: a significant part of proposed activities is building on already successfully tested pilots, while **new areas of transnational cooperation are fostered** such as Digital Education (WP3), Lifelong career (incl. Doctoral Training and Micro-credentials, WP8), Innovation and Transfer (WP9). The activities proposed are ambitious and successfully achievable via a clear and feasible work plan that is based on cooperation, and result-oriented approaches. Key Performance Indicators (KPIs, see section 1.2) are regularly measured to evaluate progress and outcomes via a specifically designed Quality and Impact Monitoring Mechanism (QIMM) under WP10, described under section 2.1.2.

Among the EC2U values is the *“Retention of on-campus activities [...] to foster physical interactions among students and staff, as the most efficient mean to promote interpersonal and intercultural understanding”*: the impact of the Covid-19 pandemic has indeed demonstrated the **value of the physical presence on university campuses and of physical mobility**. At the same time, the pandemic has shown the exceptional resilience of Higher Education Institutions in finding successful online tools and digital practices to maintain activities. The new EC2U work plan is benefitting from all these lessons learned: pan-European physical mobility continues to be promoted with the goal of strengthening the European dimension of EC2U higher education and research; and at the same time, online activities are significantly boosted to account for the necessary transformation associated to the twin green and digital transitions. With this new work plan, the EC2U Alliance has the ambition of **keeping the best of both physical and online mobility to benefit an always-growing number of students, academic and non-academic staff**. This dual mobility approach has the advantages of guaranteeing the inclusive participation of the widest community of students and academic members, therefore strengthening the inclusiveness of the Alliance.

Last but not least, the new work plan continues to promote cooperation and dialogue among all actors involved in the Alliance and external stakeholders with a variety of activities related to career development and Lifelong learning (WP8), and entrepreneurial spirit (WP9). **The EC2U model of openness reaches its full capacity with the flagship event of the Alliance, the EC2U Forum**, that is continued during the consolidation phase, as a “concentrate” of EC2U missions:

- cooperation among different communities, disciplines and missions within each university;
- intra-Alliance cooperation among communities, disciplines and missions;
- external cooperation between each university and local/national/European stakeholders;
- global cooperation between EC2U and stakeholders from the Knowledge Square, including Citizens.

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2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management and monitoring

Two Work Packages are, in particular, concerned with the formal management and monitoring of the EC2U Erasmus+ project:

- **WP1 “Coordination, Governance and Expansion of EC2U Alliance”**, that formally includes the coordination of the Erasmus+ project, the overall governance arrangements of the EC2U Alliance, and the expansion process of the Alliance via fast-track integration for additional FP Universities;
- **WP10 “Impact and Dissemination”**, that formally includes the quality and impact monitoring of the EC2U Alliance, key dissemination and multiplier events/activities, as well as activities related to the communication strategy of the Alliance.

Given the highly strategic nature of these two WPs, both are **led by the Coordinating FP University**, as was successfully done during the pilot phase and unanimously validated by the EC2U Closed Council (composed of all the Rectors of initial FP Universities).

Like in the pilot phase, WP1 and WP10 (formerly WP8 during pilot phase) are **monitored by the Executive Committee** (ExeCo), that is the decision-making body of the Alliance in which **all FP Universities are equally represented** (see section 2.2.2 for the ExeCo composition). This collegial body meets every two months via online meetings and physically once a year (during the EC2U Forum), to:

- review the overall progress of the project;
- review the activities developed by all WPs and proactively respond to any identified issues;
- validate all deliverables that are to be submitted to the European Commission.



The ExeCo is chaired by the Coordinator General of the Erasmus+ project and is assisted by the Global Coordination Team, hosted at the Coordinating FP University.

The **Global Coordination Team** is (at minimum) composed of one Global Administrative Coordinator, two Global Coordination Assistants and one Global Communication Coordinator. This team is fully supported by a **network of Local Coordinators** (see below) and a **network of Communication Officers** (see section 3.2). A minimum of three Administrative Staff are appointed at each FP University for the Local Coordination Team. Their main role is to ensure the adequate implementation of the EC2U activities at the level of their university through the involvement and engagement of the different units/offices/centres. They are **central ambassadors between local communities and the Global Coordination Team**. They support WP Leaders and Co-Leaders (see below) in the implementation and monitoring of WP activities. The Global Coordination Team and the Local Coordination Team hold monthly online meetings as well as a physical meeting every 6 months. They continuously interact via the use of collaborative tools.

The Global and Local Coordination Teams jointly monitor the achievement of milestones and the progress towards deliverables via a common **Digital Management Platform** (DMP, c.f. WP1). They collect individual building blocks of future deliverables every 3 months. The monitoring of budget consumption is performed every 3 months via the DMP. The collection of indicators is performed every 6 months.

Quality as a guiding principle for project management

With regards to project management, an established quality framework has already been developed over the pilot phase and is consolidated in the new work plan. Firstly, quality was a leading factor in the elaboration of the new work plan. Secondly, as the EC2U project management is process-oriented and cyclical, it is **governed by the following principles: efficiency, accountability, evaluation and continual improvement** for which concrete examples of implementation (non-exhaustive) are listed in the Table 2 below.

Table 2. Examples of the project management quality framework.

Principles for the project management quality framework	Examples of implementation
Efficiency	- Efficient decision-making processes with a range of governing bodies for the work plan implementation; - Dedicated Global and Local Coordination Teams and the appropriately allocated human resources with specific profiles that fit the needs of the project.
Accountability	- Pre-defined milestones in line with the expected outcomes and impact; - Governing bodies that incorporate external stakeholders/experts, such as the Quality Council.
Evaluation (outcomes and impact)	- Quality of deliverables is inherent to the work plan; - Real time evaluation of the project at its globality and specific activities notably via the KPIs that measure the progress, the outcomes, and the impact.
Continual improvement	- Well-constructed feedback mechanisms for students and staff; - Efficient decision-making processes including WP Boards that take into full consideration the feedback received.

Work plan implementation

Work Package 2 to WP9 are each monitored by a WP Board that is composed of a Leader (from the WP Leading University), a Co-Leader (from another FP University) and representatives from all other FP Universities to ensure equal contribution. Each WP has a specific work plan (described in section 4) and WP Board meetings are held on average every month (online, in presence or hybrid) to decide on the implementation of their related activities. **WP Boards construct activities around collaboration with other members of the academic community** reaching out to various profiles according to the activity and the needed field(s) of expertise.

WP Leaders/Co-Leaders meet online with the Global Coordination Team every 2 months and physically once a year during the EC2U Forum. **WP Leaders and/or Co-Leaders report regularly** to the ExeCo at online meetings and submit, every 6 months, written reports to the Global Coordination Team. These reports include meeting dates and agendas, list of achieved milestones **in view of the full completion of deliverables, barriers and issues encountered, as well as a list of provisional activities**.

All members of the ExeCo, WP Boards and Coordination Teams (both Global and Local) remain at constant disposal for all WP members to ensure fluid cooperation. It is important to note that the members



of the Alliance are provided the autonomy to work effectively and are granted the trust and freedom needed when it comes to the implementation of their activities.

During the pilot phase, the Coordination Team used advanced monitoring and quality-check tools such as the RASCI matrix: the use of these tools can be continued when relevant.

Conflict Resolution and Risk Management (CRRM)

A CRRM tool has been devised during the pilot phase; during the consolidation phase, this tool is reviewed and updated, if needed. It is implemented using the resources of the EC2U Connect Centre (WP3). The CRRM tool provides the best conditions for identifying and solving, in a neutral manner, possible conflicts. The CRRM tool is also applied to manage the risks listed in section 2.1.5.

Quality Assurance

A **Quality and Impact Monitoring Mechanism (QIMM) is developed under WP10** (hence monitored by the ExeCo) in cooperation with the Quality Council (the composition of Quality Council is detailed in section 2.2.2). The QIMM builds on the pilot Quality Assurance Plan (QAP) and the pilot mechanism for collecting feedback from students and staff (see below). It also extends the considerations to impact assessment, based on the analysis of existing literature and similar activities at EC2U FP Universities, EC2U APs and other Alliances. It includes the collection and analysis of the project's KPIs and any additional relevant information related to the quality and impact of EC2U activities (deliverables and events, incl. the results from the student and staff feedback mechanism).

Indeed, **EC2U strongly values its community, and therefore developed a joint mechanism to collect feedback from members** across the EC2U Campus during the pilot phase. The collected feedback contributes to the continual improvement mechanisms in place and **ensures that the voice of the academic community is heard and integrated** into the decision-making processes of the Alliance. This mechanism is embedded in the QIMM. Note here that the EC2U Quality Assurance is fully supported by the adapted tools, techniques, and resources such as the Data Management Platform and the EC2U Connect Centre.

The KPIs listed in section 1.2 allow Global and Local Coordination Teams to measure progress towards the Alliance's objectives (listed in section 1.1). The indicators are SMART(ER) - *Specific, Measurable, Achievable, Relevant, and Time bound (Evaluated and Revised)* - and include both quantitative and qualitative measures. The KPIs also include indicators from the pilot phase as baseline values for comparison with the consolidation phase. The KPIs have been constructed taking into full consideration the QIMM, including the EC2U feedback mechanisms developed over the pilot phase. Data collection is performed by different actors of the project (WP Boards, Global and Local Coordination Teams); the collection frequency provides the Alliance with the opportunity to regularly measure its progress over the consolidation phase. Note that the Quality and Impact Monitoring Mechanism is annually updated and may include new KPIs as seems fit.

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2.1.3 Project teams, staff and experts

Name and function	Organisation	Role/tasks	Professional profile and expertise
Ludovic Thilly – Vice-Rector for EC2U Alliance and European Networks	UP	Coordinator General of the EC2U Alliance; WP1 & WP10 Leader	Executive Vice-Rector since 2012, Coordinator General of the EC2U Alliance since 2020, he has coordinated the preparatory work and submission of the EC2U E+ projects in 2020 and 2023. Coordinator of the companion EC2U H2020 project (RI4C2). Chair of FOREU2 (group of 24 pilot II Alliances). Chair of the Executive Board of the Coimbra Group of Universities (since 2017) and Member of several Expert Groups at the European Commission (DG EAC and DG RTD). Full Professor of Physics. Active Coordinator of several national and international research projects.
Emilie Lama-Coordinator of international projects	UP	Administrative coordinator of the EC2U Alliance	Coordinator of various cooperation projects. Head of the EC2U unit at the University of Poitiers.
Virginie Laval – Rector	UP	Closed Council and Plenary	Rector of the University of Poitiers, Full Professor of Development Psychology.



		Council member	
Christine Fernandez-Maloigne – Vice-Rector for Intl. Affairs	UP	ExeCo member	Vice-Rector for International Relations, President of the Council for International Relations and International Students (CRIIE). Full Professor in image processing. Co-director of I3M laboratory in AI and medical imaging between CNRS, SIEMENS, the University Hospital and the University of Poitiers.
Yves Gervais – Vice-Rector for Research	UP	Senior Advisor	Vice-Rector for Research, President of the Research Commission (CR), Full Professor in fluid mechanics.
Noëlle Duport – Vice-Rector for Education	UP	Senior Advisor	Vice-Rector for Education. President of the Commission for Education and University Life (CFVU), Full Professor of Economics
Sybille Lajus – Vice-Rector for Student Life, Culture and Sport	UP	Senior Advisor	Vice-Rector for Student Life, Culture and Sport, Full Professor of literature and French language.
Caroline Bélan-Ménagier – Head of the Intl. Office	UP	ExeCo member	Head of the International Relations office, expert of open badges (freelancer since 2021).
Thomas Rogaume – Vice-Rector for Research, Innovation and Economic Partnerships	UP	Senior Advisor	Vice-Rector for Innovation and Economic Partnerships, Full Professor in materials engineering, mechanics and energy for transport, energy and the environment.
Amílcar Celta Falcão Ramos Ferreira – Rector	UC	Closed Council and Plenary Council member	PhD in Pharmacy, expert in Pharmacology and Full Professor. Director of the Faculty of Pharmacy (2010-2012). Director of the Interdisciplinary Research Institute of UC (2013-2019). Vice-rector for Research & Innovation (2011-2019). Rector since 2019.
João Nuno Cruz Matos Calvão da Silva – Vice-Rector for Intl. Relations and Alumni	UC	ExeCo member	PhD in European Union Law and Assistant Professor at the Faculty of Law. Vice-Rector since 2019. He was Vice-Director of the Sino-Lusophone Academy of UC, Vice-President of the Association of European Studies of Coimbra and Executive Director of the Legal Institute of Communication.
Cristina Maria Pinto Albuquerque - Vice-Rector for Academic Affairs	UC	Advisor on Educational and Academic Affairs	PhD in Social Work and Social Policies and Full Professor at the Faculty of Psychology and Educational Sciences, expert in public policies, ethics, human rights and entrepreneurship. Students Ombudsman during the period 2018-2019 and deputy-director of her Faculty for 4 years.
Manuel Carlos Gameiro da Silva - Full Professor at the Faculty	UC	WP6 Leader	PhD in Mechanical Engineering, expert in energy efficiency, instrumentation and measurement and Full Professor at the Faculty of Sciences and Technology. Coordinator of the Energy for Sustainability Initiative of UC. Vice-President of REHVA - Federation of European



of Sciences and Technology			Heating, Ventilation and Air Conditioning Associations until 2022.
Liliana Rosa Dias Figueiredo de Almeida Moreira - Head of the Intl. Relations Unit and Erasmus Institutional Coordinator	UC	Administrative Coordinator at local level; ExeCo Member	Degree and Master in Sociology and Ph.D. in Tourism, Leisure and Culture. President of the Executive Board for 8 years of the RIU - Association of International Relations Professionals of Portuguese Higher Education Institutions. Member of Coimbra Group: Latin America working group.
Filipe Rafael Pereira da Rocha - Head of Planning, Management and Development Unit and Coordinator of Office for Sustainable Development	UC	Administrative Coordinator at local level; ExeCo Member	Degree in Economics. Responsible for strategic planning process at UC since 2011, being co-responsible for the three first processes of integrated planning (including the current one), their implementation and follow-up. Responsible for the Sustainable Development Office since 2021.
Tudorel Toader – Rector	UAIC	Closed Council and Plenary Council member	Full Professor of Romanian Criminal Law, European Criminal Law and Constitutional Law, with expertise in Constitutional Law
Daniela Cojocaru – Vice-Rector for Intl. Relations	UAIC	ExeCo Member	Full Professor of Sociology, expertise in Qualitative Research in Social Sciences, Sociology of Health, Sociology of Family and Childhood
Ionel Mangalagă – Vice-Rector for Research	UAIC	Senior Advisor	Full Professor of Organic Chemistry and Medicinal Chemistry, with research interests in the field of heterocycle compounds.
Constantin-Iulian Damian – Vice-Rector for BA and MA studies	UAIC	Policy coordinator of the Glade Virtual Institute	Professor of History and Philosophy of Religions, expertise in Religion in the contemporary world
Florin Brînză - Vice-Rector for Doctoral Studies, Digitalisation and University Branches	UAIC	Senior Advisor	Professor of Physics, with expertise in Solid State Physics, Materials and Technologies, Physics of Data Storage, Amorphous and Nanostructured Magnetic Materials, Nanoparticle characterization and Solar energy conversion.
Sorin Mocanu – Vice-Rector for Quality Management, Institutional Strategy and	UAIC	Senior Advisor	Senior lecturer at the Department of Romanian Studies, Journalism, Communication Sciences and Comparative Literature. Research interests: comparative literature, cultural anthropology, mythology and cultural history.



Development			
Daniela Tatiana Șoitu - Pr. Of Sociology and Social Work	UAIC	WP4 Leader	Full Professor of Sociology and Social Work, expertise in the areas of well-being, health care policies for vulnerable persons and groups
Ioana Andreea Serafinceanu – Head of the Intl. Office	UAIC	Administrative coordinator at local level; ExeCo member	Head of the International Relations Office, over 17 years of experience in the design, management and implementation of European projects.
Walter Rosenthal – President	FSU JENA	Closed Council and Plenary Council member	Full Professor of Pharmacology - Cellular Signal Transduction. President of the University of Jena.
Kim Siebenhüner – Vice-President for Learning and Teaching	FSU JENA	Senior Advisor	Full Professor of Early Modern History. Vice-President for Learning and Teaching.
Georg Pohnert – Vice-President for Research	FSU JENA	Senior Advisor	Full Professor of Instrumental Analytics/ Bioorganic Analytics. Vice-President for Research.
Uwe Cantner – Vice-President for Young Researchers and Diversity Management	FSU JENA	Senior Advisor	Full Professor of Economics. Vice-President for Young Researchers and Diversity Management.
Christoph Steinbeck – Vice-President for Digitalisation	FSU JENA	Senior Advisor	Full Professor of Analytical Chemistry, Chemical Informatics and Chemometrics. Vice-President for Digitalisation.
Dr. Claudia Hillinger – Project Director and Institutional Representative	FSU JENA	ExeCo Member	Head of International Office. Management expertise in international projects. Deep knowledge of the national, European and international academic landscape.
Nikolaus Knoepffler	FSU JENA	WP7 Leader	Full Professor of Applied Ethics.
Meinhard Lukas – Rector	JKU	Closed Council and Plenary Council member	Rector of JKU since 2015. Full Professor of Civil Law and former Dean of the Faculty of Law. Expert at the Ministry of Justice for legislative procedures. Austrian rep. in the UN Commission on International Trade Law (UNCITRAL). Advisory Board member of "Linz Cultural Development Plan New". Corresponding member of the Medical Society for Upper Austria.
Stefan Koch - Vice-Rector for Academic Affairs	JKU	Senior adviser	Vice-Rector for Academic Affairs, Full Professor of Business Informatics - Information Engineering, Vice-Head of Department.



Christine Hinterleitner – Head of the Intl. Office	JKU	ExeCo member	Head of the International Office, Erasmus+ institutional coordinator, expert in design, management and implementation of student exchange programmes.
Alberta Bonanni – Vice-Rector for Research, Gender and Diversity	JKU	Senior adviser	Vice-rector for research, gender and diversity since 2019. Full Professor of semiconductor and solid-state physics.
Christopher Lindinger – Vice-Rector for Innovation and Researchers	JKU	Senior adviser	Vice-rector for Innovation and Researchers since 2019. Long-standing expertise at the intersection of technology, culture and society (Dipl.-Ing.).
Birgit Haslinger	JKU	WP8 Leader	Professor and Deputy Head at the Institute of Public International Law, Air Law and International Relations.
Francesco Svelto - Rector	UNIPV	Closed Council and Plenary Council member	Rector of the University of Pavia 2019-2025. Full Professor in Electronic Engineering.
Antonella Forlino – Vice-Rector for Intl. Affairs	UNIPV	ExeCo member	Vice-Rector for International Affairs. Full Professor of Biochemistry; coordinator of Joint Degree Task Force in the first phase of EC2U Alliance. President of the Center for Global Strategic Engagement (GLOBEC) at the University of Pavia.
Federico Forneris – Vice-Rector for Research	UNIPV	Senior adviser	Vice-Rector for Research. Full Professor of Molecular Biology.
Silvana Rizzo – Vice-Rector for Academic Affairs	UNIPV	Senior adviser	Vice Rector for Academic Affairs. Full Professor of Odontostomatological Diseases.
Hellas Cena - Vice-Rector for Third Mission	UNIPV	Senior adviser	Vice-Rector for Third Mission. Surgeon, Specialist in Food Science in charge of the Laboratory of Dietetics and Clinical Nutrition at the Department of Public Health, Experimental and Forensic Medicine.
Paolo Cherubini	UNIPV	WP3 Leader	Full Professor of General Psychology
Andrea Pichelli – Director of GLOBEC	UNIPV	Senior adviser	Director of the international relations office GLOBEC, taking care of international projects, cooperation and development, agreements and networks.
Alberto Forte - Coordinator of intl. projects' unit	UNIPV	Administrative coordinator at local level	Coordinator of the international projects' unit at GLOBEC; 10 years' experience in management of Erasmus+ projects and other national and international initiatives
Ricardo Rivero Ortega – Rector	USAL	Closed Council and Plenary Council member	Full Professor of Administrative Law, Rector Magnificus of the University of Salamanca and more than ten times doctor honoris causa by several European and Latin-American universities.
Raul Sanchez Prieto –	USAL	WP5 Leader, ExeCo member	Full Professor of German and Dutch, Head of Department, expert in contrastive linguistics and multilingual education.



Delegate of the Rector for Intl. Networks			
Nicolás Rodríguez García, Vice-Rector for Postgraduate, PhD Studies and Long-Life Learning	USAL	Senior adviser	Full Professor of Administrative Law, Vice rector for Postgraduate, PhD Studies and Long-Life Learning and expert in accrediting postgraduate and PhD studies as well as micro credentials.
José Miguel Mateos Roco – Vice-Rector for Research	USAL	Senior adviser	Full Professor of Applied Physics and Vice rector for Research and Innovation, expert in research organisation and setting up of research infrastructures.
Óscar Lorenzo Sánchez – Delegate of the Rector for Innovation	USAL	WP9 Leader	Full Professor of Botany, Delegate of the Rector for Innovation and Recovery Funds, expert in organising and setting up of innovation infrastructures.
María Teresa Hernández Gallego – Head of the Intl. Office	USAL	Senior adviser	Head of the International Office and responsible for all exchange programmes at the university of Salamanca.
Jukka Kola – Rector	UTU	Closed Council and Plenary Council member	Rector since 2019. Full Professor of Agricultural Economics and Policy.
Piia Björn – Vice-Rector for Education	UTU	ExeCo member	Vice Rector of Education, Development Work, International Affairs, Educational Export, Networks in the Area, Higher Education Pedagogy, Quality Management for Education Development of Educational Structures. Full Professor of Special Education.
Kalle-Antti Suominen – Vice-Rector for Research	UTU	Senior advisor	Vice-Rector for Research and the Development of Research Prerequisites. Full Professor of Physics.
Mika Hannula – Vice-Rector for Partnerships and Strategic Engagement	UTU	Senior advisor	Vice-Rector for Partnerships and Strategic Engagement. Expert in general and change management, industry-university collaboration, learning environments, strategic planning, higher education, ICT and entrepreneurship.
Janne Loikkanen – Head of Intl. Office (acting)	UTU	ExeCo member	Acting Head of the International Office. Experience in student and staff mobilities and mobility agreements
Liisa Järvinen – Project Manager	UTU	WP2 Leader; Administrative coordinator at local level	Project manager with an expertise in international cooperation and mobility

**Outside resources (seconded staff, etc)**

NA.

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2.1.4 Cost effectiveness and financial management

As indicated in the preamble of the Renewed Mission Statement¹, the mid-term reporting performed during the pilot phase of the EC2U Alliance was the occasion to internally review and assess all management processes, including financial management and quality management of the activities and deliverables. One of the guiding principles of the EC2U pilot phase was to “*establish an operational Alliance*”: it was concluded in the mid-term report, and recognised by experts from the European Commission, that indeed the “*EC2U Alliance trajectory was perfectly aligned with [this] guiding principle[s]*”.

Taking stock of mid-term assessment, the consolidation phase now aims at **continuously optimizing internal management processes** in order to meet pre-defined deliverables **with always improved quality and cost-effectiveness**. The Alliance has already adapted collegial and agile work processes at all levels, involving the Global and Local Coordination Teams, the ExeCo and the WP Boards, and all Governance bodies (see section 2.2.2). This agile methodology continues to translate, concretely, into shared digital tools, collaborative resources, regular meetings, transparent information sharing and continual communication; among others.

Precise monitoring of expenses and cost-effectiveness (while ensuring quality) are central to the success and sustainability of the Alliance. To facilitate these activities, the Global and Local Coordination Teams use a **Digital Management Platform** (DMP, cf. WP1, task T1.1.2) **to track the overall progress, from budget consumption to milestones and deliverables**. This DMP proved to be successful during the pilot phase to ensure local and global visibility on all administrative and financial operations. It is continued during the consolidation phase and the Local Coordination Team is annually trained to any new features it may offer.

The Global Coordination Team performs a monthly monitoring of progress towards deliverables via the DMP, with an additional monitoring of budget consumption every 3 months (via DMP) and collection of intermediate indicators every 6 months (via DMP), with the full support of the Local Coordination Team. Any anomalous deviation in the budget consumption is rapidly identified to **ensure that results and objectives are achieved in the most cost-effective way**. A specific Critical Risk associated to this aspect has been included in the Risk Management Strategy (section 2.1.5).

Overall budget allocation and cost-efficiency: a brief analysis

In the design of the new work plan, all proposed activities have been allocated the appropriate resources, including human (Administrative staff, Teachers, Researchers, Technicians, etc.) and financial (mobility, “other costs”, etc.). This precise time-bound allocation leads to a well-balanced and cost-effective budget, described in its general characteristics below.

The total budget is €18 000 337 distributed into a requested EU Grant of €14 400 000 and a co-funding from FP Universities of €3 600 337 (corresponding to 20% of the total budget).

The breakdown of total budget according to main cost categories is:

- Direct Personnel costs: €10 256 671 (≈57%)
- Mobility costs (incl. travel, accommodation and subsistence costs): €5 239 975 (≈29%)
- Other Goods, Works and Services: €751 000 (≈4%)
- Sub-contracting costs: €575 100 (≈3%)
- Indirect costs: €1 177 591 (≈7%)

The **main cost categories are Direct Personnel and Mobility**, which are the most efficient in terms of direct contribution of EC2U communities to the Alliance activities.

If one considers the distribution of the EU Grant among the 10 WPs:

- WP1 “Coordination, Governance and Expansion of EC2U Alliance”: €3 016 112 (≈21%)
- WP2 “Inclusive, Engaged and Mobile EC2U Community”: €1 065 633 (≈7%)
- WP3 “Digital EC2U Alliance”: €1 335 275 (≈9%)
- WP4 “Good Health and Well-being”: €1 094 956 (≈8%)
- WP5 “Quality Education”: €1 275 163 (≈9%)
- WP6 “Sustainable Cities and Communities”: 1 232 674 (≈9%)
- WP7 “Peace, Justice and Strong institutions”: 1 039 173 (≈7%)
- WP8 “EC2U Lifelong Career”: €863 058 (≈6%)
- WP9 “EC2U Innovation Hub”: €915 027 (≈6%)



- WP10 "Impact and Dissemination": €2 562 929 (≈18%)

This implies that the two WPs related to Management, Impact and Dissemination (WP1 and WP10) correspond to approximately 39% of the EU Grant, while the other 8 WPs concentrate approximately 61% of the EU Grant.

Regarding Staff engagement, a total of **1 958 person-months is engaged** in the work plan and all types of profiles are involved in EC2U activities; by profile:

- "manager": 129 person-months
- "teacher/researcher": 305 person-months
- "administrative": 1 488 person-months
- "technician": 36 person-months

Finally, without counting the various means and occasions where virtual mobility is used (incl. peer-networking, learning and teaching, research, project monitoring, etc.) the total number of physical mobilities is 4 099, that is distributed as follows:

- 1 671 student mobilities
- 2 428 staff mobilities

These numbers show the **drastic increase of mobility** between the pilot and the consolidation phase: student mobility is multiplied by almost 3, and staff mobility is multiplied by 2.

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2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

The EC2U consortium

Both the initial EC2U Mission Statement and its renewed version, place at the very centre of the EC2U model for the University of the Future, the unique link existing between the universities and their respective local ecosystem, including cities and citizens. The composition of the pilot consortium reflected this vision, which is further strengthened with the consolidated consortium.

In its new configuration, the EC2U consortium gathers **9 FP Universities** and **56 APs**, creating a community of more than **200 000 students** and more than **25 000 university staff**, which reaches more than **2 000 000 Citizens** (all these numbers being calculated on the basis of the current eight FP Universities and their APs).

Table 3 below presents the nine FP Universities and their role within the activities of the Alliance. This table shows the continuing seven pilot FP Universities **joined by two new FP Universities**: 1. the Johannes Kepler University Linz (JKU), Austria, that is going to be already integrated in the consortium as AP during the last year of the pilot phase and is fully integrated as FP from the beginning of the consolidation phase; 2. The ninth FP University joins the consortium before the end of the third year of the consolidation phase. Both new FP Universities **benefit from specific "fast-track to integration"** activities included in WP1 (see section 4) to ensure their efficient and rapid integration into the consortium. Note that the participation of JKU in the preparation of the new work plan and their commitment as AP in the pilot phase **demonstrates the Alliance's engagement to fast and full engagement** of new FP Universities. The same full support from all EC2U stakeholders is planned for the future ninth FP University.

The criteria leading to the expansion of the EC2U Alliance are described under the "Geographical balance" paragraph of this section. The description of FP Universities is at the end of the present section.

Table 3. Description of FP Universities and their roles and responsibilities.

n°	Name	Role	Type of HEI	Country	WP Leadership	WP Co-Leadership	WP partnership
1	University of Poitiers	COO	Comprehensive University	France	1 & 10	-	All
2	University of Coimbra	BEN	Comprehensive University	Portugal	6	4	All
3	Alexandru Ioan Cuza University of Iasi	BEN	Comprehensive University	Romania	4	5	All



4	Friedrich Schiller University of Jena	BEN	Comprehensive University	Germany	7	6	All
5	Johannes Kepler University of Linz	BEN	Comprehensive University	Austria	8	9	All
6	University of Pavia	BEN	Comprehensive University	Italy	3	7 & 8	All
7	University of Salamanca	BEN	Comprehensive University	Spain	5 & 9	2	All
8	University of Turku	BEN	Comprehensive University	Finland	2	3	All
9	Ninth Full Partner University	BEN	TBD	TBD	TBD	TBD	All

The group of 30 pilot APs is expanded to 56 APs, with the integration of new profiles from the public and private sectors: AP1.6 B.Braun Medical; AP2.7 BluePharma; AP3.6 Antibiotice SA Iasi; AP5.7 Linz Center of Mechatronics; AP7.7 Iberdrola; AP8.6 Wäertsilä Finland Oy; AP9 Siemens Healthineers. This **diversity of APs reflects the daily cooperation among FP Universities and their local, regional and national partners from the Knowledge Square**. Each FP University is offering to the EC2U consortium associated partnership with municipalities, local student associations, as well as regional/national/European politico-socio-economic stakeholders from public and private sectors. A European-wide network is also involved with **the continuation of associated partnership from the Coimbra Group of Universities**.

Cooperation arrangements

The EC2U Alliance cooperation arrangements are similar to the working modalities that guided the pilot phase and the preparation of the new work plan: they are **based on a co-creation process and consensus-based working modality, with equality as a guiding principle**. The responsibilities, tasks and decisions are therefore equally shared. This is reflected in the Project management modalities (section 2.1.2), in the EC2U Governance (see section 2.2.2), and in the fact that each FP University is responsible for at least one WP, as described in Table 3 above. Note that the distribution of WP responsibility may evolve when the ninth FP University joins the EC2U consortium to ensure they benefit from the same level of inclusiveness.

The **co-ownership of EC2U results and outputs is reinforced by the decision to appoint a co-responsible FP University** for each WP that is not concerned with the formal management and monitoring of the EC2U Erasmus+ project (i.e., for WP2 to WP9, as WP1 and WP10 are both monitored by the collegial ExeCo – see section 2.1.2): co-responsibilities are indicated in Table 3. This co-leadership is recognised within the Alliance arrangements by the formal membership of WP Leaders and Co-Leaders to the EC2U Governance (see section 2.2.2).

The **distribution of WP Leadership and Co-Leadership has been decided collegially** with two main guidelines:

- WPs that include the continuation and strengthening of pilot activities could be efficiently managed by the same FP University as in the pilot phase, thus ensuring a rapid start of the new work plan;
- WPs that are fully innovative should be managed by FP Universities that are particularly strong in the related fields: a typical example is WP9 “EC2U Innovation Hub” that is led by the University of Salamanca, currently hosting the secretariat of the European Network of Innovative Higher Education Institutions (ENIHEI);
- The distribution of WP Co-Leadership reflects some of the specific strengths of FP Universities, guaranteeing the total complementarity of the WP Leader/Co-Leader duo.

Of course, at the image of the working modalities that took place during the pilot phase, and independently from the managing activities of the WPs, all FP Universities **equally participate in the implementation** of the work plan, and **equally benefit from the mobility budget** (for students and staff). This also implies that all the **developed platforms and tools are equally shared** within the Alliance: as an example, the Virtual Institutes are not physically located at one specific FP University but are connecting the different teams via the EC2U Connect Centre (WP3).

The 56 Associated Partners also participate in the EC2U activities to make the Knowledge Square a reality. Table 4 below also details AP participation in the different WPs, in coherence with their commitment letters (see Annex of the Renewed Mission Statement¹). This cooperation arrangement



between FP Universities and APs ensures that **all major actors from the Knowledge Square are working together and form a single community** that delivers innovative and adaptable tools to local communities and citizens, allowing them **to adapt to a fast-changing society**.

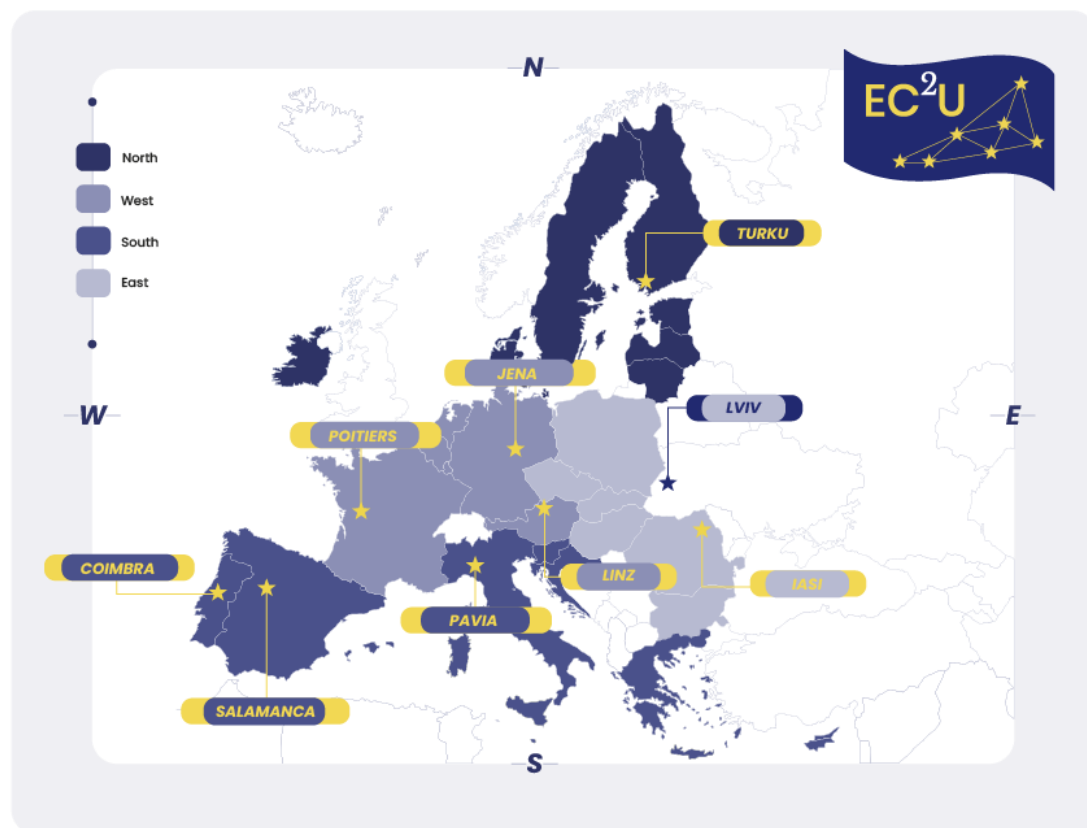
Geographical balance

Figure 2 below locates the eight FP Universities of the EC2U Alliance and the AP University (Ivan Franko University Lviv, Ukraine) on the map of Europe: the **consolidated consortium strengthens an already geographically balanced pan-European campus**, linking together cities and administrative regions from the four geographical regions of Europe (North, South, East and West). The new eighth **FP University, Johannes Kepler University Linz**, located in Austria, provides an easy gateway to the central part of Europe. The **AP University, Ivan Franko University Lviv** located in eastern part of Ukraine, is established in a neighbouring third country, not yet associated to the Erasmus+ programme but part of the EHEA and Bologna Process. As Strategic Partner in the pilot phase, this university had already existing cooperation with EC2U FP Universities: its association to the new EC2U consortium thus **offers immediate strategic cooperation opportunities and potential future geographical expansion** of the EC2U Alliance when eligible.

The selection of the future ninth FP University is based on the same criteria that were applied for JKU and Ivan Franko University Lviv, and that were developed during the pilot phase under the deliverables “Political and Financial Sustainability Plan” and “Internationalisation Plan”. The criteria include the adequacy with:

- EC2U mission and vision
- HEI profile
- Local and regional role and impact
- Expansion of geographical coverage.

Hence, geographical diversity of the EC2U Alliance is not the cause, but the effect of existing cooperation among the FP and AP Universities. The expansion of the EC2U Alliance is offering a unique opportunity to develop this cooperation to an unprecedented level and in all missions of the Knowledge Square. The results achieved during the pilot phase demonstrate that the seven pilot FP Universities do complement each other; the integration of two new FP Universities and one AP University is ensuring to the EC2U Alliance the necessary diversity to achieve more than what can be done by individual partners. Particular attention is paid to ensure that all students and staff from new EC2U Universities have equal opportunity to get involved in the Alliance activities.





Description of FP Universities

The University of Poitiers

Founded in 1431, the University of Poitiers (UP) is one of the oldest European universities and, as such, is a founding member of the Coimbra Group of Universities. For more than 580 years, the UP has a major influence on the cultural life of the city and plays a major socio-economic role. Its mission is articulated around the Knowledge Square: disseminating knowledge and culture to the greatest number of citizens, strengthening the cooperation between places of knowledge creation and socio-economic actors, integrating its real estate strategy into the city urban development. Thus, the University's trademark is the promotion of the "university in the city" via the Poitiers Declaration launched in 2016. Below, a few recent initiatives implemented in strategic fields justify its engagement in the EC2U Alliance: UP has defined its strategy based on three UNSDGs: "Good Health and Well-Being", "Quality Education" and "Sustainable Cities and Communities" and made it the central focus of the recently awarded French Excellence project "UP-SQUARED" (2022-2032); The French Excellence project "Dem'UP" (2022-2025), aims at increasing student success through various demonstrators integrating innovative pedagogical practices such as virtual reality/augmented reality, digital simulation, serious games, etc.; Since 2018, 3 of its 42 laboratories/research institutes have been ranked in the top 10 of all French laboratories in terms of cooperation with private sectors; Being awarded with the "DDRS" label (Label for Sustainable Development and Social Responsibility), UP has defined its Sustainable Development Master Plan to implement its commitment to the ecological and energy transition; UP has reinforced its social, psychological and financial support since the different crisis (e.g. COVID, support for refugee students and researchers, more recently for Ukrainian and Russian students and academics) and has also strengthened its physical and mental health service for students, set up a Health and Quality of Life at Work unit for its staff and developed a Gender Equality Plan (GEP) and a Disability Master Plan 2021-2025: "for an inclusive and non-discriminatory university". UP has been also awarded the HRS4R label in 2020; The label "Welcome to France" and the "Welcome Month" are hallmarks of UP as a welcoming and inclusive campus in strong cooperation with student associations and the municipality; the "Good Practice" label awarded by the Erasmus agency, its 100/100 rating in the new ECHE, its position as the leading European university for its success in 2022 E+ MIC projects demonstrate the management capacity of UP with respect to incoming and outgoing mobility of students, researchers and staff.

Figure 2. Geographical coverage of the EC2U Alliance.

University of Coimbra

The University of Coimbra - founded in 1290 - is one of the Portuguese universities that most foreigners attract under Erasmus+ Program and a reference in the Portuguese-speaking world. In these countries (more than 250 million inhabitants), UC is considered the Alma Mater of Portuguese language, a role which contributed to being listed as UNESCO World Heritage Site (2013). Our intense cooperation with these countries gives access to networks that can provide significant opportunities for European research and education engagement. Besides having about 20% of foreign students every year (pre-COVID), UC is also an important tourism destination, with half a million tourists every year (pre-COVID), contributing to expertise in sharing of academic heritage buildings to a wider audience and in the preservation and sustainability of these heavily used spaces. We cannot forget our recognized cultural role, which led the World Cultural Council to choose UC to host the 37th WCC Award Ceremony, held last November. Our leading role in research and innovation will contribute to EC2U: UC is the second Portuguese institution with the highest funding obtained in H2020 (EC data); furthermore, in the last two years under Horizon Europe, UC has already been granted with half the funding it had in the last seven years under H2020. UC is also in the top three Portuguese entities with the highest number of patent applications, surpassing traditional supremacy of companies (data: 1st half 2022). In the latest edition of THE Impact Rankings (April 2022), UC repeats the distinction of previous years and is once again the most sustainable Portuguese higher education institution, occupying the 26th position among 1406 institutions worldwide and being the most sustainable HE institution in EU. UC leads the EC2U VI on Sustainable Cities and Communities, an area in which we have a long tradition of research and community engagement; and in SDG 11, UC was the 38th best institution worldwide, the best Portuguese and in the EU top 5 (last THE Impact Rankings). We will also contribute significantly to the VI for Good Health and Well-being, involving the resources of our CoimbraHealth cluster, the largest hospital and health sciences cluster in Portugal.

Alexandru Ioan Cuza University of Iasi

The Alexandru Ioan Cuza University of Iasi (UAIC), the first modern university founded in Romania (in 1860), is constantly ranked 1 - 3 among Romanian Universities in terms of research, education and institutional transparency. With over 24.000 students in its 15 faculties, the University's academic offer includes over 200 degrees at Bachelor and Master level and 27 fields of study at the Doctoral level. Research at UAIC is top level, with a large participation in national and international research projects (FP7, Horizon2020, COST, bi- and multi-lateral joint research projects, etc.).

For UAIC, which became highly visible and very active internationally during the past 30 years, joining the EC2U Alliance for designing and achieving its objectives constitutes the opportunity to go beyond the



current limits of international academic cooperation, especially with regards to joint management and use of university resources, such as students, researchers and staff, labs and other facilities, but also to new educational and research fields and approaches. UAIC a signatory of the 2016 Poitiers Declaration.

Through its vision and objectives, EC2U perfectly responds to the strategy of UAIC to further integrate its education and research into the life of the city and region of Iasi, meeting the needs and expectations of their citizens. Iasi is a vibrant IT hub with over 23.000 software engineers and IT research and development staff working both for large and medium size IT companies, most of these professionals having graduated from the UAIC. The same goes for the banking and economic sector, as well as for the teaching staff of Iasi and the region (education is the main employer in Iasi). UAIC is committed to capitalize on this momentum and strengthen the cooperation with industry in designing curricula, jointly taught courses, shared research topics, etc; all these will be at the core of the EC2U project.

Friedrich Schiller University of Jena

Founded in 1558, the Friedrich Schiller University of Jena is a broad-based, research-intensive institution with a global reach and a thriving international community of about 18,000 undergraduate and postgraduate students. The University is committed to the freedom of research and teaching and contributes to shape the future by providing solutions for society's greatest challenges. Building on its interdisciplinary research profile, the university translates this commitment in its three profile lines LIGHT - LIFE - LIBERTY into innovative approaches in teaching, research and transfer. With its partners in academia, high-tech industry and top-level non-university research institutions, the University has a strong cooperative network and is the centre of an internationally recognized, vibrant, and productive scientific and economic region in Central Germany. The University cooperates with more than 200 universities and research institutions in over 50 countries. In learning and teaching the University has consistently been rated one of Germany's best universities. The University has been awarded many prestigious national grants from the DFG, the most important German funding organization. It leads a DFG Cluster of Excellence "Balance of the Microverse", 7 DFG-Collaborative Research Centres, 8 DFG Research Units and 8 DFG-Research Training Groups and is partner in the German Centre for Integrative Biodiversity Research, iDiv. As for European funding, the University hosts 14 ERC projects (7 finished), participates in 57 H2020-projects (31 finished) and 11 Horizon Europe projects. The University especially supports young scientists through its Graduate Academy with Graduate Schools and Research Training Groups as accredited members. It is a member of the Coimbra Group, European University Association (EUA), the Euraxess Network and the TASSEP Consortium. The University of Jena contributes significantly to EC2U's UNSDG-oriented teaching and research. The Jena Declaration, initiated by Prof. Benno Werlen, the UNESCO Chair on Global Understanding for Sustainability at the University of Jena, represents an international network of renowned institutions and individual actors from society and science who call for rethinking current sustainability policy and politics. The University has a Green Office to coordinate sustainability activities, signed the Charta der Vielfalt (German Charter of Diversity) and was again honoured with the Total E-Quality Award.

Johannes Kepler University of Linz

Founded in 1966, the Johannes Kepler University of Linz (JKU) is one of Austria's youngest Higher Education Institutions. As a contemporary, progressive and modern university, the JKU has managed to build and maintain a close interdisciplinary relationship between its four faculties – the Faculty of Social Sciences, Economics and Business, the Faculty of Law, the Faculty of Engineering and Natural Sciences and the Faculty of Medicine - to fulfill today's business and social demands. Research in four cross-faculty, interdisciplinary areas is currently being conducted: "Digital Transformation", "Sustainable Development: Responsible Technologies & Management", "Clinical Ageing Research" and "Healthcare Research". With the founding of the Linz Institute of Technology (LIT) at JKU in 2015, the opportunity was created to finance high risk – high gain projects. In the currently eight LIT Labs, research groups can work together on future topics such as Artificial Intelligence, IT Security, Robopsychology and Future Energy. At the newly established Kurt Rothschild School of Economics and Statistics in 2021, research focuses on Epidemiology & Public Health, the Future of Work, and Data Science. The LIT Open Innovation Center supports targeted, low-threshold knowledge transfer that can be applied directly to industries and businesses. By establishing competency centers such as the Christian Doppler laboratories, as well as spin-off companies, JKU has become an internationally appreciated partner for technologically focused corporations. Research is characterized by an interdisciplinary nature, innovative technical solutions, contemporary research and development results as well as modern alignment. JKU conducts a high level of research, underscored by award-winning faculty members. Two professors have received Austria's most prestigious research award, the Wittgenstein Award, whereas others have been awarded numerous ERC grants as well as several START awards presented to junior researchers. JKU always strives to foster internationalization and to further develop its worldwide network of partnerships and cooperations. Today, 15% of JKU students have an international background and represent over 100 nationalities. 29 anglophone fields of study and 8 joint degree programmes with foreign universities represent a strong foundation to be built upon with the EC2U European University.

University of Pavia



The University of Pavia (UNIPV) is one of the world's oldest academic institutions of higher education founded in 1361. Pavia has been a city-campus since its foundation and continues to offer to its students the experience of studying at one of the 20 University Colleges. Today, it is a comprehensive university, which covers all subject areas and is composed of 18 Departments, offering study programmes at all levels. Areas of academic excellence are medicine, life sciences and humanities/classic studies. UNIPV has been involved in establishing a unique link between universities and their cities since the Pavia Protocol in 2015 and the following Poitiers Declaration in 2016. Indeed, UNIPV is actively involved in City-campus relations continuously investing in and promoting sport activities for all. The educational model is multidisciplinary and attracts professors, researchers and students from around the world, which contribute to make its campus inclusive and international. UNIPV has a very long and successful record of Internationalization, international cooperation globally, and EU funded projects. UNIPV key aims and activities relevant for future activities within the EC2U alliance include:

- reinforcing the existing city-campus model which also combine the unique historical College system, the University/hospitals/research system and the relationship with relevant stakeholders;
- to intensify the quality of education across the Alliance thank to the distance learning centre, the unique Master degree scheme incorporating ad hoc traineeship experience (LM+ program) and the educational programs available for refugees;
- to contribute to the development of Lifelong Programmes and Micro-credentials in line with the UNSDGs goals with an outreach policy linking education, research and the job market.

University of Salamanca

The University of Salamanca (USAL) was founded in 1218 and is one of the three oldest universities in Europe, boasting a wide range of Faculties and Research Institutes in Sciences and Arts. It is the university of reference in its region and beyond, as well as the "Alma Mater" of nearly all historical Latin American universities. It offers a wide range of Studies to about 35,000 pre-graduate, post-graduate, and PhD students every year. More than 3,200 researchers work at USAL in 26 Faculties Research Institutes. USAL is a public institution with an extensive experience and tradition of research in the fields of health sciences, biology, language studies, education, etc. It has 224 recognized Research Groups belonging to the areas of Art and Social Sciences and the Humanities, Natural Sciences, Health Sciences and Engineering. It has been granted a large number of European projects (RTD European Framework Programmes, Horizon Europe, and other European Programmes/Actions like ERASMUS+, LIFE+, Interreg, DAPHNE, COST Actions, etc.). USAL has thus a very extensive experience in the development and management of more than 100 European projects and research networks. USAL is a signatory of the 2016 Poitiers Declaration. Regarding teaching and research activities, USAL is particularly strong in two areas closely related to the future activities of the Alliance: quality education and health. In both areas, USAL scores very highly in international rankings and can decisively contribute to define new spaces of collaboration among European universities, to harmonise educational and research structures based on best practices, and to export the proposed Alliance model to other parts of Spain and Latin America. Due to its internationalisation activities and close ties in some parts of the world, USAL also reaches out to all continents, particularly to Latin America and East Asia. Therefore, the USAL can actively contribute to shape at a regional, national, European, and global level the Alliance from a European and Iberoamerican perspective. In addition, USAL is designated as the network secretariat of the European Network of Innovative Higher Education Institutions (ENIHEI) and leads the European-Iberoamerican Space for Higher Education.

University of Turku

The University of Turku (UTU) was established in 1920, although its origins reach as far as the Royal Academy of Turku, founded in 1640. Today, UTU has over 22,000 students and over 3,300 staff members (10.7% international, 59.6% female). UTU is a multidisciplinary and internationally competitive university dedicated to high-level scientific research. It is recognised for the quality of its research and teaching, and for its excellent support services. As one of the leading universities in Finland, UTU offers study and research opportunities in eight faculties and five independent units. In the 2023 QS ranking, University of Turku is the 291st best university in the world, and the third in Finland. In the Shanghai Global Ranking of Academic Subjects 2022, UTU was ranked in 24 subjects. UTU is a member of the Coimbra Group and a signatory of the 2016 Poitiers Declaration. Almost 2,300 international students from over 100 countries study annually at the UTU. Since June 2013, the European Commission has awarded UTU the right to use its 'HR Excellence in Research' logo. UTU's strategic research and education profiles for 2021–2030 are: Biodiversity and Sustainability; Future Technologies and Digital Society; Cultural Memory and Social Change; Children, Young People and Learning; Health, Diagnostics and Drug development; Sea and Maritime Studies. These are perfectly in line with the Alliance's aims, and thus highly relevant for the Alliance. Internationality, free, open and effective science, responsibility, co-operation, interaction and equality values are emphasized throughout these strategical aims of the University. UTU has a strong focus on the support of entrepreneurial and innovation actions and city collaboration. This is also highly relevant for the Alliance's future activities bearing in mind the alliance's aspiration to strong collaboration



with the city and socio-economic world. The Virtual Institutes and Master Programmes are in line with current expertise of UTU.

UTU is pursuing the goal of applying climate-related actions and the principles of sustainable development as a comprehensive, strategic theme encompassing all levels of the University community. UTU is committed to taking measures to become carbon neutral by 2025. These themes will also be encouraged in the context of EC2U cooperation.

Table 4. Description of all APs and their participation in the EC2U work plan (highlighted in light blue are the new APs)

AP	Name and type of organisation		Main aims and activity
1.1	Grand Poitiers <i>Local Public Body</i>	FR	Grand Poitiers oversees most public services for the residents of the city of Poitiers and its 40 surrounding municipalities. Grand Poitiers participates in the culture and campus life, transfer of knowledge, innovation towards the local and regional socio-economic world and in the organisation of the EC2U Fora.
1.2	Institut des Hautes Etudes et de l'Education et de la Formation (IH2EF) <i>Public Body</i>	FR	IHE2F is the central provider of training and professional development courses for managerial staff belonging to the French Ministries of Education, Youth and Sport and of Higher Education, Research and Innovation. IHE2F contributes to local, national, and European activities and plays an advisory role within the EC2U Governance.
1.3	Erasmus Student Network (ESN) Poitiers <i>Student Association</i>	FR	ESN is the student organization in international higher education. It provides opportunities for cultural understanding and self-development under the principle of SHS: Students Helping Students. ESN Poitiers fully contributes to the sustainable development of the EC2U Alliance, ensuring the Alliance's positive impact on the student community of Poitiers.
1.4	EC2U Students-Poitiers <i>Student Association</i>	FR	EC2U Students-Poitiers is an association that aims at gathering students interested in the EC2U Alliance. It accompanies and offers a frame for students to put in place their projects on sustainability, well-being, quality of education, multilingualism, multiculturalism... It also coordinates student initiatives on a local and European level and reinforces the student network among FP Universities.
1.5	Centre Hospitalier Universitaire (CHU) de Poitiers <i>Public medical & scientific institution</i>	FR	The CHU of Poitiers is a referral centre for the department and the region. The university hospital's project demonstrates its commitment to excellence, through the identification of clinical clusters considered to have development potential, in terms of their capacity to respond to public health issues, the provision of care and therapy, innovation, as well as fundamental and clinical research.
1.6	B. Braun Medical <i>Enterprise</i>	FR	B. Braun Medical is one of the world's leading medical technology companies that, for more than 180 years, aims to protect and improve the health of people around the world. It values sustainability, innovation and diversity by thinking about future generations, respecting different perspectives and by pushing the boundaries of technology in healthcare.
2.1	Camara Municipal de Coimbra <i>Local Public Body</i>	PT	The Municipality of Coimbra aims at improving life and work conditions of all its residents, implementing conditions towards innovation, economic development, sustainability, social services, culture and its intellectual and historical heritage. It participates to develop a European-level network of all Alliance Municipalities, strengthening relations, implementing common projects, increasing collaboration, mutual knowledge and the sharing of good practices, contributing to the strengthening and promotion of mobility and European values within our cities.



2.2	Comissao de Coordenacao e Desenvolvimento Regional do Centro (CCDR) <i>Government Decentralized Agency – Regional Authority / Regional Public Body</i>	PT	The CCDRC main objectives are to implement environmental, land use and urban planning policies as well as regional development policies, to encourage the coordinated action of decentralized regional services and to provide technical assistance to local authorities and their associations. It contributes to the pursuit of the great objectives of regional and national space cohesion and for strengthening competitiveness around the enhancement of regional resources and the promotion of innovation, being the coordinator of Research and Innovation Strategy for Smart Specialization (RIS3) in Centro Region of Portugal.
2.3	Erasmus Student Network (ESN) Coimbra <i>Student Association</i>	PT	ESN Coimbra - a section of the Portuguese network and of the international one - is the key volunteer student organization. It aims at supporting students while on exchange programmes, supplying information and help of any kind that can be voluntarily given by its members, and providing opportunities for self-development and cultural understanding. Besides this support, the ESN also contributes to activities related to culture, sports and campus life.
2.4	Associação Académica de Coimbra (AAC) <i>Student Association</i>	PT	AAC is the oldest student association in Portugal, representative of all UC students. It has an active role not only in the University and in student life, but also in city life in general, with several cultural and sports groups that promote the engagement with multicultural city entities. AAC contributes to engage the UC' student community in EC2U and to help implement its activities.
2.5	Centro Hospitalar e Universitário de Coimbra (CHUC) <i>Medical & scientific institution</i>	PT	CHUC is formed by a network of hospital units, services and technologies structured and integrated to provide high quality and differentiated health care, in a context of training, teaching, research, scientific knowledge and innovation, establishing itself as a national and international reference in areas considered as poles of excellence. It occupies a top position in the Portuguese hospital structure, covering the population of the Central Region.
2.6	Instituto Pedro Nunes (IPN) <i>Private non-profit organisation</i>	PT	IPN aims at leveraging a strong university-enterprise relationship for the promotion of innovation, rigor, quality and entrepreneurship in private and public sector organisations by acting in three complementary areas: research and technological development, consultancy and specialised services; incubation and acceleration of businesses and ideas; highly specialised training and promotion of science and technology. IPN can contribute to identify gaps and to develop strategies in these areas, through its experience and way of acting.
2.7	BluePharma <i>Enterprise</i>	PT	Bluepharma is a privately-owned Portuguese company that has grown, in 20 years, from a manufacturing plant to a pharmaceutical group of 20 companies and more than 750 employees, covering all stages of the pharmaceutical industry value chain. Powered by an innovation and technology driven culture, it offers an integrated approach, providing support on all steps of high potency products development - from R&D to market -, maintaining genuine concerns for sustainable development. It contributes to EC2U in the fields of innovation, internationalisation, partnerships, quality and sustainability.
3.1	Municipiul Iasi <i>Public Body</i>	RO	The Municipality of Iasi provides city services for all its residents and performs activities aiming to ensure and improve the economic, social and environmental well-being. As an EC2U AP, it provides support in the implementation of project activities related to cultural events, well-being and dissemination.
3.2	North-East Regional Development Agency of Romania (ADR North-East) <i>Public Body</i>	RO	The ADR North-East develops strategies (e.g., the regional smart specialisation strategy), attracts resources, identifies and implements financing programmes and offers services to stimulate sustainable economic development of the region. As an EC2U AP, it provides support in the implementation of project activities related to sustainable cities and communities.



3.3	Erasmus Student Network (ESN) Iasi <i>Student Association</i>	RO	ESN Iasi is the local section of ESN. It provides support in integrating international students, it is involved in dissemination and promotion of project activities and, together with the other local EC2U ESN sections, it designs new student initiatives meant to strengthen the EC2U student community.
3.4	Institut Regional de Oncologie Iasi (IRO) <i>Medical & scientific institution</i>	RO	The IRO is a public hospital which provides oncological services for patients from the whole North-East region of Romania and develops and implements cancer screening programmes. Through its dedicated centre, the Institute also focuses on research in translational medicine. The Institute will be a valuable partner of the alliance, given its focus on health and well-being of the community.
3.5	Romanian Agency for Quality Assurance in Higher Education (ARACIS) <i>Public Body</i>	RO	The ARACIS performs the evaluation and accreditation of all higher education study programmes at national level. Within the EC2U Alliance, it provides support in the development of the preparatory steps for the design and implementation of future European diplomas.
3.6	Antibiotice SA Iasi <i>Enterprise</i>	RO	Antibiotice is one of the most important Romanian producers of generic drugs, present in Romania and other 75 countries, ranked first worldwide among the pharmaceutical manufacturers of the Nystatin active ingredient production. A joint-stock company whose main shareholder is the Ministry of Health, it is a company of strategic value for its services to the community.
4.1	Stadt Jena <i>Local Public Body</i>	DE	The Municipality of Jena provides services for all its residents and performs various activities to promote and ensure the economic, social and environmental well-being of the citizens through economic development, social services, the communal education system, culture and care for the intellectual and historical heritage.
4.2	Europäisches Informations-Zentrum (EIZ) <i>Public Body</i>	DE	EIC in the Thuringian State Chancellery is a well-known institution in the European political landscape of Thuringia providing information on major European topics in accordance with the communication priorities of the EU. The main target groups are citizens and in particular the youth.
4.3	Erasmus Student Network (ESN) Jena <i>Student Association</i>	DE	ESN Jena is the local section of ESN. It provides support in integrating international students, it is involved in the promotion and the dissemination of EC2U activities. With the other local EC2U ESN sections, it designs new student initiatives meant to strengthen the EC2U student community.
4.4	Universitätsklinikum (UKJ) <i>Public medical & scientific institution</i>	DE	UKJ is the largest medical centre in Thuringia and the medical school and research centre of the FSU Jena. As the largest employer in the region, its 26 clinical centres and 25 institutes provide care for 53,000 in- and 275,000 outpatients yearly. Students can study medicine, dentistry, molecular medicine and medical photonics. Scientists participate in both fundamental biomedical research and in patient-related clinical research.
4.5	JenaVersum e.V. <i>Network organisation</i>	DE	JenaVersum is the network of science, business and the city in the region of Jena. It is a non-profit association for the promotion of science and research. Stakeholders from the scientific community, business and city spheres interact and collaborate to form the basis for outstanding research findings and innovative developments. It stands for the successful implementation of sustainable goals and ideas to strengthen collaborative research and living.
4.6	medways e.V. <i>Network organisation</i>	DE	medways e.V. is the industry association for medical technology and biotechnology in Jena which supports member companies, research institutes and universities in innovation in the diagnosis and treatment of age-related diseases in the following ways: development and market launch of medical products; project acquisition, partner search, and monitoring; public relations in research and development projects; expert training and education, e.g. on regulatory framework conditions for medical product development.



5.1	Stadt Linz <i>Local Public Body</i>	AT	Linz – Austria's third largest city - is the capital of the region of Upper Austria and the centre of the country's second largest metropolitan area. Once considered a dusty "steel city", Linz went through a remarkable transformation by implementing strict environmental standards and through numerous cultural activities, including the Ars Electronica Festival and the European Capital of Culture in 2009.
5.2	Land Oberösterreich <i>Public Body</i>	AT	Upper Austria is a federal state of Austria and is bordering Germany and the Czech Republic. Through exchanges within the EC2U Network of APs, socio-economic cooperation with other comparable European regions is deepened. The participation of Upper Austria in EC2U activities, such as in WP10, contributes to make the Knowledge Square a reality.
5.3	Erasmus Student Network (ESN) Linz <i>Student Association</i>	AT	ESN Linz is a non-profit association of students that strives to support student mobility. They facilitate integration of international students to the JKU student life on and off campus, they also foster cultural understanding through a mentor programme as well as various activities and events. ESN Linz contributes to the activities related to culture and campus life and to the strengthening of the Knowledge Square.
5.4	ÖH JKU <i>Student Association</i>	AT	ÖH JKU is JKU's Union of Students, the legal representation of all JKU students. It advocates for the students' interests and strives to improve the everyday situation of students through numerous services. It contributes to the activities related to culture and campus life and to the strengthening of the Knowledge Square.
5.5	Kepler Universitätsklinikum GmbH (KUK) <i>Medical & scientific institution</i>	AT	The KUK is Austria's second largest hospital. It provides since 2015 state of the art medical treatment, has established tight links of research collaboration with JKU, and together with the medical faculty successfully explores innovative ways to train medical students.
5.6	Wirtschaftskammer Oberösterreich (WKOÖE) <i>Official board of trade</i>	AT	As the representative body for the interests of local companies, WKÖÖE represents the concerns of its members externally, advocates for business-friendly framework conditions and works together with the specialist groups as part of the social partnership in negotiating collective labour agreements. The participation of the WKÖÖE in EC2U activities contributes to the Knowledge Square.
5.7	Linz Center of Mechatronics (LCM) <i>Enterprise</i>	AT	LCM is where science meets industry. They are committed to successfully transfer the latest mechatronics research findings to the industrial environment in the form of profitable and innovative solutions. LCM has broad experience with cooperative European research projects and offers internships and projects for Master's thesis to students.
6.1	Comune di Pavia <i>Local Public Body</i>	IT	Pavia is the capital of the fertile province of Pavia, one of the 11 provinces of the Lombardy Region, which is known for a variety of agricultural products, including wine, rice, cereals, and dairy products. The city is characterized by the dense presence of both artificial and natural water canals and a rich historical, artistic and monumental heritage.
6.2	Information Centre on Academic Mobility and Equivalence (CIMEA) <i>Association</i>	IT	CIMEA supports academic mobility in all its forms and facilitates the understanding of the components of the Italian and foreign higher education and training systems; promotes the principles of the Lisbon Convention in the field of academic qualification recognition. It is the official Italian centre within the NARIC - National Academic Recognition Information Centres – network of the European Union and the ENIC - European National Information Centres – network of the European Council and of UNESCO.
6.3	S.T.E.P. Erasmus Student Network (S.T.E.P. ESN) Pavia <i>Non-profit organisation</i>	IT	ST.E.P. stands for STudenti Erasmus Pavia and was established in 1992. The association has the task to create and maintain a network between European Universities boosting the mobility of students and developing the figure of the European student. Since its foundation till today, it's a solid institution for both international and local students that want to experience European integration.



6.4	AIIESEC <i>Student Association</i>	IT	AIIESEC is a global platform for youths to explore and develop their leadership potential. It is a non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. The local section in Pavia has been active since the '70s.
6.5	Fondazione I.R.C.C.S. Policlinico San Matteo (IRCCS OSM) <i>Medical & scientific institution</i>	IT	The IRCCS OSM is an institute for scientific hospitalization and treatment among the most important in Europe and it is also a laboratory of clinical experimentation from 1400. It is created upon a Decree Law of the Ministry of Health, and it is an important institution both nationally and internationally, it cooperates with different universities such as Johns Hopkins Medicine International, Irvine University California and Boston University.
6.6	C.U.S. Pavia (Pavia University Sports Centre) <i>Association</i>	IT	The C.U.S. Pavia is an amateur sports association founded in 1967. It is an autonomous entity, which encourages the practice, dissemination and enhancement of physical education and sports activities for the benefit of both university students, and the entire citizenry, and especially young people. It is affiliated with CUSI (Italian University Sports Centre).
6.7	Polo Tecnologico di Pavia <i>Enterprise, technology park</i>	IT	The Technological Pole is an environment that hosts and promotes the growth of entrepreneurial ideas in the area. Born in 2012, it aims at coordinating the internal activities of a Science and Technology Park. It is composed of 3 buildings including offices, laboratories, coworking spaces and a conference centre with high technology equipment.
6.8	Assolombardamonza <i>Network organisation</i>	IT	Assolombarda is an association of companies that operate in Milan and the provinces of Lodi, Monza Brianza and Pavia. It is the most important association in the whole Confindustria System and takes care of around 7000 national and international companies that produce goods and services. It supports the interest of the associated companies when interfacing with institutions and stakeholders and offers consulting services.
7.1	Ayuntamiento de Salamanca <i>Local Public Body</i>	SP	The Municipality of Salamanca is a local public body and competencies in local administration, culture, local economy, etc. As Salamanca is a UNESCO World Heritage city, the Municipality will play an important role in offering students a very safe environment and an excellent university atmosphere, one of the objectives of WP2, as well as promoting an entrepreneurial environment to foster growth in the city, following the aims established by WP6 and WP7.
7.2	Consejería Educacion de la Junta de Castilla y Leon <i>Regional Public Body</i>	SP	The Autonomous Government of the Region of Castile and León is the regional public autonomous Government of the Region of Castile and León with a wide range of competencies, among them culture and universities. The region actively participates in the regulation and accreditation of new degrees and programmes, in financing project-related activities (like students grants and research mobilities). It also contributes to areas related to quality of education under WP5 and will also contribute to fostering WP7 activities.
7.3	Erasmus Student Network Salamanca <i>Student Association</i>	SP	ESN is the student organization in international higher education - Provides opportunities for cultural understanding and self-development under the principle of SHS – Students Helping Students. ESN Salamanca is strongly involved in the EC2U Forum and will provide support for the implementation of WP2 Inclusive, engaged, and mobile EC2U Community the EC2U and in promoting the use of the EC2U Student Card.
7.4	Complejo Asistencial Universitario de Salamanca <i>Medical & scientific institution</i>	SP	The IBSAL was established in 1976 to take care of patients in receipt of Social Security benefits. It was therefore created with the following institutions: Teaching Hospital, Virgen de la Vega Hospital, Virgen del Castañar Hospital, Los Montalvos Hospital and the Specialist Centre of Ciudad Rodrigo. The contribution of the Hospital is highly valuable to achieve the objectives established under WP4 as well as under WP9.



7.5	Parque Científico USAL <i>Research centre</i>	SP	The USAL Science Park aims at contributing to the transfer of knowledge from classrooms and laboratories to society. It was created in 2005 by the USAL as a strategy to strengthen the interaction between the university scientific environment and the industrial fabric, based on a connection between: the University, the Company, and the Public Administration. It actively participates to strengthening the Knowledge Square in the fields of research and innovation. Its input to the Alliance is essential to achieve the implementation of the WP 3 and many other tasks related to WP9 as well as under WP8.
7.6	Camara Oficial de Comercio de Salamanca <i>Official board of trade</i>	SP	The Chamber of Commerce of Salamanca is the official board of trade, a local organization of businesses. It represents Salamanca's economic and business world. It supports activities related to WP6, as well as the Entrepreneurship, Innovation & Transfer Experts' Network of the Alliance.
7.7	Iberdrola <i>Enterprise</i>	SP	Iberdrola is the biggest global energy leader in Spain, opening the path to renewables and smart grids. It has a diversified portfolio of businesses and geographies in many countries in Latin America. Most of the group's long-term investment plan is aligned with the green investment criteria included in the European Union taxonomy. It is a key player to achieve the objectives settled by WP6 as well as any other related to the WP9.
8.1	City of Turku <i>Local Public Body</i>	FI	The City of Turku and University of Turku have signed a Strategic Partnership Agreement, where partners aim to develop the prerequisites for well-being and particularly internationality in the region. The goal of the partnership is to strengthen the expertise capital, prerequisites for successful business life, and competitiveness of the region. There are also plans for multidisciplinary experiments between different actors to reach the sustainable development targets and support the green transition. A good example of work for increased internationality is the EC2U Alliance, in which both the University and the City have an active role. This cooperation fosters the goals set for this strategic partnership and for the EC2U Alliance.
8.2	Varsinais-Suomen Liitto <i>Regional Public Body</i>	FI	The Regional Council of Southwest of Finland has a strong mission in its strategy 2040+: to build sustainable partnerships. Therefore, they are working closely with municipalities, universities, regional development agencies, NGOs and companies, and it acts as a support organization and facilitator for the cooperation. Through this mission, their aim is to speed up the region's green and fair transition, strengthen the joint commitment to the industries' growth targets, open new routes for skilled workers to our region, and build wellbeing and collaboration within all sectors and demographic groups. These goals of the mission support the key topics of EC2U.
8.3	Erasmus Student Network (ESN) Turku <i>Student Association</i>	FI	ESN Uni Turku provides free-time activities mainly for international students. Additionally, they aim at fostering the integration between the exchange students and the local students in Turku and openly welcome all internationally minded students to join in. Many of their active members have been exchange students themselves or are internationally minded people, who enjoy meeting new people, organizing different kinds of events, trips and activities in order to introduce Finnish culture, habits, traditions and student life. Students and mobilities are in the core of the EC2U Alliance and therefore, it is natural to have ESN as an Associated Partner.



8.4	Varsinais-Suomen Sairaanhoidopiirin Kuntayhtymä (TYKS) <i>Medical & scientific institution</i>	FI	TYKS offers extensive specialised health care services to the residents of the region. Additionally, it is responsible for the availability of University Hospital level services in the hospital districts of Satakunta and Vaasa. They have nine Units of Excellence, which aim to strengthen the competitiveness, innovation and research position, and clinical excellence of the university hospital. TYKS offers wellbeing services of the county of Southwest Finland. Their vision is to belong to the community of leading health care researchers and their strategic partner is the University of Turku. Health and well-being are essential themes in EC2U cooperation and therefore, TYKS is a natural AP.
8.5	Turku Science Park <i>Independent and impartial expert company / regional body</i>	FI	The Turku Science Park is a non-profit development company for the entire Turku subregion that works in close cooperation with local, national and international actors in the fields of business and economic development. As Finland's most dynamic business and innovation cluster it stands out with its multidisciplinary focus, boldness and exceptionally strong community spirit. It forms a strong basis for entrepreneurship and innovation, which increases the EC2U cooperation towards local businesses and innovation hubs. In addition, growth companies provide many attractive career and investment opportunities. Furthermore, Turku Science Park is giving guidance and support at every step on the way, whether it is about starting a start-up company or an entrepreneurship career.
8.6	Wärtsilä Finland Oy <i>Enterprise</i>	FI	Wärtsilä Finland Oy is a global leader in innovative technologies and lifecycle solutions for the marine and energy markets. They emphasise innovation in sustainable technology and services to help their customers continuously improve their environmental and economic performance. The University of Turku and Wärtsilä Finland Oy have signed a strategic partnership agreement with the objective of advancing the diverse and sustained collaboration between the parties to strengthen sustainable well-being, competitiveness, and vitality through research, education, and societal interaction. One natural way of deepening the cooperation is via EC2U Alliance. Partnerships have a key role in the development of new innovations and business models. The goal is to launch joint research projects, but also increase the students' professional life contacts through projects, visits, internships, etc.
9	Siemens Healthineers (SH) <i>Enterprise</i>	DE	SH is a leading worldwide medical technology company. Everyday patients benefit from SH innovative technologies and services in the areas of diagnostic and therapeutic imaging, laboratory diagnostics and molecular medicine as well as digital health and enterprise services. SH highly contributes to the EC2U activities related to the strengthening of the Knowledge Square.
10	Ivan Franko National University of Lviv <i>Public university</i>	UKR	Ivan Franko National University of Lviv -founded in the 17th century- is considered today one of the most prestigious institutions in Ukraine. It gained high international prestige and became a powerful scientific centre. It plays a key role in the EC2U joint activities as a strategic AP.
11	Coimbra Group of Universities <i>NGO – European network of comprehensive universities</i>	BE	Founded in 1985, the Coimbra Group is an association of long-established European multidisciplinary universities of high international standard. The Coimbra Group has an active role in the dissemination of results of EC2U Alliance by promoting the good practices and linking EC2U with other Alliances.



2.2.2 Consortium management and decision-making

The Governance of the EC2U Alliance for the consolidation phase is a continuation of the successful pilot modalities: it is designed to ensure optimal transparent and efficient decision-making. A particular attention is given to conflict resolution and risk management via very regular reporting and communication between all partners. Representatives from all FP Universities and of all profiles (students, staff, senior management) but also from all APs are present in all the governing bodies (see Figure 3), described below:

- **Executive Committee (ExeCo)** is the decision-making body of the EC2U Alliance, and is chaired by the Coordinator General. The ExeCo is also in charge of WP1 and WP10 due to their major role in the management and monitoring of the EC2U Erasmus+ project. Each FP University is represented by one Institutional Representative (e.g., Vice-Rector for International Affairs), one Student Representative and one Administration Representative. The ExeCo is thus composed of 28 people. Members of Global and Local Coordination Teams (see section 2.1.2) are invited to the ExeCo meetings.

The ExeCo meets every two months via online means to monitor general affairs and meets physically (if possible) once a year, at the EC2U Forum, to review the overall progress of the Alliance as well as the reports from the eight other WP Boards in order to take necessary decisions. Additional online ExeCo meetings are organized, if needed, to respond proactively to issues requiring urgent attention, e.g., conflict resolution or actual risk management. In this field, the ExeCo is supported by WP3 with a Conflict Resolution and Risk Management tool (see WP1 activities in section 4).

- **EC2U Council** is the main consultative body to the ExeCo. Its physical meetings are organized in conjunction with each EC2U Forum and thus chaired by the hosting Rector. It is sub-divided into two structures:

- **EC2U Closed Council** is the closed consultative body to the ExeCo. It is composed of the 9 Rectors and the Coordinator General. The ExeCo is invited to all EC2U Closed Council meetings.

- **EC2U Plenary Council** is the extended consultative body to the ExeCo. It is composed of 84 people: the 9 Rectors, the Coordinator General (as WP1 and WP10 Leader), the 8 WP Leaders, the 8 WP Co-Leaders, the Chair and Vice-Chair of the Student Council as well as one Representative from each Associated Partner. The ExeCo is invited to all EC2U Plenary Council meetings to ensure widest dialogue between all partners of the EC2U Alliance.

- **Student Council** is a new governing body, created “by students, with students, for students”. Though the Student Community is already well-represented in the ExeCo, this additional governing body aims at ensuring students’ active involvement and societal engagement by providing them with the opportunity to co-create their Alliance of the future. It is composed of 18 Student Representatives (2 for each FP University, one being already a member of ExeCo), including one elected Chair and Vice-Chair. The Representatives from associated Student Associations (12 in total, c.f. full list of APs in section 2.2.1) are invited to the Student Council meetings that are organised every six months at a different FP University, in conjunction with the EC2U Forum and the EC2U Student Event (see WP2 in section 4).

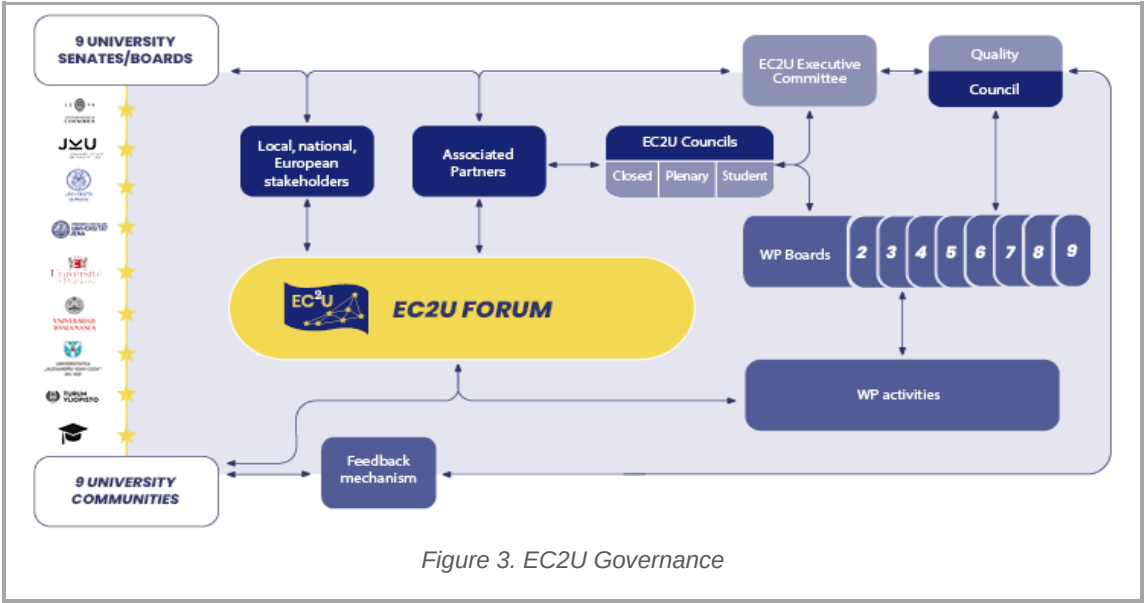
- **Quality Council** is the independent consultative body to the ExeCo regarding the quality assessment of EC2U processes and outcomes. It is composed of 12 people: 9 internal experts in quality management (one per FP University, typically Heads of quality offices) and 9 recognized experts from outside of the Alliance.

- **Eight WP Boards** monitor WP2-to-9 activities and report to the ExeCo, EC2U Plenary Council and Quality Council. The composition of WP Boards is described in section 2.1.2.

The EC2U Governance is supported by the Global and Local Coordination Teams via the planning and monitoring tools and processes described in section 2.1.2.

Noteworthy, the highest decision-making authorities of the FP Universities are fully engaged in the governing bodies of the EC2U Alliance:

- Rectors are members of the EC2U Closed and Plenary Councils (see above): they meet physically every year during the EC2U Forum and also participate in sessions held throughout the Forum. Additional ad hoc EC2U Closed Council meetings are organised to discuss specific topics of strategic importance.
- Vice-Rectors are involved in the management of the EC2U Alliance (e.g., via exchanges of e-mails with the Global Coordination Team) and are members of the ExeCo.



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3. IMPACT

3.1 Impact and ambition

EC2U: an Alliance fit for impact

The EC2U Universities (both FPs and AP Universities) **share major similarities and fundamental values** with respect to the role of academia in society and its impact on citizen life:

- they have a **long tradition of local and regional impact** (UC since 1290, UAIC since 1860, FSU since 1558, JKU since 1966, UNIPV since 1361, UP since 1431, USAL since 1218, UTU since 1640, and Ivan Franko National University of Lviv since 1661);
- they are **comprehensive, education-driven and research-intensive universities with excellent international reputation** and listed in major national and international university ranking systems;
- the global analysis of their research outputs reveals **close disciplinary scopes and strengths**, in particular in the fields of Health and Biology, Energy and Environmental Science, Physics, Chemistry, Social Sciences and Humanities;
- they are very **active in European and international academic cooperation**, with around 500 European and international projects granted during the last 4 years⁸, thus having a first-hand perception and knowledge of the obstacles and potential solutions to reach the European Higher Education and Research Areas objectives;
- they are the main (or the only) **university in their city**, with which they have created a symbiotic link;
- they are very **similar in size**: between 18 000 and 30 000 students (for a total of approximately 200 000 students); between 2 000 and 4 000 teaching/administrative staff (for a total of approximately 25 000 personnel);
- their hosting urban areas are **located far from capital cities** and are medium-sized with **similar number of inhabitants** (approximate numbers for all cities, Coimbra: 220 000, Iasi: 400 000, Jena: 110 000, Linz: 210 000, Pavia: 100 000, Poitiers: 260 000, Salamanca: 230 000, Turku: 200 000, Lviv: 700 000);
- the **urban population profiles look alike** with strong tertiary activities and a percentage of the population directly related to the university activities (students and staff) ranging between 10 and 25%.

These similarities **provide clear strengths to the EC2U Alliance regarding attractiveness and capacity to act as major global player** in addressing the challenges of the Knowledge Square, as well as socio-economic and environmental crises.

As described in the previous sections, the EC2U Alliance promotes the global United Nations SDGs, by focusing first on a selected four: Good Health and Well-being (SDG #3), Quality Education (SDG #4), Sustainable Cities and Communities (SDG #11) and Peace, Justice and Strong Institutions (SDG #16). The first annex to the Renewed Mission Statement presents **a recent in-depth analysis of the EC2U Alliance research contribution to these SDGs** (analysis performed in cooperation with **Research Intelligence Elsevier**)². The study covers the period 2016-2021, therefore includes the first mid-term of the EC2U pilot phase. In summary, this study highlights the following key findings:

- the main research impact indicators (Field Weighted Citation Impact, Output in Top 10% Citation Percentiles and International Collaboration Indicator) of the EC2U Alliance are well above the average values calculated for the 27 European Member States ("EU27"), all research fields included;
- the same indicators have been calculated for the specific research disciplines contributing to the above-listed SDGs: the positive difference between EU27 and EC2U indicators is even more important for SDG#3; SDG#4, SDG#11 and SDG#16;
- most of the EC2U SDG-related research impact indicators have increased between the 2016-2018 period and the 2019-2021 period, suggesting an already positive influence of the EC2U Alliance.

It is therefore obvious that the **EC2U Alliance has now the critical mass and is intrinsically well equipped to strengthen its impact**. The new EC2U work plan is the perfect opportunity to multiply the Alliance's capacity to **deliver always more significant contributions to the four SDGs in particular, and to all societal challenges in general**. In this context, the EC2U Virtual Institutes have a prominent role by promoting a new type of transnational cooperation scheme that already proved to be successful during the pilot phase. The Alliance is genuinely more than the simple sum of its academic members. It aims at increasing its attractiveness and competitiveness at all levels: local, regional, national, European and global; the Alliance is "Glocal". More, it promotes synergy between all missions of the Knowledge Square, something still too underexploited at the level of classical European funding instruments.

⁸ See Annex with list of previous projects (from 2018 to 2022).



Taking a step back and looking at the Renewed Mission Statement, the ambition of the EC2U Alliance is clear: create a sustainable pan-European Campus that allows seamless mobility and forges communities of knowledge exchange via a network of joint activities that link all aspects of the Knowledge Square. This **ambition drives all EC2U activities in which people are empowered to become actors of change.**

The short and long-term combined

The short-term and long-term impact of the Alliance are very much intertwined. The work plan was constructed with the long-term strategy in mind but the **proposed trajectory has an immediate systemic impact on FP Universities**, their ecosystems, the European Higher Education and Research Areas, and the twin digital and green transitions, as detailed in the following.

WP2 promotes an “inclusive, engaged and mobile community”: institutional practices on inclusive/diverse/green mobility are transformed into **transferable guidelines, tools and services for students and staff** of the EC2U Campus and beyond. “Student Events”, “Student Challenges”, “EC2U Science Contests”, “EC2U Mobile Application” are a few examples of immediate-impact events and tools, the latter having been already qualified by external experts as a “*truly excellent student app designed to make students feel quickly at home in the various cities of the Alliance. This app could serve as a useful model in wide range of European projects*” (c.f. Final Review of EC2U Progress Report, December 2022).

WP3 pursues the development of the digital environment of the EC2U Alliance by continuing the operationalisation of the EC2U Connect Centre, as a joint digital infrastructure, and by developing new use cases and tools. For example, the EC2U Connect Centre **accompanies the FP Universities in the roll out of Erasmus Without Paper and the European Student Card, as immediate structural institutional transformations.** Furthermore, WP3 fosters innovative and immersive digital pedagogies. WP3 thus aims at creating a European Digital Alliance to support the **sharing of practices, resources, solutions and ideas with an innovative approach among all levels** of the academic community. The EC2U Digital Campus fosters creativity and capacity to think, teach and learn “out of the box” by bringing together people and resources, tools and activities from the EC2U members.

The SDG-based WP4-5-6-7 strengthen/create **Joint Master's Programmes (JMPs) characterized by innovative inter-disciplinary and flexible/“à-la-carte” curricula that ensure highly skilled workforce** for the European labour market. Support to graduates throughout their study paths and transition to the professional world is guaranteed via strong interactions with the Alliance APs from public and private sectors. The relevance of the first three JMPs (“Lifelong Well-being and Healthy Ageing”, “European Languages, Cultures and Societies in Contact” and “Sustainable Cities and Communities”) is demonstrated by their accreditation and launch during the pilot phase. The new JMP in “Peace, Justice and Strong Institutions” finds its relevance in the current European and international geopolitical contexts as it aims at providing innovative, multidisciplinary and practical training for students to learn: a) the nature of conflicts and the role of justice instruments and processes to deal with conflicts; b) peace building using disciplines of diplomacy and mediation; and c) innovative approaches and frameworks that contribute to strong institutions and the revitalisation of civil society in the EU and beyond. In addition, the four **Virtual Institutes are catalysts for knowledge and talent circulation** with a focus on early career researchers via the “PhD Networks”. The Virtual Institutes also **foster social and technological innovation to build a more sustainable future with and for citizens** of the associated cities.

WP8 is centred around the **development of strategic, interactive and shared actions under the global umbrella of Lifelong Learning (LLL)** to support personal careers and to consider the needs of job market. By adopting a perspective of LLL and personal careers, EC2U students, graduates and post-graduates are equipped to face the challenges of a society that is constantly changing. WP8 identifies subjects/topics taking into account the challenges in education and the job market and describes their contents following the micro-credential Union Standard Elements. The Alliance emphasizes **the importance of credential recognition, in line with the EU approach to micro-credentials.** Micro-credential courses are opened to all EC2U students, personnel and citizens. The courses take into account inclusion and socialization. WP8 also recognizes the importance of academic careers: a new joint EC2U umbrella structure for **doctoral training is established with the goal of making doctoral training more attractive and visible within and outside academia.**

WP9 launched a brand new “EC2U Innovation Hub” by first focusing on individual talent development through the continuation of the successful pilot Entrepreneurial Academy. The latter **ensures entrepreneurship and innovation capacities and competences of the future work force** as well as creating awareness and alertness among individuals on the various entrepreneurial opportunities in their surroundings. Secondly, WP9 **fosters joint capacity building in the field of innovation and transfer** via the design of a common Innovation-based framework to improve the state-of-play of innovation and transfer across the Alliance. This framework is supported by the Entrepreneurship, Innovation & Transfer Experts Network (EITEN) as a facilitator to the future pan-European interconnection of the different regional “Innovation Valleys”.

EC2U impact on its ecosystem



A differentiating factor of the EC2U Alliance is the deep link that all FP Universities have with their respective cities. As a positive collateral impact of EC2U, the pilot phase has seen the creation of strong and sustainable inter-connections among the associated municipalities. Of course, all Universities inherently allow for knowledge accumulation and cross-fertilisation of ideas, but the **transnational cooperation with municipalities allows EC2U to go beyond usual practices, by directly contributing to the economic, social, local, and regional development**. To give but a few concrete examples: the pilot EC2U Think Tanks have gathered a diversity of stakeholders, including citizens, to develop guidelines/recommendations/policy papers that answer local and global societal challenges. The new work plan intensifies this unprecedented impactful activity under WP10. Similarly, the future Covenant of Mayors (WP6) is focused on Climate Change by providing solutions to the needed green transition via collaborative exchanges between academia and public entities (see section 4).

The contribution to regional development is further **guaranteed by the effective participation of APs from the private and socio-economic sectors including SMEs and large-scale companies** (AP1.6 B.Braun Medical; AP2.7 BluePharma; AP3.6 Antibiotice SA Iasi; AP5.7 Linz Center of Mechatronics; AP7.7 Iberdrola; AP8.6 Wärtsilä Finland Oy; AP9 Siemens Healthineers). This allows the consolidation of EC2U activities, for instance by providing professional opportunities to graduates from EC2U J MPs and EC2U PhD Networks, and by participating in activities led by the Virtual Institutes. A typical example is the integration of the Research University Hospitals to the consortium, which is providing an unprecedented dimension to the Virtual Institute for Good Health and Well-being.

EC2U as a model for the future

The EC2U Alliance is perfecting its model for the University of the Future by continually challenging the European Higher Education and Research Areas, with the objective of **sharing its results and outputs with the wider community**. A most recent example is the **participation of EC2U in the 2022 pilot call for the European Degree label under the Erasmus+ programme**, in direct collaboration with other Alliances (ED-AFFICHE proposal with Una Europa, 4EU+, CHARM-EU, EU-CONEXUS and Unite!, see section 1.3) to examine, test, and facilitate the implementation of a future European Degree. Additionally, the new work plan incorporates a significant number of activities leading to the **creation and dissemination of joint guidelines, recommendations, and reports on particularly relevant topics** for other Alliances in particular but also individual Universities in general; these include (non-exhaustive list): inclusive/diverse/green mobility best practices, immersive digital pedagogy, identification and resolution of accreditation barriers for joint degrees, implementation of micro-credentials, joint and quality-based doctoral training, etc.

The EC2U Alliance strives to **develop a framework that is long lasting and transferable to other Higher Education Institutions and Alliances**. With this ambition in mind, EC2U openly shares best practices via open multiplier events such as the annual EC2U Forum that includes a recurring Higher Education Round Table: the EC2U Alliance nurtures its pioneering spirit **in coherence with the objectives of the European Strategy for Universities and the New European Innovation Agenda**.

Overall, the impact of the EC2U Alliance is multi-fold, and it is given a specific attention via the Quality and Impact Monitoring Mechanism that regularly measures and evaluates the Alliance's impact via specific KPIs (section 1.2) and a variety of feedback and analysis mechanisms that are based on pilot practices (e.g. Quality Assurance Plan and pilot mechanism for collecting feedback from students and staff) but also new practices identified in the relevant literature and other Alliances/Universities.

In the end, the impact on the different target groups is summarised in the Table 5 below.

Table 5. Benefits and impact on target groups.

Target groups	Impact and benefits
Students	- Contribution to bottom-up decision-making processes where the voice of students is heard and taken into consideration with the implementation of activities - More accessible mobility and peer-to-peer networking - Communication and relationship skills - Creation of a common culture around shared values and strengthening of a European identity - Intercultural exchanges and learning opportunities - Multilingualism - Adaptation capacity to new environments - New skills and competences – and notable gateways into professionalization - Cooperation opportunities with local and European stakeholders - Access to a network of researchers, academic staff, and stakeholders
Staff (Administrative and technical)	- Contribution to bottom-up decision-making processes - More accessible mobility and peer-to-peer networking



personnel, Teachers, Researchers)	- Creation of a common culture around shared values and strengthening of a European identity - Intercultural exchanges and learning opportunities - Multilingualism - Learning and professional opportunities in education and research - Adaptation capacity to new environments - Cooperation opportunities with global and local stakeholders - Access to a network of researchers, academic staff, and local stakeholders - Skill acquisition and competencies development - LLL and adaptation - Potential consolidation and improvement of procedures, practices
APs	- Contribution to bottom-up consultative bodies and to the future of the Alliance - Networking and collaboration/participation in joint projects - Intercultural exchanges - Visibility and increased credibility - Strengthening of trust-based relationships with local, global stakeholders - Sharing of expertise and collaborative practices - Pooling of resources and open dialogue with a wide range of stakeholders
Other Alliances and Higher Education policymakers	- Networking and collaboration/participation in joint projects - Sharing of expertise and collaborative practices - Concrete guidelines to solve current challenges of European Higher Education and Research Areas
Citizens	- Creation of a common culture around shared values and strengthening of a European identity - Intercultural exchanges and LLL opportunities - Multilingualism - New skills and competences – and notable gateways into professionalization - Cooperation opportunities with local and European stakeholders - Access to a network of researchers, academic staff, and stakeholders

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3.2 Communication, dissemination and visibility

EC2U: a dissemination-oriented Alliance

The EC2U Alliance fully recognises the importance of communication and dissemination, not only for the visibility of the Alliance, but also for its sustainability. Therefore, communication and dissemination are further intensified in the consolidation phase, building upon the already successful activities led during the pilot phase. In the consolidation phase, activities related to **communication and dissemination are centrally coordinated to ensure efficiency and coherence**: to this end, they are led primarily by WP10 'Impact and dissemination' which has specific sets of activities devoted to the dissemination of results and good practices, as well as communication activities related to EC2U events and opportunities. Note that WP1 is politically guiding the dissemination and communication activities, via the Executive Committee that is supervising both WP1 and WP10.

In the continuation of the pilot phase, **the EC2U Alliance has a well-defined, comprehensive Communication Strategy**, taking into full consideration the Internal, Intra-Alliance, and Extra-Alliance target groups (see detail below). This strategy is focused on **spreading core values and key messages, effectively reaching audiences** via specific communication channels, and finally **continually evaluating and improving** communication methods. Regarding the latter, communication activities and results are regularly analysed (notably via KPIs), and are subject to annual internal reports in which the impact of communication campaigns and potential improvements are evaluated.

Concretely, the EC2U Communication Strategy incorporates a wide range of activities that facilitates internal, Intra- and Extra-Alliance communication, including the regularly updated Communication Plan and the evolution of the visual identity, if needed.

Internal communication

The target group is the people involved in the management and governance of the EC2U Alliance, including Communication Teams, Global and Local Coordination Teams, WP Leaders/Co-Leaders and their board fellows, etc.

The objectives of internal communication are to ease the workflow across the EC2U Alliance and ensure transparent communication for the success of all EC2U activities and opportunities.

With regards to internal organisation, communication and dissemination are **developed on the basis of subsidiarity**: when necessary, actions are designed and implemented at the level of FP Universities, under the guidance of the Global Coordination Team. Hence, all FP Universities have an equal role in



communication and dissemination, like for any other EC2U activity. Communication-related **activities are facilitated by shared tools and services**, which include interactive communication platforms, as well as specific communication tools such as an editorial calendar, and online toolbox (providing templates, tutorials, flowcharts, etc.). Indeed, the objective here is to empower people involved in the management and governance of the EC2U Alliance to communicate on EC2U and its activities. This further ensures a coherent image/branding of the Alliance with regards to the intra- and extra-Alliance target groups. More specifically, to support the EC2U Communication Strategy in its entirety, needed resources are provided globally and locally; Briefly:

- **Human resources** are instrumental to the proper implementation of all communication and dissemination activities. The Global Coordination Team includes one Global Communication Coordinator. The latter interacts continually with a network of Local Communication Officers, with a minimum of one Officer from each FP University. Their role is to facilitate communication activities: the Global Communication Coordinator is thus in capacity to focus on the visibility of the Alliance as a common structure, while the Local Communication Officers make sure that the communication strategy is adapted to their local communities.
- **Financial resources** are crucial to carry out the planned communication and dissemination activities. The Local Communication Teams each have a budget of €28 000; the Global Coordination Team has a budget of €40 000.

The Global and Local Communication Teams meet online once a month to discuss burning topics, upcoming events, digital campaigns, etc. and actions to be implemented in each FP University to promote the EC2U Alliance at different levels. An in-person/hybrid meeting is also organised during each EC2U Forum to gather and brainstorm on specific subjects.

Intra-Alliance communication

The target groups are Students, Researchers, Teachers, as beneficiaries to EC2U activities

The objectives of intra-Alliance communication are to increase the notoriety of the EC2U Alliance and target groups participation to EC2U activities and events.

With regards to intra-Alliance communication activities, **an inclusive approach is adopted to ensure the related target groups truly feel involved in the EC2U Campus**. With this in mind, the Communication Teams fully support the communication related to WP activities and events. Concrete examples concern the promotion of the Joint Master's Programmes (in WP4-5-6-7), or the EC2U Student Events (WP2). The live-streaming and recording of relevant activities and events enable post-dissemination on specific communication channels (see below) thus providing another **opportunity to multiply the Alliance impact and intensify its visibility and long-term resonance** within academic communities.

In the new work plan, the Communication Strategy also extends its activities to incorporate the growing academic community. For example, the consolidation phase brings forth the efforts of the EC2U Alliance to communicate with researchers across Europe. A privileged approach is the **enhanced Science and scientific communication that is based on Open Science principles** and notably follow the FAIR principles (Findable, Accessible, Interoperable, Reusable).

Last but not least, the EC2U Alliance is **continuing its focus on peer-to-peer communication**, with in particular the formalisation of the EC2U Ambassador Programme. This programme was informally launched during the pilot phase and is about including students in the communication strategy, "with students, for students". Specific resources are now allocated to this activity **to ensure the full involvement of students** in the visibility and sustainability of the EC2U Alliance.

Communication to intra-Alliance target groups is facilitated by existing means of communication set up in FP Universities, including digital and physical communication tools. Importantly, the physical presence of EC2U actors on each campus makes it possible to establish a direct link with this audience.

Extra-Alliance communication

The target groups are the general public, APs, local, national, regional stakeholders, other Alliances, etc.

The objectives of extra-Alliance communication are to further **democratise EC2U events and outputs, via dynamic content, attractive format and wide distribution**, such as:

- The creation of **Institutional Awareness Campaigns** that aim at accessibly communicating on the benefits for each target group within a growing EC2U Alliance;
- A dedicated **audio-visual campaign on United Nations SDGs** whose goal is to explain the actions of FP Universities in responding to relevant issues related to the four guiding SDGs (SDG #3, SDG #4, SDG #11, SDG #16);
- **Science and scientific campaigns** to international teams of researchers guided by Open Science principals, core to the EC2U research activities.

Communication channels



The **EC2U website** (<https://ec2u.eu>) was developed under the pilot phase: it is the primary source of information and services for students, staff, researchers, citizens, and other stakeholders, the global target audience of this tool. It was qualified by external experts as *“truly excellent”* (c.f. Final Review of EC2U Progress Report, December 2022). The EC2U website structure is built: 1. **to inform** users about the global activity of the Alliance, 2. **to share news and events** with the global target audience, and 3. **to disseminate the results** of the main actions and policies of the Alliance. Content is managed by the Global and Local Communication Teams. Thanks to specific templates, each WP Board can suggest content to the Communication Teams for the creation of webpages and news articles. WP3 fully supports the development and implementation of the EC2U website.

The **EC2U social media** accounts were created during the pilot phase to achieve the following objectives to: 1. **raise awareness** of the Alliance and its actions, 2. **generate social gathering** and 3. **interact with the community**. Therefore, an EC2U account was opened on 5 different platforms (Facebook, Instagram, Twitter, LinkedIn, and YouTube), reaching different target groups through different editorial approaches. The Communication Teams may consider the opening of new accounts on new platforms to broaden and reach new target groups.

Dissemination

WP10 is also centred around dissemination as a whole and in particular, the sharing of global results (research findings, reports, tools, events, learning material, etc.), best practices, and experiences. Dissemination activities **encourage stakeholders to engage in officially planned initiatives but also to foster new initiatives**. The dissemination strategy of EC2U is structured in three different types of actions: 1. Open provision of the Alliance results, 2. Open EC2U multiplier events and 3. External peer networking events.

The **open provision of results** is key to EC2U and is achieved by different means:

- On the **EC2U website**, via the “Shared Documents” webpage, where deliverables, tools, reports are accessible to the general public;
- On the dedicated **“Erasmus+ Project Results” platform** serving as a database providing descriptions, results and contact information of all projects funded under the Erasmus+ programme. This platform is open to the general public. The outcomes of the EC2U Alliance are published when relevant on the EC2U Alliance that is already in place and is regularly updated.
- A **yearly EC2U public report** is addressed to the wider audience. It provides the main achievements and highlights of the past year, key facts and figures, and the upcoming events of the Alliance.

The **open EC2U multiplier events** are efficiently complementing the communication strategy and WP10 is making use of these opportunities:

- The **annual EC2U Forum** is flagship dissemination and impact event or “third space” that was successfully tested during the pilot phase and is continued during the consolidation phase. It has indeed demonstrated its capacity to transfer results and benefits to a wide range of stakeholders, incl. the APs and local communities. Best practices and experiences are also shared via Higher Education Round Tables and Citizen Science sessions;
- An **International scientific conference on SDGs** is organised for the first time at the end of the consolidation phase at one of the FP Universities with the objective of gathering EC2U and international scientific experts to present advancements towards the SDGs within the four Virtual Institutes. Collected recommendations should give rise to international projects within the EC2U Virtual Institutes, in cooperation with international partners when relevant.

The European and international visibility of the EC2U Alliance is **fostered via the active participation of the Alliance and its key staff members** (section 2) in external peer networking events. These events are organised by the European Commission or other Alliances: the EC2U Alliance was represented in 15 of such events during the first half of the pilot phase and this practice will be continued.

Finally, the **visibility of the EU funding is ensured** with the presence of the logo accompanied by the text *“Co-funded by the Erasmus+ programme of the European Union”* on all printed communication materials and results, on the EC2U website, and on working document templates. Additionally, any communication activity related to the EC2U Alliance indicates the following disclaimer *“The content of these [appropriate description] represents the views of the author only and his/her sole responsibility. The European Commission and the Agency do not respect responsibility for use that may be made of the information it contains.”*

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3.3 Sustainability and continuation

During the pilot phase, the first EC2U Erasmus+ project aimed at creating the building blocks of a long-term Alliance as well as at testing and benchmarking innovative concepts. Many of the successful pilot activities are intensified during the consolidation phase and are complemented by innovative new



activities, as described in the previous sections. In other words, **the EC2U Alliance is continuing its trajectory towards the “EC2U model for the University of the Future”**.

In view of the preparation of the new Erasmus+ project, the Executive Committee (ExeCo) decided to create, early 2022, an ad hoc Strategy Task Group (STG), composed of the seven Vice-Rectors for International Affairs, the EC2U Coordinator General and the EC2U General Administrative Coordinator. The objectives of the STG were to: 1. reflect on the broad lines of the future work plan and 2. perform an active search for new Partner Universities under the consolidation phase (the latter led to the integration of Johannes Kepler University Linz as a new FP, and the Ivan Franko University of Lviv as a new AP). Following the interactions between the STG and the EC2U Closed Council (composed of the EC2U Rectors) in 2022, it was unanimously recognised by all parties that the conditions for the sustainability of **all EC2U outputs and innovative results are bound to the financial and political sustainability of the Alliance itself**. These conditions are reviewed here, taking into account the still uncertain evolution of the European Universities initiative, beyond the consolidation phase. This review is also incorporating elements from the discussions currently unfolding under the **sub-group to the ERA Forum in charge of Action 13 of the ERA Policy Agenda 2022-2024** that aims to “Empower Higher Education Institutions to develop in line with the ERA, and in synergy with the European Education Area” via inter-alia recommendations for a policy approach to “consolidate the European Universities initiative and establish a European Excellence Initiative”⁹ (referred as “ERA Forum Action 13” below). This review also builds on a **study published in mid-January 2023 at the request of the European Parliament (CULT Committee)** on “The European Universities Initiative: first lessons, main challenges and perspectives”¹⁰ (referred as “EP study on pilot Alliances” below).

Political sustainability

As indicated in the Renewed Mission Statement, the geographical expansion of the EC2U Alliance is already becoming a reality with:

- The **integration of two new FP Universities**: the Johannes Kepler University Linz, Austria, from the beginning of the consolidation phase and another University later during the consolidation phase, with specific activities for fast-track integration;
- The **integration of a new AP University**: the Ivan Franko University of Lviv, Ukraine.

The consolidation phase is also characterized by a thematic extension, with the selection of a fourth SDG, and the implementation of new cooperation activities in capacity-building areas such as **Digital Education, Lifelong career (incl. Doctoral Training and Micro-credentials), Innovation and Transfer**. In other words, the consolidation is not a simple continuation of the pilot phase: it is a true progression towards the “EC2U model for the University of the Future”. As such, the **geographical expansion and the thematic extension demonstrate the true engagement of FP Universities and already provide a significant part of the mid- to long-term political sustainability of the Alliance**.

Another important element deals with the possibility, when appropriate, to provide a specific **legal statute to the Alliance**, as a tool for moving away from a project-based approach, among other potential benefits. Noteworthy, the EP study on pilot Alliances indicates that the creation of such legal entity could have a significant impact on the long-term sustainability of the European Universities initiative. The EC2U Governance is carefully following the discussions currently developed among all Alliances, via the FOREU2 subgroup on the “Alliances’ Legal Entity” and the future results of the projects selected under the 2022 pilot call for the Alliances’ legal statute, before taking any decision.

Financial sustainability

In the pilot phase, the FP Universities committed to support the Alliance activities by significant co-funding in addition to the European grant. This co-funding corresponded to the initial investment needed to launch an operational and sustainable Alliance. Now, in the consolidation phase, the **FP Universities continue to co-fund the Alliance development and have devised a threefold financial strategy** for the next period or “consolidated phase”.

First, during the pilot phase, a **Political and Financial Sustainability Plan** has been prepared (as a specific deliverable), after a mapping of internal and external funding instruments (another specific deliverable) that already support or could further support EC2U activities. This mapping is an added value to the consolidation phase as a database in the active search for future financial support.

Second, **new APs from private sectors** (AP1.6 B.Braun Medical; AP2.7 BluePharma; AP3.6 Antibiotice SA Iasi; AP5.7 Linz Center of Mechatronics; AP7.7 Iberdrola; AP8.6 Wärtsilä Finland Oy; AP9 Siemens Healthineers) are joining the EC2U consortium to fully engage in the activities of the consolidation phase:

⁹ https://research-and-innovation.ec.europa.eu/strategy/strategy-2020-2024/our-digital-future/european-research-area_en

¹⁰ <https://research4committees.blog/2023/01/18/publication-the-european-universities-initiative-first-lessons-main-challenges-and-perspectives/>



their participation could lead, in the mid and long term to additional financial support either in the form of direct contribution or participation to joint proposals submitted to a diversity of European and international funding instruments.

Third, in order to foster its international attractiveness and potential associated extra-resources, the EC2U Alliance has also already delivered its **Internationalisation Plan** during the pilot phase. It is composed of an updated mapping of all the components of internationalisation at EC2U members, including: 1. the existence of international campuses/offices and the number of enrolled international students; 2. the participation to international projects; 3. the membership to international networks and cooperation frameworks. This in-depth mapping allowed the identification of **joint global regions of interest** and recommendations for the internationalisation of the EC2U Alliance. The collected information should also serve the sustainability of the EC2U Alliance and allow foreseeing **synergies with European and non-European sources of funding**. Nevertheless, this EC2U financial strategy cannot be isolated from the potential evolutions of the European Universities initiative and associated regulatory and financial frameworks. The EC2U Governance, via its Associated Partner Coimbra Group (Co-Chair of the sub-group in charge of ERA Forum Action 13), is particularly interested in the upcoming discussions between the European Commission, the Members States and the Higher Education sector, where concepts inspired from existing Institutionalised Partnerships or COFUND could become potential instruments to provide long-term financial support to Alliances. Of course, such evolution would have an impact on both political and financial dimensions of the Alliances.

Priorities for the future

The EC2U model for the University of the Future is intimately **linked to the responsibility and accountability dimensions of the University towards society**. In the pursued trajectory, all activities combining a **humanistic, citizen-centred, and sustainability-oriented approach** should remain the priority, for their capacity to transform the Knowledge Square into a reality. The possibility to maintain these activities is very much depending on the available resources; the most resource-demanding actions are:

- The EC2U challenge-based Joint Master's Programmes
- The EC2U Virtual Institutes
- The EC2U Entrepreneurial Academy

These activities are at the crossroad of education, research and innovation: the development of a genuine synergy between the different European funding instruments (Erasmus+, Horizon Europe, EIT, etc.) should help their long-term sustainability. If the Alliance could maintain these activities beyond the consolidation phase, it would have truly achieved its motto: **Empower. Connect. Collaborate. Unite.**

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4. WORK PLAN, RESOURCES AND TIMING

4.1 Work plan

The new EC2U work plan is capitalising on the success of the pilot phase and is intensifying the progress made towards the general objectives and priorities of the call (c.f. section 1.1). The work plan is composed of ten Work Packages (WPs) that are described in section 1.1 and listed below: WP1-2-3-4-5-6-10 correspond to the intensification and deepening of pilot WPs, while WP7-8-9 focus on innovative activities in new thematic areas and/or new missions from the Knowledge Square.

The core activities and articulation between the 10 WPs (both thematic and operational links) are illustrated in Figure 4.

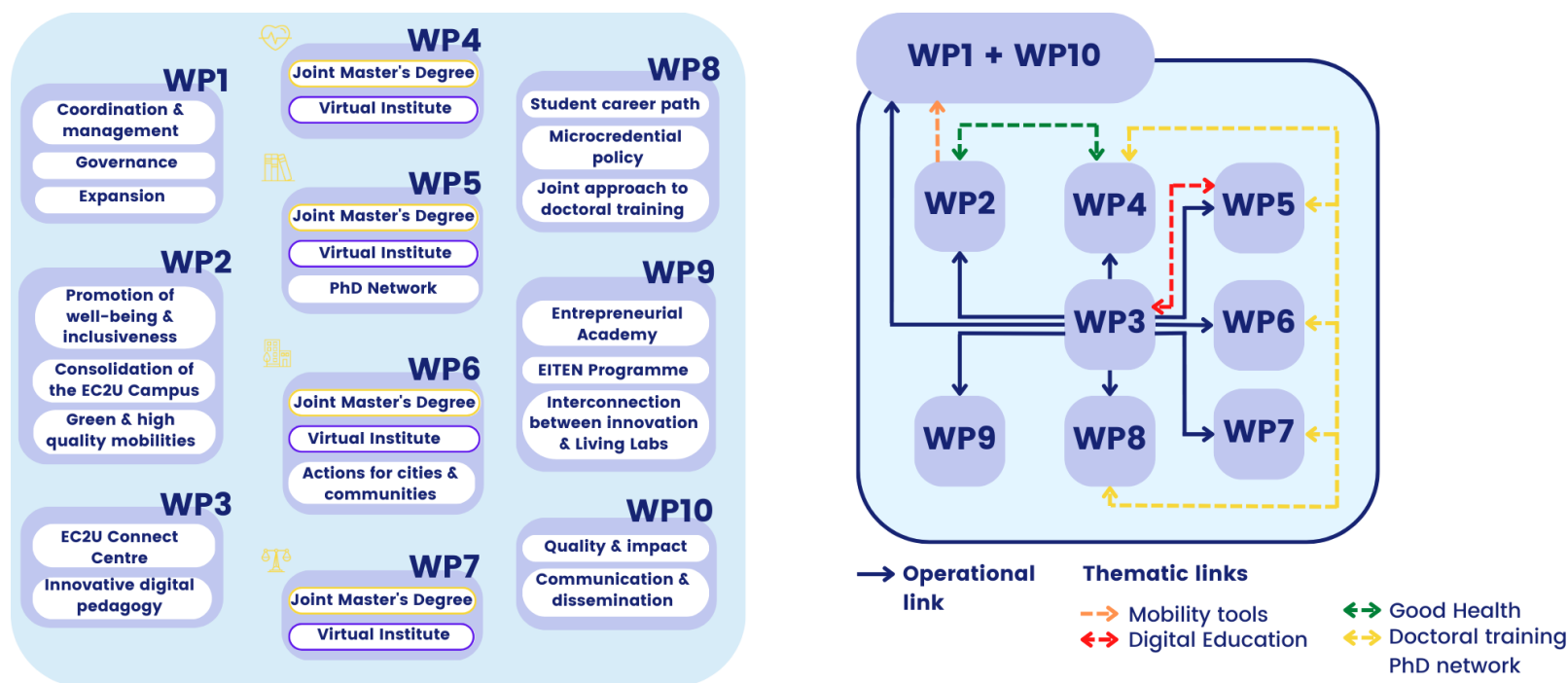


Figure 4. Core activities and articulation of Work Packages (from left to right)

4.2 Resources and timing

Subcontracting (n/a for prefixed Lump Sum Grants)

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?)
WP2	S2.1	Consolidate and expand the use of EC2U Mobile Application	Update of the EC2U mobile application “EC2U-My Mobile Tutor” and expansion of app to additional FPs. <i>Task: T2.2.3</i> <i>BEN: UTU</i>	€67 100	The EC2U App My Mobile Tutor (mmt.ec2u.eu), EC2U-MMT, was developed during the EC2U Alliance’s pilot phase and is currently used in all seven FP Universities. This product includes, firstly, a user-friendly mobile interface for students and staff to get the basic information about services, activities, events and facilities at the EC2U university and city where they are located, and secondly, an admin tool for the dedicated personnel of EC2U Alliance to update and maintain the content of their respective university and city. During the preparation of the pilot phase, an analysis of the FP Universities showed that none of them had the in-house skills/resources to develop the EC2U version of MMT: it was	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.

					thus included in the pilot work plan as “sub-contracting” and appeared as such in the Grant Agreement.	
WP3	S3.1	Technical support of the EC2U Connect Centre	IT Design and Development: technical project of the digital infrastructure <i>Task: T3.1.2</i> <i>BEN: UNIPV</i>	€125 000	Design and development of the digital infrastructure: the technologies used for the digital infrastructure of EC2U are not available at FP Universities. UNIPV will subcontract the technical design of specific digital tools (T3.1) as well as the technical support of the EC2U Connect Centre to third parties but will keep the full property of the infrastructure. Subcontracting will also involve the technical maintenance of the already existing infrastructure developed during the pilot phase.	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.
WP3	S3.2	Training on EC2U Connect Centre	Design and development of training materials <i>Task: T3.2</i> <i>BEN: UNIPV</i>	€25 000	The Alliance will need an expert in training on the digital infrastructure who is part of the developers' team. This task will be subcontracted to an external vendor with consolidated expertise in research infrastructure development in cooperation with non-academic partners like NGOs and private businesses, also involved	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.

					in the development of the digital infrastructure.	
WP3	S3.3	Research Workspace	Community development of researchers and support in the development of project proposals involving also non academic third parties; social impact assessment and ethical guidance for researchers <i>Task: T3.2.4</i> <i>BEN: UNIPV</i>	€50 000	The Alliance is not in capacity to develop the digital environment for researchers to support matchmaking for project applications, impact assessment of research, dissemination and ethical training (with a specific focus on gender gap). This will be subcontracted to an external vendor with a consolidated expertise in research infrastructure development in cooperation with non-academic partners like NGOs and private businesses.	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.
WP3	S3.4	EC2U Knowledge Hub	Interactive search tool for educational offer personalization, mobility planning, leveraging the Academic Courses and other shared datasets maintained on the EC2U Knowledge Hub. Source scouting, application integration for the development of a Job and Training opportunities Dataset, fostering opportunities for local private and public sectors. <i>Task: T3.2.5</i> <i>BEN: UNIPV</i>	€163 000	The Alliance, not having sufficient in-house skills, the decision is taken to subcontract technical developers for the matchmaking interface for the Research Workspace, the Interactive search tool for educational offer personalization and mobility planning, the application integration for the development of a Job and Training opportunities Dataset and, the Graph driven textual analysis tool. UNIPV will therefore	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.

					bring on contractors for coding activities on behalf of the Alliance but will keep full property of the products and full rights for sharing and disseminating the tools among the EC2U partners in perpetuity and without any additional fee.	
WP3	S3.5	Graph-Driven semantic classification and search engine for the harmonisation of policies	Production of taxonomies Graph Driven textual analysis Graph driven textual analysis tool <i>Task: T3.2.6</i> <i>BEN: UNIPV</i>	€145 000	The Alliance will need a subcontractor to develop taxonomies for the Graph driven textual analysis tool of documents on the career of the researchers in the Alliance. The subcontractor will act as liaison between the WP3 team and the third party vendors, for the development of the Natural Language Processing tool. The integration between subcontractors and subcontracted products and the University personnel is a guarantee for the best outcome and the technical maintenance of the digital infrastructure.	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.
Other issues: <i>If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.</i>			N/A			

Timetable

ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
T1.1																								
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T10.5																							
T10.6																							
T10.7																							

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5. DECLARATIONS

Double funding	
Information concerning other EU grants for this project	YES/NO
 Please note that there is a strict prohibition of double funding from the EU budget (except under EU Synergies actions).	
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.
N/A

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6. Annex 1: The Joint Mission Statement



Alliance of European Universities “European Campus of City-Universities, EC2U” RENEWED MISSION STATEMENT (2023-2027)

Preamble

In 2020, the Alliance entitled “European Campus of City-Universities, EC2U” was selected as one of the 41 pilot Alliances of European Universities, under the flagship “European Universities initiative” of the Erasmus+ programme. During this pilot phase, the EC2U Alliance was constituted of seven Full Partner Universities: **University of Coimbra, Portugal; Alexandru Ioan Cuza University of Iasi, Romania; Friedrich Schiller University Jena, Germany; University of Pavia, Italy; University of Poitiers, France; University of Salamanca, Spain; University of Turku, Finland**. The EC2U Consortium has included **thirty Associated Partners** (Municipalities, Regional Governments and Agencies, Science Parks and Chambers of Commerce, Higher Education stakeholders, Student Associations). The EC2U Alliance welcomed in April 2022 one Strategic Partner University: the **Ivan Franko University Lviv, Ukraine**. It will also welcome, in Spring 2023, one Associated Partner University: the **Johannes Kepler University Linz, Austria**.

At the mid-term of the pilot phase (October 2020 – April 2021), the EC2U Alliance implemented **87 deliverables** that include (non-exhaustive list):

- The creation, implementation, and development of the EC2U Consortium via **shared governance, common practices and projects**;
- The creation of **three Virtual Institutes**¹ and the launch of **three Joint Master’s Programmes**² related to specific United Nations Sustainable Development Goals (SDGs): Good Health and Well-Being (SDG#3), Quality Education (SDG#4), Sustainable Cities and Communities (SDG#11)³;
- The development of a joint digital ecosystem – the **EC2U Connect Centre** including the EC2U Interchange Platform and the EC2U Knowledge Hub – that brings the Alliance one step closer to seamless mobility and fluid intercultural exchanges with, in particular, the preparatory technical steps for the delivery of the EC2U European Card for students and staff;
- The creation of a **joint campus life** where the EC2U academic community participates in a network of common activities and flagship events such as the first **EC2U Science Battle**⁴ and the **EC2U Fora**⁵ (incl. 7 Higher Education round tables and 5 Citizen Science sessions). This campus life is supported by a

¹ <https://ec2u.eu/virtual-institutes-staff/>

² <https://ec2u.eu/for-students/ec2u-master-programmes/>

³ See Annex to the Renewed Mission Statement “Analysis of the research outputs of EC2U Alliance and contributions to SDGs in the period 2016-2021” for rationale on the selection of specific SDGs

⁴ <https://ec2u.eu/news/science-battles/>

⁵ <https://ec2u.eu/news/ec2u-forum/>

unique and innovative tool: the **EC2U Mobile Application**⁶ called “My Mobile Tutor-EC2U”, created in collaboration with all Partner Universities to facilitate seamless mobility within the EC2U Campus;

- The implementation of the **EC2U Entrepreneurial Academy**⁷ (with online modules and training weeks for students) and of the **EC2U Think Tanks**⁸ (with about 1500 participants involved in two particularly relevant topics: “European values” and “Circular economy”);
- **150 project meetings, 20 major EC2U events** (Fora, summer/winter schools, conferences), the engagement of more than **300 students and staff** in the development and implementation of the Alliance’s activities, and the participation of **1600 people** in the EC2U Fora.

The EC2U Alliance, through deepened and extended collaboration between the Partner Universities, has been a catalyst for a number of additional activities. These initiatives, based on the guiding principles and goals of the project, have been co-created and implemented in complete complementarity with the initially defined Work Programme. These additional projects answer the community’s needs and expectations by providing diverse, inclusive, innovative, and transversal activities: **cotutelle PhD theses, EC2U Ambassador programme**⁹, **Student projects**¹⁰, **Joint submission of projects to the Erasmus+ and Horizon Europe programmes**.

By the end of the pilot phase (which will end on the 31st of October 2023), a total of **82 additional deliverables** will be produced, many of them being instrumental for the future of the EC2U Alliance (non-exhaustive list):

- Organisation of several **major students events**;
- Continuation of the **Science Battles** with the final competition in Fall 2023;
- Creation of the **EC2U European Card for students and staff**;
- Results and studies from the first **research projects** within the EC2U Virtual Institutes;
- **EC2U Career Plan certificates**;
- Results from the “**Welcome to the European Classroom**” programme;
- **Political and Financial Sustainability Plan**;
- **Internationalisation Plan**;
- Continuation of the **EC2U Fora** with the last pilot Forum in Fall 2023.

All these activities will have also induced a **significant increase of in the intra-Alliance mobility**, including students, staff, teachers and researchers. Notably, several mobility opportunities will have been organised to support EC2U students in the co-creation of the **future EC2U Student Council**.

Furthermore, in 2021, the EC2U Alliance was granted with additional financial support from the European Commission via the specific Horizon 2020 call related to “Science with and for society” for the project entitled “**Research and Innovation for Cities and Citizens, RI4C2**”. This project started in September 2021 for a three-year period: it aims at extending the activities of the EC2U Alliance to the Research and Innovation (R&I) fields, in order to transform the EC2U Alliance into the core driver of a **Pan-European Knowledge Ecosystem (PEKE)** via a series of activities with relevant (local) stakeholders leading to:

⁶ <https://ec2u.eu/for-students/tools/>

⁷ <https://ec2u.eu/news/entrepreneurial-weeks/>

⁸ <https://ec2u.eu/ec2u-think-tank/>

⁹ <https://ec2u.eu/for-students/students-ambassadors/>

¹⁰ <https://ec2u.eu/for-students/student-activities/>

- A joint R&I agenda;
- Tools to support **EC2U researchers' careers** (incl. promotion of gender equality in research);
- The extension of the **EC2U Connect Centre** to R&I online support platforms;
- A joint approach to **Innovation ecosystems, Citizen Science, and Open Science**.

Many of these activities and deliverables are paving the way to the collective R&I dimension of the EC2U Alliance.

Taking stock of all these achievements, it was concluded in the mid-term report sent to the European Commission in June 2022:

“the EC2U Alliance, as a united community, is making continuous progress and its trajectory is perfectly aligned with its guiding principles:

- *Establish an operational Alliance;*
- *Create a united pan-European campus;*
- *Respond to the challenges of the Knowledge Square”.*

This progress has been recognised by experts from the European Commission in the assessment of the EC2U mid-term report:

- *“The alliance has fully achieved its objectives and milestones/outputs/outcomes for the period”;*
- *“The alliance has delivered exceptional results with significant immediate or potential impact”;*
- *“Major achievements include the establishment of 3 Masters Programmes and the creation of 3 Virtual Institutes that are already up and running. Plans that are being implemented for enhanced mobilities for students and staff are also impressive”;*
- *“A truly excellent student app designed to make students feel quickly at home in the various cities of the alliance. This app could serve as a useful model in wide range of European projects”;*
- *“Action, decisiveness and speed characterise this ambitious alliance”.*

Building on these initial achievements, the EC2U Alliance decided to consolidate its trajectory with the preparation of a new phase of activities, for the period 2023-2027.

The trajectory of the EC2U Alliance

In 2020, the first EC2U Mission Statement stated:

*“EC2U is a **multi-cultural and multi-lingual Alliance** consisting of **seven long-standing, education- and research-led, locally and globally engaged universities from Northern, Southern, Eastern and Western regions of Europe**. The main ambition of the Alliance is to create a **European campus** by allowing **mobility to flow freely, i.e. without administrative, psychological and cultural barriers**, between the seven universities and respective cities. The proposed activities will contribute to overcome clichéd views of regional and national identities and thus participate to the achievement of a more united Europe. Making critical thinking and societal concern integral*

parts of the daily life of all citizens, the EC2U European Campus will develop, over time, **a network of joint activities linking all aspects of the Knowledge Square** (education, research, innovation, service to society).

EC2U members have already conceived a joint long-term strategy, as well as efficient and flexible governance structures and procedures for responding to EHEA challenges, such as:

- Jointly providing quality education and culture for all, with an equal emphasis on shared European values, local knowledge and global challenges;
- Undertaking joint research and innovation projects in response to and connection with the great challenges confronting local communities - cities and citizens within the Alliance.

To support this long-term strategy, the **seven universities are committed to integrate their respective resources** (including staff manpower, platforms and tools, mobility grants from own budgets, etc.) **into the EC2U pan-European campus**".

In early 2023, after almost two and a half years of joint pilot activities, this statement has never been so true and it is, not only renewed with the present document, but further strengthened by:

- **Welcoming two new Full Partner Universities:** the Johannes Kepler University Linz, Austria, from the beginning of the "consolidation phase, 2023-2027" and another University later during the consolidation phase, with specific activities for fast-track integration;
- **Welcoming one Associated Partner University:** the Ivan Franko University of Lviv, Ukraine;
- **Developing further the fruitful cooperation with previously appointed Associated Partners** that have renewed their commitment, among which are the Municipalities, Student Associations, etc.¹¹;
- **Involving new Associated Partners from the public and private sectors, including Research University Hospitals**¹⁰;
- **Strengthening the participation of students to the Alliance governance with the creation and implementation of the EC2U Student Council** (in addition to their current participation to the EC2U Executive Committee);
- **Extending the scope of activities to a fourth Sustainable Development Goal (SDG) from the United Nations:** SDG#16 on "Peace, Justice and Strong Institutions"; in addition to the three founding SDGs "Good Health and Well-being (SDG#3)", "Quality Education (SDG#4)", "Sustainable Cities and Communities (SDG#11)"³;
- **Implementing new cooperation activities in capacity-building areas: Digital Education, Life-long career (incl. Doctoral Training and Micro-credentials), Innovation and transfer.**

With such a new phase of **geographical expansion and thematic extension**, during the next four years, the EC2U Alliance aims at reaching the needed **maturity, robustness, and comprehensiveness** to provide visibility and recognition to the **"EC2U model for the University of the Future"**.

¹¹ See Annex to the Mission Statement for full list of Associated Partners
EC2U Mission Statement

The EC2U model for the University of the Future

The foundations of the EC2U vision are related to the **University in the City** concept, as a **humanistic, citizen-centred, and sustainable model of collaborative actions**. The EC2U model defines **universities as central actors of the Knowledge Square** (education, research, innovation, service to society). This model establishes sustainability and quality as basic requirements for a **responsible university**. As a heritage of the “Poitiers Declaration” launched in 2016¹², the EC2U model reasserts the idea that universities play a central role in the development of cities, which in turn, represent a fundamental framework and are a catalyst for universities’ development. Cities and universities have a common and vital interest in the development of education and knowledge: **the EC2U Alliance aims at playing a shaping role within its ecosystem, at all levels** (municipalities, large urban areas, regional, national, and European territories).

To reach this vision, the EC2U model promotes **common engagements and values**:

- **Collegial, transparent and intensified transnational cooperation towards the shared vision;**
- Defence of **academic and democratic values;**
- Development of a **genuine European dimension in the higher education sector;**
- Retention of **on-campus activities** (completed by virtual activities, when relevant) to foster physical interactions among students and staff, as the most efficient mean to **promote interpersonal and intercultural understanding;**
- Promotion of **active citizenship, tolerance, equality and diversity, openness and critical thinking.**

In other words, “EC2U” stands also for: *Empower. Connect. Collaborate. Unite.*

At the end of the consolidation phase (beyond 2027), the successfully implemented activities will be **permanently integrated into the Alliance portfolio** and **continuously extended to other disciplines and challenges**, thus reaching and impacting always more internal academic communities and external partners, stakeholders, and citizens. This long-term vision is enshrined in the present formal Mission Statement, where the EC2U Alliance commits to reach, by 2027, the status of a **real pan-European campus** with:

- A **sustainable joint governance with shared resources, notably via the “EC2U Connect Centre”;**
- **Active involvement Students in the Alliance governance** and support to their **societal engagement;**
- **Joint culture and sport events** as well as **integrated inter-university green campus and inclusive academic life;**
- **Sustainable multidisciplinary joint EC2U Master’s Programmes, based on selected United Nations SDGs, in full compliance with the Bologna Process**, leveraging the full potential of all available **European tools** (European Student Card, open badges, etc.);
- **Drastically increased , facilitated and geographically balanced mobility** (physical, virtual, blended) of students, academic and non-academic staff, with a focus on **inclusive and green mobility;**
- **Sustainable Virtual Institutes** promoting inter-, trans- and cross-disciplinary activities for “Good Health and Well-being”, “Quality Education”, “Sustainable Cities and Communities” and “Peace, Justice and

¹² <https://www.coimbra-group.eu/poitiers-declaration/>

Strong institutions”, **linking education, research, innovation and service to society via joint projects**, supported by a diversity of internal and external funding;

- A **yearly sustainable rendezvous between academia and citizens** on the occasion of the **inter-cultural EC2U Forum**, at one of the pan-European campus sites;
- A **world-class reputation with recognised academic impact on society**, based on **successful joint education and research projects**, new **innovative enterprises**, etc., all **jointly delivering solutions and services to citizens**.

With these activities, the EC2U Alliance will continue to **pave the way towards the University of the Future** and will maintain its **pioneering spirit** in coherence with the objectives of the **European Strategy for Universities**¹³:

- Strengthening the **European dimension** in higher education and research;
- Supporting universities as lighthouses of our **European way of life**;
- Empowering universities as actors of change in the **twin green and digital transitions**;
- Reinforcing universities as drivers of the European Union’s **global role and leadership**.

¹³ <https://education.ec.europa.eu/document/commission-communication-on-a-european-strategy-for-universities>

Done at...Coimbra.....Date: 17/01/2023

Amílcar Falcão
Rector of the University of Coimbra

Stamp of the University



Done at...*Iasi*.....Date: 11.01.2023

Tudorel Toader
Rector of Alexandru Ioan Cuza University Iasi

Stamp of the University



Done at Jena Date:12.01.2023

Walter Rosenthal
President of Friedrich Schiller University Jena

Stamp of the University

FRIEDRICH-SCHILLER-UNIVERSITÄT JENA
Präsident
Prof. Dr. Walter Rosenthal
07737 Jena

Done at...*Linz*.....Date: 17.1.23

Meinhard Lukas
Rector of Johannes Kepler University Linz

Stamp of the University



Done at...Pavia.....Date: 11/01/2023

Francesco Svelto
Rector of the University of Pavia

Stamp of the University



Done at...Poitiers.....Date: 13/01/2023

Virginie Laval
President of the University of Poitiers

La présidente de l'université de Poitiers

Virginie LAVAL

Stamp of the University



Done at Salamanca ... Date: 09/01/2023

Stamp of the University

Ricardo Rivero Ortega
Rector of the University of Salamanca

12756125A RICARDO
RIVERO (R:
Q3718001E)

Firmado digitalmente por
12756125A RICARDO RIVERO (R:
Q3718001E)
Fecha: 2023.01.09 09:09:55 +01'00'

Done at Turku ... Date: 9 January 2023

Stamp of the University


Jukka Kola
Rector of the University of Turku



List of Associated Partners

- AP1.1 Grand Poitiers [letter of support provided]
- AP1.2 Institut des Hautes Etudes et de l'Education et de la Formation (IH2EF) [letter of support provided]
- AP1.3 Erasmus Student Network Poitiers [letter of support provided]
- AP1.4 EC2U Student Poitiers [letter of support provided]
- AP1.5 Centre Hospitalier Universitaire (CHU) de Poitiers [letter of support provided]
- AP1.6 Centre National des Œuvres Universitaires et Scolaires (CNOUS) [letter of support provided]
- AP1.7 B. BRAUN [letter of support provided]
- AP2.1 Municipality of Coimbra [letter of support provided]
- AP2.2 Centro Regional Coordination and Development Commission (CRCDC) [letter of support provided]
- AP2.3 Erasmus Student Network Coimbra [letter of support provided]
- AP2.4 Associação Académica de Coimbra [letter of support provided]
- AP2.5 University Hospital [letter of support provided]
- AP2.6 Pedro Nunes Institute [letter of support provided]
- AP2.7 BluePharma [letter of support provided]
- AP3.1 Municipality of Iasi [letter of support provided]
- AP3.2 North-East Regional Development Agency of Romania [letter of support provided]
- AP3.3 Erasmus Student Network Iasi [letter of support provided]
- AP3.4 Regional Institute of Oncology Iasi [letter of support provided]
- AP3.5 Romanian Agency for Quality Assurance in Higher Education [letter of support provided]
- AP3.6 Antibiotice [letter of support provided]
- AP4.1 City of Linz [letter of support provided]
- AP4.2 Land Oberösterreich / State Upper Austria [letter of support provided]
- AP4.3 ESN Linz [letter of support provided]
- AP4.4 ÖH JKU [letter of support provided]
- AP4.5 Kepler Universitätsklinikum GmbH (KUK) [letter of support provided]
- AP4.6 Wirtschaftskammer Oberösterreich (WKOÖE) / Chamber of Commerce of Upper Austria [letter of support provided]
- AP4.7 Linz Center of Mechatronics (LCM) [letter of support provided]
- AP5.1 Municipality of Jena [letter of support provided]
- AP5.2 European Information Centre (EIC) [letter of support provided]
- AP5.3 Erasmus Student Network Jena [letter of support provided]
- AP5.4 University Hospital [letter of support provided]
- AP5.5 Jena Business Development [letter of support provided]
- AP5.6 Network of medical companies [letter of support provided]
- AP6.1 City of Pavia [letter of support provided]
- AP6.2 Information Centre on Academic Mobility and Equivalence (CIMEA) [letter of support provided]
- AP6.3 STEP Erasmus Student Network Pavia [letter of support provided]
- AP6.4 AIESEC [letter of support provided]
- AP6.5 Fondazione I.R.C.C.S. Policlinico San Matteo [letter of support provided]
- AP6.6 C.U.S. Pavia [letter of support provided]
- AP6.7 Technological Pole Pavia [letter of support provided]

AP6.8 Assolombarda [letter of support provided]
AP7.1 Municipality of Salamanca [letter of support provided]
AP7.2 Autonomous Government of the Region of Castile-León [letter of support provided]
AP7.3 Erasmus Student Network Salamanca [letter of support provided]
AP7.4 University Hospital (IBSAL) [letter of support provided]
AP7.5 USAL Science Park [letter of support provided]
AP7.6 Chamber of Commerce of Salamanca [letter of support provided]
AP7.7 Iberdrola [letter of support provided]
AP8.1 City of Turku [letter of support provided]
AP8.2 Regional Council of Southwest Finland (Varsinais-Suomen liitto) [letter of support provided]
AP8.3 Erasmus Student Network Turku [letter of support provided]
AP8.4 University clinic of Turku (Turun yliopistollinen keskussairaala) [letter of support provided]
AP8.5 Turku Science Park [letter of support provided]
AP8.6 Wärtsilä Finland Oy [letter of support provided]
AP9 Coimbra Group of Universities [letter of support provided]
AP10 Ivan Franko National University of Lviv [letter of support provided]
AP11 Siemens Healthineers [letter of support provided]

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

	Estimated EU contribution										
	Estimated eligible lump sum contributions (per work package)										Maximum grant amount ¹
	WP1 Coordination, Governance and Expansion of EC2U Alliance	WP2 Inclusive, Engaged and Mobile EC2U Community	WP3 Digital EC2U Alliance	WP4 SDG #3 “Good Health and Well-Being”	WP5 SDG #4 “Quality Education”	WP6 SDG #11 “Sustainable Cities and Communities”	WP7 SDG #16 “Peace, Justice and Strong Institutions”	WP8 EC2U Lifelong Career	WP9 EC2U Innovation Hub	WP10 Impact and Dissemination	
Forms of funding	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g	h	i	j	k = a + b + c + d + e + f + g + h + i + j
1 - UP	1 242 478.87	188 168.38	182 855.42	242 036.00	266 251.54	257 589.31	207 385.45	172 198.49	206 849.03	1 045 346.51	4 011 159.00
2 - UC	211 231.25	70 517.88	61 906.84	96 461.40	102 882.08	322 704.36	73 449.03	64 513.99	81 839.27	208 356.90	1 293 863.00
3 - UAIC	140 330.14	54 826.16	47 669.49	228 183.68	92 548.65	85 221.59	56 695.73	44 459.96	61 785.23	202 491.37	1 014 212.00
4 - UNI JENA	349 441.40	92 285.45	86 540.77	122 267.29	134 375.06	130 043.94	347 900.65	83 417.63	108 447.55	229 761.26	1 684 481.00
5 - JKU	306 943.58	86 246.49	77 635.45	103 303.21	115 410.98	111 079.86	85 977.93	286 518.37	100 054.47	222 348.66	1 495 519.00
6 - UNIPV	226 699.01	82 988.07	726 464.97	102 867.70	114 975.47	110 644.35	102 576.50	66 116.38	92 515.09	213 362.46	1 839 210.00
7 - USAL	237 786.83	75 733.81	66 306.78	93 469.48	330 243.53	101 246.14	76 144.20	66 592.38	173 524.00	215 088.85	1 436 136.00
8 - UTU	301 200.77	414 866.64	85 895.19	106 367.61	118 476.18	114 144.27	89 043.13	79 240.92	90 012.72	226 172.57	1 625 420.00
9 - Grand Poitiers											
10 - IH2EF											
11 - ESN Poitiers											
12 - EC2U StPoitiers											
13 - CHU DE POITIERS											
14 - B.BRAUN											
15 - CMC											
16 - CCDRC											
17 - ESN Coimbra											
18 - AAC											
19 - CHUC EPE											
20 - IPN											
21 - BLUEPHARMA											
22 - Municipiul Iasi											
23 - ADR North-East											
24 - ESN Iasi											
25 - IRO IASI											
26 - ARACIS											
27 - ANTIBIOTICE SA											
28 - STADT JENA											
29 - EIZ ERFURT											
30 - ESN Jena e.V.											
31 - UKJ											
32 - JenaVersum e.V.											
33 - medways e.V.											
34 - STADT LINZ											
35 - Land OOE											

	Estimated EU contribution										
	Estimated eligible lump sum contributions (per work package)										Maximum grant amount ¹
	WP1 Coordination, Governance and Expansion of EC2U Alliance	WP2 Inclusive, Engaged and Mobile EC2U Community	WP3 Digital EC2U Alliance	WP4 SDG #3 “Good Health and Well-Being”	WP5 SDG #4 “Quality Education”	WP6 SDG #11 “Sustainable Cities and Communities”	WP7 SDG #16 “Peace, Justice and Strong Institutions”	WP8 EC2U Lifelong Career	WP9 EC2U Innovation Hub	WP10 Impact and Dissemination	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
Forms of funding	a	b	c	d	e	f	g	h	i	j	k = a + b + c + d + e + f + g + h + i + j
36 - ESN Linz											
37 - ÖH JKU											
38 - KEPLERUNIKLINIK											
39 - WKOOE											
40 - LCM											
41 - SETTORE CULTURA											
42 - CIMEA											
43 - STEP ESN Pavia											
44 - AIESEC Pavia											
45 - IRCCS OSM											
46 - C.U.S. PAVIA											
47 - Polo PV											
48 - ASSOLOMBARDA											
49 - Aytosalamanca											
50 - C.EducaciónJCyL											
51 - ESN ESPANA											
52 - CAUS											
53 - PC USAL											
54 - COCISSA											
55 - IBERDROLA											
56 - CITY OF TURKU											
57 - VS-Liitto											
58 - ESN Uni Turku											
59 - TYKS											
60 - TSCP											
61 - Wartsila FIN											
62 - SH											
63 - IFNUL											
64 - CG											
Σ consortium	3 016 111.85	1 065 632.88	1 335 274.91	1 094 956.37	1 275 163.49	1 232 673.82	1 039 172.62	863 058.12	915 027.36	2 562 928.58	14 400 000.00

¹ The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSIDADE DE COIMBRA (UC), PIC 997826391, established in PACO DAS ESCOLAS, COIMBRA 3004-531, Portugal,

hereby agrees

to become beneficiary

in Agreement No 101124589 — EC2U ('the Agreement')

between UNIVERSITE DE POITIERS (UP) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Amílcar Falcão with ECAS id n002n5jy signed in the Participant Portal on 19/10/2023 at 01:05:14 (transaction id SigId-47713-Kf79 hDnQb0vcgzsfWM9ud93RL60Qw4QZYBZ4tA7I6a3ou9IAimJ69iE8I SdhQZPnIBSKdTbbjaIc10I2Y8ze3zm-jpJZscgsw0KSOvXY2lRJoe-AAZ pLK8YGPo4F7VtApCuopsLMkUoh8mKS9hSL2GcSAJEFzo6h6zcs19z HSKqw80Pitk4lszH8VAFyQ1Zzr40trR). Timestamp by third party at 2023.10.19 01:05:19 CEST

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI (UAIC), PIC 999887738, established in BULEVARDUL CAROL I 11, IASI 700506, Romania,

hereby agrees

to become beneficiary

in Agreement No 101124589 — EC2U ('the Agreement')

between UNIVERSITE DE POITIERS (UP) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Tudorel TOADER with ECAS id n003mqhv signed in the Participant Portal on 18/10/2023 at 13:42:17 (transaction id SigId-39716-YIDKI MjzScuoGXgBdsJEr82Em4vzqyvy337Q0LoE8FUzXqSLHAMzd4c62jQ 08IqYk5m6oo6xvYrlpGiLQJN3iQe-jpJZscgsw0KS0vXY2lRJoe-pnJwgX BnoUwABzLzf1TuxZqFEhupakZv9IHTsiXLNRYLj16OhXgQWBUqYcu FZCaTtuCcRQxpm1pquo6H6sBKyb). Timestamp by third party at 2023.10.18 13:42:21 CEST

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

FRIEDRICH-SCHILLER-UNIVERSITÄT JENA (UNI JENA), PIC 999868726, established in FÜRSTENGRABEN 1, JENA 07743, Germany,

hereby agrees

to become beneficiary

in Agreement No 101124589 — EC2U ('the Agreement')

between UNIVERSITE DE POITIERS (UP) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Walter Rosenthal with ECAS id n002g1fd signed in the Participant Portal on 18/10/2023 at 12:56:34 (transaction id SigId-38900-phSk wxBgSVgr7VwyRV4VP6NQAA0gqiQCZdzdetSyuLpdxJp5fBv3Pbvh8 znLQw45NdyszHnq1lop2HgpJY8x32W-jpJZscgsw0KSOvXY2lRJoe-A 3vg562nlp3MR1tKGUtaIzIEqtCm6fCKktoNp5S5t7EuQdI1PXtDPw9 ulltAS7SZdG9iclPBToMkzfro8L27Mh). Timestamp by third party at 2023.10.18 12:56:38 CEST

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITÄT LINZ (JKU), PIC 999892976, established in ALTENBERGER STRASSE 69, LINZ 4040, Austria,

hereby agrees

to become beneficiary

in Agreement No 101124589 — EC2U ('the Agreement')

between UNIVERSITE DE POITIERS (UP) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Alberta BONANNI with ECAS id nbonanal signed in the Participant Portal on 19/10/2023 at 17:45:01 (transaction id SigId-60696-HVJzOi zvXC11LjzdyfaxzSNoO1tcvoMzztI3S5jw6XObDfgUUVvrASoEVjOSb WCQzw521TouCf4FUF6W6xECGS-jpJZscgsw0KSOvXY2IRJoe-K0Mbo1 oXf7yucZ00SS7DNgD5mFqvL1gHNX4noz1WENDQfCBbajaNdHCxjt IGd4nOYW8gjLO4PbWk3YVsJB4Du). Timestamp by third party at 2023.10.19 17:45:06 CEST

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITA DEGLI STUDI DI PAVIA (UNIPV), PIC 999893752, established in STRADA NUOVA 65, PAVIA 27100, Italy,

hereby agrees

to become beneficiary

in Agreement No 101124589 — EC2U ('the Agreement')

between UNIVERSITE DE POITIERS (UP) and the European Education and Culture Executive Agency (EACEA) ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Antonella Forlino with ECAS id n0025sjk signed in the Participant Portal on 18/10/2023 at 15:12:30 (transaction id SigId-42104-cU22 aZ4JjzOXp10iqzgzPW2ZXjTfavKEQco0hozclEcR3fFpS711sM1zIPKY uJYmbDJGHN0Lq1sfPp2JgQeRKlY-jpJZscgsw0KSOvXY2lRJoe-T7VBL XJvPQ3ZNp0boHghUQOG00Ue6Mfc7weyL5NjzaXQmKPIoYi9v8FG hXwyX7a0DX7gC3J8nNn2F6drzviyBC). Timestamp by third party at 2023.10.18 15:12:35 CEST

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSIDAD DE SALAMANCA (USAL), PIC 999846610, established in CALLE PATIO DE ESCUELAS 1, SALAMANCA 37008, Spain,

hereby agrees

to become beneficiary

in Agreement No 101124589 — EC2U ('the Agreement')

between UNIVERSITE DE POITIERS (UP) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

RICARDO RIVERO ORTEGA with ECAS id n002ah37 signed in the Participant Portal on 18/10/2023 at 14:49:40 (transaction id SigId-41428-9ZIr4NgmAg39Lcx3ldzIVpZ07FZP2o7s1vGEOzirREH7Da86ddzZV1uVozagR7Wh7w7a0ZSB51zNTpeVIAS6PP1-jpJZscgsw0KSOvXY2IRJoe-SzaEzUKMpzoHkOODg6tjmNO2bvcE09zJMFUBHdItw94zLgmiKFszSA1ZabZ7qSq8NGs4EwBFaK4jzSkj3Rgn20Ii).
Timestamp by third party at
2023.10.18 14:49:44 CEST

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

TURUN YLIOPISTO (UTU), PIC 999903064, established in YLIOPISTONMAKI, Turku 20014, Finland,

hereby agrees

to become beneficiary

in Agreement No 101124589 — EC2U ('the Agreement')

between UNIVERSITE DE POITIERS (UP) **and the European Education and Culture Executive Agency (EACEA)** ('EU executive agency' or 'granting authority'), under the powers delegated by the European Commission ('European Commission'),

and mandates

the coordinator to submit and sign in its name and on its behalf any **amendments** to the Agreement, in accordance with Article 39.

By signing this accession form, the beneficiary accepts the grant and agrees to implement it in accordance with the Agreement, with all the obligations and terms and conditions it sets out.

SIGNATURE

For the beneficiary

Kalle-Antti SUOMINEN with ECAS id nsuomika signed in the Participant Portal on 18/10/2023 at 12:30:15 (transaction id SigId-38373-sL6pUQ3UQG2mNnP0ntT5AhgU3QEAdIQuXHAsDOZeQdq6Kj5GBbrxSHdQzXk09Oq0T69ol3v6bxxLUkgFCli4H8-jpJZscgsw0KSOvXY2IRJJoe-psYuOzu3HNtEZryfNzWkb5QWjVHj3u7uw3QdEZiQ6WnmQvBTdyZ6ml1WFy9ofBUhYtaNwjQ6fZzWNfeBXIK5ckm).
Timestamp by third party at
2023.10.18 12:30:19 CEST

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

EU contribution												
Eligible lump sum contributions (per work package)												Requested EU contribution
	WP1 [name]	WP2 [name]	WP3 [name]	WP4 [name]	WP5 [name]	WP6 [name]	WP7 [name]	WP8 [name]	WP9 [name]	WP10 [name]	WP [XX]	
Forms of funding	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	[Lump sum contribution// Financing not linked to costs]	
Status of completion	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	COMPLETED	PARTIALLY COMPLETED	PARTIALLY COMPLETED	COMPLETED	NOT COMPLETED	
	a	b	c	d	e	f	g	h	i	j	k	$l = a + b + c + d + e + f + g + h + i + j + k$
1 – [short name beneficiary]												
1.1 – [short name affiliated entity]												
2 – [short name beneficiary]												
2.1 – [short name affiliated entity]												
X – [short name associated partner]												
Total consortium												

The consortium hereby confirms that:

The information provided is complete, reliable and true.

The lump sum contributions declared are eligible (in particular, the work packages have been completed and the work has been properly implemented and/or the results were achieved; see Article 6).

The proper implementation of the action/achievement of the results can be substantiated by adequate records and supporting documentation that will be produced upon request or in the context of checks, reviews, audits and investigations (see Articles 19, 21 and 25).

ANNEX 5

SPECIFIC RULES

INTELLECTUAL PROPERTY RIGHTS (IPR) — BACKGROUND AND RESULTS — ACCESS RIGHTS AND RIGHTS OF USE (— ARTICLE 16)

Rights of use of the granting authority on results for information, communication, publicity and dissemination purposes

The granting authority also has the right to exploit non-sensitive results of the action for information, communication, dissemination and publicity purposes, using any of the following modes:

- **use for its own purposes** (in particular, making them available to persons working for the granting authority or any other EU service (including institutions, bodies, offices, agencies, etc.) or EU Member State institution or body; copying or reproducing them in whole or in part, in unlimited numbers; and communication through press information services)
- **distribution to the public** in hard copies, in electronic or digital format, on the internet including social networks, as a downloadable or non-downloadable file
- **editing** or **redrafting** (including shortening, summarising, changing, correcting, cutting, inserting elements (e.g. meta-data, legends or other graphic, visual, audio or text elements extracting parts (e.g. audio or video files), dividing into parts or use in a compilation
- **translation** (including inserting subtitles/dubbing) in all official languages of EU
- **storage** in paper, electronic or other form
- **archiving** in line with applicable document-management rules
- the right to authorise **third parties** to act on its behalf or sub-license to third parties, including if there is licensed background, any of the rights or modes of exploitation set out in this provision
- **processing**, analysing, aggregating the results and **producing derivative works**
- **disseminating** the results in widely accessible databases or indexes (such as through ‘open access’ or ‘open data’ portals or similar repositories, whether free of charge or not.

The beneficiaries must ensure these rights of use for the whole duration they are protected by industrial or intellectual property rights.

If results are subject to moral rights or third party rights (including intellectual property rights or rights of natural persons on their image and voice), the beneficiaries must ensure that they

comply with their obligations under this Agreement (in particular, by obtaining the necessary licences and authorisations from the rights holders concerned).

Access rights for the granting authority, EU institutions, bodies, offices or agencies and national authorities to results for policy purposes

The beneficiaries must grant access to their results — on a royalty-free basis — to the granting authority, other EU institutions, bodies, offices or agencies, for developing, implementing and monitoring EU policies or programmes.

Such access rights are limited to non-commercial and non-competitive use.

The access rights also extend to national authorities of EU Member States or associated countries, for developing, implementing and monitoring their policies or programmes in this area. In this case, access is subject to a bilateral agreement to define specific conditions ensuring that:

- the access will be used only for the intended purpose and
- appropriate confidentiality obligations are in place.

Moreover, the requesting national authority or EU institution, body, office or agency (including the granting authority) must inform all other national authorities of such a request.

Access rights for third parties to ensure continuity and interoperability

Where the call conditions impose continuity or interoperability obligations, the beneficiaries must make the materials, documents and information and results produced in the framework of the action available to the public (freely accessible on the Internet under open licences or open source licences).

COMMUNICATION, DISSEMINATION AND VISIBILITY (— ARTICLE 17)

Additional communication and dissemination activities

The beneficiaries must engage in the following additional communication and dissemination activities:

- **present the project** (including project summary, coordinator contact details, list of participants, European flag and funding statement and project results) on the beneficiaries' **websites** or **social media accounts**
- for actions involving public **events**, display signs and posters mentioning the action and the European flag and funding statement
- upload the public **project results** to the Erasmus+ Project Results platform, available through the Funding & Tenders Portal.

SPECIFIC RULES FOR CARRYING OUT THE ACTION (— ARTICLE 18)

EU restrictive measures

The beneficiaries must ensure that the EU grant does not benefit any affiliated entities, associated partners, subcontractors or recipients of financial support to third parties that are

subject to restrictive measures adopted under Article 29 of the Treaty on the European Union or Article 215 of the Treaty on the Functioning of the EU (TFEU).



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(<https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/faq>)



EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

EACEA.A – Erasmus+, EU Solidarity Corps
A.1 – European Higher Education

AMENDMENT No AMD-101124589-11

Project: 101124589 — EC2U

The parties agree to amend the Agreement as follows ('**Amendment**'):

1 . Addition of a new beneficiary

The following new beneficiary is added as from:

- UMEA UNIVERSITET (UMU): 1 May 2025

This implies the **following changes** to the Agreement:

- The new beneficiary and the entry date are added to the list of participants in the **Data Sheet**.
- The new beneficiary is added to the **Preamble**:
 - 65. **UMEA UNIVERSITET (UMU)**, PIC 999881821, established in UNIVERSITETOMRADET, UMEA 901 87, Sweden

2. Addition of an associated partner

The following new associated partner(s) are added as from:

- Handelskammarens Service, AC län AB (Västerbottens Handelskammare): 1 May 2025
- Folkuniversitetet Stiftelsen kursverksamheten vid Umeå universitet (Folkuniversitetet): 1 May 2025
- REGION VASTERBOTTEN (Region Västerbotten): 1 May 2025
- Idrottsklubben Studenterna i Umeå (IKSU): 1 May 2025
- UMEA KOMMUN (UMEA KOMMUN): 1 May 2025
- Umeå University Holding AB (UMU HOLDING): 1 May 2025
- Umeå studentkår (Umeå studentkår): 1 May 2025

This implies the **following changes** to the Agreement:

- The new associated partner(s) and the entry date are added to the list of participants in the **Data Sheet**.

- The new associated partner(s) are added to **Article 9.1**:
 - Handelskammarens Service, AC län AB (Västerbottens Handelskammare), PIC 874169336
 - Folkuniversitetet Stiftelsen kursverksamheten vid Umeå universitet (Folkuniversitetet), PIC 872865753
 - REGION VASTERBOTTEN (Region Västerbotten), PIC 996375659
 - Idrottsklubben Studenterna i Umeå (IKSU), PIC 873970874
 - UMEA KOMMUN (UMEA KOMMUN), PIC 999651446
 - Umeå University Holding AB (UMU HOLDING), PIC 887560962
 - Umeå studentkår (Umeå studentkår), PIC 873942550

3 . Change of Annex 1

Annex 1 is changed and replaced by the Annex 1 attached to this Amendment.

4. Change of Annex 2

The estimated budget in **Annex 2** is changed.

This implies the **following changes** to the Agreement:

- **Annex 2** is changed and replaced by the Annex 2 attached to this Amendment.
- The table on maximum grant amount and total estimated eligible costs and contributions in the **Data Sheet** is updated.

All other provisions of the Agreement and its Annexes remain unchanged.

This Amendment **enters into force** on the day of the last signature.

This Amendment **takes effect** on the date(s) mentioned in the amendment clause(s) (or — if no date was chosen — on the same date the Amendment enters into force).

Please inform the other members of your consortium (if any) of this Amendment.

SIGNATURES

For the coordinator

For the granting authority

Ludovic THILLY with ECAS id nthillu signed in the Participant Portal on 30/04/2025 at 14:54:15 (transaction id SigId-6093-Iif06wjoeZze1HTrs3rCdI1VzP96givxP5Wksunyn9MblXZoYzyH3S6xuBXwWibYry3bqmDBLMyez26dFk1XNm-jplZscgsw0Kye2rVTvTBGa-Mzw3FA88omRfHTKpdY1aGpkEzdzwjNcbC1zyzzuIye3A6flzcu6UwlomQCwdvzYV63e8chdM7CMOVATVCOkcOb9r). Timestamp by third party at 2025.04.30 14:55:01 CEST

Signed by Walter ZAMPIERI with ECAS id zampiwa as an authorised representative on 15-05-2025 18:00:10 (transaction id SigId-8734-dZhbSa6e5otjS3iWD1IIldNV4rQ2zp6vV7Neyb2TsSdcqxFLgN7MzhzKzKHWahMV7VJgQrNkOEDrdmiUESO6gKa-yntOf97TTHqnznFKimfqDi-38ndzGM25NOREuyOHelzQ18b5KH7zca1DpVjKVLvYv8WNjcvjzpcfKVQgMjFpRuFHTJs5YPPKb7hg34XtoVrk18) 2025.05.15 18:00:13 CEST

Done in English

Enclosures: Grant Agreement Data Sheet
Grant Agreement Annex 1
Grant Agreement Annex 2



ANNEX 1



Erasmus+ (ERASMUS+)

Description of the action (DoA)

Part A

Part B

DESCRIPTION OF THE ACTION (PART A)

COVER PAGE

Part A of the Description of the Action (DoA) must be completed directly on the Portal Grant Preparation screens.

PROJECT	
<i>Grant Preparation (General Information screen) — Enter the info.</i>	
Project number:	101124589
Project name:	European Campus of City-Universities
Project acronym:	EC2U
Call:	ERASMUS-EDU-2023-EUR-UNIV
Topic:	ERASMUS-EDU-2023-EUR-UNIV-1
Type of action:	ERASMUS-LS
Service:	EACEA/A/01
Project starting date:	fixed date: 1 November 2023
Project duration:	48 months

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Project summary	3
List of participants	3
List of work packages	7
Staff effort	26
List of deliverables	27
List of milestones (outputs/outcomes)	49
List of critical risks	61

PROJECT SUMMARY

Project summary

Grant Preparation (General Information screen) — Provide an overall description of your project (including context and overall objectives, planned activities and main achievements, and expected results and impacts (on target groups, change procedures, capacities, innovation etc)). This summary should give readers a clear idea of what your project is about.

Use the project summary from your proposal.

The European Campus of City-Universities, or EC2U, is a multi-cultural multilingual Alliance of engaged, education- and research-driven European universities. Its ambition is to strengthen a pan-European Campus that empowers its community of over 200000 students, 25000 staff, and 2million citizens to become actors of change. To do so, EC2U increases cooperation, challenge-based, and innovative approaches to co-create joint activities. These activities are guided by 4 United Nations Sustainable Development Goals (SDGs): Good-Health & Well-Being; Quality Education; Sustainable Cities & Communities; Peace, Justice & Strong Institutions; allowing EC2U to lead relevant actions that respond to societal needs.

EC2U's key activities include:

- 4 Joint Master's Programmes (1 per SDG) with flexible, multi-disciplinary learning paths and embedded mobility schemes
- 4 Virtual Institutes (1 per SDG) that increase cooperation in education, research and innovation, via educational offers, joint research projects, and networks of experts
- Global/local activities allowing students and staff to fully-enjoy their campus life, via inclusive and well-being-oriented actions
- Lifelong Learning to support student, staff, and citizen employability by micro-credential recognition
- Capacity-building for talent development through entrepreneurial opportunities.

All EC2U activities have a unique mobility component that fosters intercultural learning, peer-to-peer exchange, and a shared sense of European identity. The EC2U Community also benefits from a growing ecosystem of global and local stakeholders (such as cities, higher education regulatory bodies, private sector entities, student associations), which provides a sustainable participatory network.

By 2030, EC2U reaches a new model of education, exchange, and learning that acts with and for its community. In other words, EC2U will Empower. Connect. Collaborate. Unite.

LIST OF PARTICIPANTS

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
1	COO	UP	UNIVERSITE DE POITIERS	FR	999859608
2	BEN	UC	UNIVERSIDADE DE COIMBRA	PT	997826391
3	BEN	UAIC	UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI	RO	999887738
4	BEN	UNI JENA	FRIEDRICH-SCHILLER-UNIVERSITÄT JENA	DE	999868726
5	BEN	JKU	UNIVERSITAT LINZ	AT	999892976
6	BEN	UNIPV	UNIVERSITA DEGLI STUDI DI PAVIA	IT	999893752
7	BEN	USAL	UNIVERSIDAD DE SALAMANCA	ES	999846610
8	BEN	UTU	TURUN YLIOPISTO	FI	999903064
9	AP	Grand Poitiers	Grand Poitiers Communauté Urbaine	FR	910872875

PARTICIPANTS					
Grant Preparation (Beneficiaries screen) — Enter the info.					
Number	Role	Short name	Legal name	Country	PIC
10	AP	IH2EF	Institut des Hautes Etudes de l'Education et de la Formation	FR	903924086
11	AP	ESN Poitiers	Erasmus Student Network Poitiers	FR	884166253
12	AP	EC2U StPoitiers	EC2U Students- Poitiers	FR	884193510
13	AP	CHU DE POITIERS	CENTRE HOSPITALIER UNIVERSITAIRE DE POITIERS	FR	963664446
14	AP	B.BRAUN	B. BRAUN MEDICAL CHASSENEUIL	FR	883715785
15	AP	CMC	CAMARA MUNICIPAL DE COIMBRA	PT	987818028
16	AP	CCDRC	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO CENTRO	PT	955664468
17	AP	ESN Coimbra	ESN Coimbra- Erasmus Student Network	PT	884086616
18	AP	AAC	AAC -Associação Académica de Coimbra	PT	925419868
19	AP	CHUC EPE	UNIDADE LOCAL DE SAUDE DE COIMBRA EPE	PT	944023692
20	AP	IPN	INSTITUTO PEDRO NUNES ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO EM CIENCIA E TECNOLOGIA	PT	999578502
21	AP	BLUEPHARMA	BLUEPHARMA - INDUSTRIA FARMACEUTICASA	PT	952690545
22	AP	Municipiul Iasi	MUNICIPIUL IASI	RO	998884758
23	AP	ADR North-East	AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST	RO	986565370
24	AP	ESN Iasi	Asociatia pentru sustinerea proiectului Erasmus+	RO	905993969
25	AP	IRO IASI	INSTITUTUL REGIONAL DE ONCOLOGIE IASI	RO	911325574
26	AP	ARACIS	AGENTIA ROMANA DE ASIGURARE A CALITATII IN INVATAMANTUL SUPERIOR ARACIS	RO	939300083
27	AP	ANTIBIOTICE SA	ANTIBIOTICE SA	RO	893573701
28	AP	STADT JENA	STADT JENA	DE	927217278
29	AP	EIZ ERFURT	EIZ Europäisches Informations-Zentrum in der Thüringer Staatskanzlei	DE	937228066
30	AP	ESN Jena e.V.	Erasmus Student Network Jena e.V.	DE	936704848
31	AP	UKJ	UNIVERSITATSKLINIKUM JENA	DE	998511114
32	AP	JenaVersum e.V.	JenaVersum e.V.	DE	883918612
33	AP	medways e.V.	medways e.V.	DE	968713975
34	AP	STADT LINZ	STADT LINZ	AT	941627404
35	AP	Land OOE	AMT DER OBEROSTERREICH LANDESREGIERUNG	AT	998381910
36	AP	ESN Linz	Erasmus Student Network Linz / ÖH Refi	AT	883821030

PARTICIPANTS					
<i>Grant Preparation (Beneficiaries screen) — Enter the info.</i>					
Number	Role	Short name	Legal name	Country	PIC
37	AP	ÖH JKU	Österreichische Hochschüler_innenschaft an der Johannes Kepler Universität Linz	AT	883821321
38	AP	KEPLERUNIKLINII	KEPLER UNIVERSITATSKLINIKUM GMBH	AT	918260007
39	AP	WKOEE	WIRTSCHAFTSKAMMER OBEROESTERREICH	AT	999728755
40	AP	LCM	LINZ CENTER OF MECHATRONICS GMBH	AT	996537940
41	AP	SETTORE CULTURA	COMUNE DI PAVIA	IT	937104391
42	AP	CIMEA	ASSOCIAZIONE CIMEA	IT	948603741
43	AP	STEP ESN Pavia	Studenti Erasmus Pavia	IT	900558089
44	AP	AIESEC Pavia	AIESEC Italy (Local committee of Pavia)	IT	883736446
45	AP	IRCCS OSM	FONDAZIONE IRCCS POLICLINICO SAN MATTEO	IT	999582285
46	AP	C.U.S. PAVIA	C.U.S. PAVIA, A.S.D.	IT	893908254
47	AP	Polo PV	POLO TECNOLOGICO DI PAVIA SRL	IT	883824910
48	AP	ASSOLOMBARDA	ASSOCIAZIONE INDUSTRIALE LOMBARDA DEI TERRITORI DI MILANO LODI MONZA E BRIANZA PAVIA	IT	923375981
49	AP	Aytosalamanca	AYUNTAMIENTO DE SALAMANCA	ES	928351693
50	AP	C.EducaciónJCyL	CONSEJERIA DE EDUCACION DE LA JUNTA DE CASTILLA Y LEON	ES	944318281
51	AP	ESN ESPANA	FEDERACION ERASMUS STUDENT NETWORK ESPANA	ES	940134865
52	AP	CAUS	Complejo Asistencial Universitario de Salamanca	ES	883872440
53	AP	PC USAL	FUNDACION PARQUE CIENTIFICO DE LA UNIVERSIDAD DE SALAMANCA	ES	941418563
54	AP	COCISSA	CÁMARA OFICIAL DE COMERCIO, INDUSTRIA Y SERVICIOS DE SALAMANCA	ES	884208157
55	AP	IBERDROLA	IBERDROLA SA	ES	998885340
56	AP	CITY OF TURKU	TURUN KAUPUNKI	FI	993966082
57	AP	VS-Liitto	VARSINAIS-SUOMEN LIITTO	FI	950866460
58	AP	ESN Uni Turku	Erasmus Student Network University of Turku ry	FI	883772433
59	AP	TYKS	VARSINAIS-SUOMEN SAIRAANHOITOPIIIRIN KUNTAYHTYMA	FI	999495858
60	AP	TSCP	BUSINESS TURKU OY AB	FI	950541316
61	AP	Wartsila FIN	WARTSILA FINLAND OY	FI	998907553
62	AP	SH	SIEMENS HEALTHCARE SAS	FR	890689988
63	AP	IFNUL	IVAN FRANKO NATIONAL UNIVERSITY OF LVIV	UA	967410489

PARTICIPANTS*Grant Preparation (Beneficiaries screen) — Enter the info.*

Number	Role	Short name	Legal name	Country	PIC
64	AP	CG	COIMBRA GROUP ASBL	BE	947388816
65	BEN	UMU	UMEA UNIVERSITET	SE	999881821
66	AP	IKSU	Idrottsklubben Studenterna i Umeå	SE	873970874
67	AP	Region Västerbotten	REGION VASTERBOTTEN	SE	996375659
68	AP	UMEA KOMMUN	UMEA KOMMUN	SE	999651446
69	AP	Umeå studentkår	Umeå studentkår	SE	873942550
70	AP	UMU HOLDING	Umeå University Holding AB	SE	887560962
71	AP	Västerbottens Handelskammare	Handelskammarens Service, AC län AB	SE	874169336
72	AP	Folkuniversitetet	Folkuniversitetet Stiftelsen kursverksamheten vid Umeå universitet	SE	872865753

LIST OF WORK PACKAGES

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP1	Coordination, Governance and Expansion of EC2U Alliance	1 - UP	557.00	1	48	D1.1 – Project Management Handbook D1.2 – Progress towards geographical expansion of the EC2U Alliance D1.3 – Overview of project progress and achievements, Alliance arrangements D1.4 – Integration of new FPs
WP2	Inclusive, Engaged and Mobile EC2U Community	8 - UTU	133.00	1	48	D2.1 – Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines D2.2 – EC2U engaged and open community - Part 1 D2.3 – EC2U engaged and open community - Part 2 D2.4 – A safe and inclusive EC2U Campus with appropriate tools and services D2.5 – EC2U inclusive, diverse and green mobility
WP3	Digital EC2U Alliance	6 - UNIPV	139.00	1	48	D3.1 – Content Management System (CMS) D3.2 – Innovative digital pedagogy database D3.3 – EC2U Connect Centre Upgrade Package 2025 D3.4 – EC2U Connect Centre Upgrade Package 2027 D3.5 – Digital Education lab
WP4	SDG #3 “Good Health and Well-Being”	3 - UAIC	159.00	1	48	D4.1 – Recommendations for improvements

Work packages*Grant Preparation (Work Packages screen) — Enter the info.*

Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing D4.2 – GLADE PhD Network D4.3 – Consolidation and development of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing D4.4 – GLADE Virtual Institute: research and services to society
WP5	SDG #4 "Quality Education"	7 - USAL	159.00	1	48	D5.1 – Recommendations for improvement of the Joint Master's Programme on European Languages, Cultures and Societies in Contact D5.2 – VIQE PhD Network D5.3 – Consolidation and development of the Joint Master's Programme on European Languages, Cultures and Societies in Contact D5.4 – Activities of the VIQE
WP6	SDG #11 "Sustainable Cities and Communities"	2 - UC	159.00	1	48	D6.1 – Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities D6.2 – SCC PhD Network D6.3 – Launch of EC2U sustainable Campus Network D6.4 – Consolidation and development of the Joint Master's Programme on Sustainable Cities and Communities D6.5 – Activities of the SCC Virtual Institute

Work packages <i>Grant Preparation (Work Packages screen) — Enter the info.</i>						
Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
						D6.6 – EC2U Sustainable Campus Network and the EC2U Covenant of Mayors
WP7	SDG #16 “Peace, Justice and Strong Institutions”	4 - UNI JENA	158.00	1	48	D7.1 – Curricula of the EC2U JMP in Peace, Justice and Strong Institutions D7.2 – PJSI PhD Network D7.3 – Development and implementation of the EC2U JMP in Peace, Justice and Strong Institutions D7.4 – Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network
WP8	EC2U Lifelong Career	5 - JKU	143.00	1	48	D8.1 – EC2U Career Development Plan D8.2 – Micro-credentials Guidelines D8.3 – Lifelong Learning within the EC2U Alliance D8.4 – EC2U common micro-credentials policy and practices D8.5 – Joint EC2U Umbrella Structure for Doctoral Training
WP9	EC2U Innovation Hub	7 - USAL	125.00	1	48	D9.1 – Consolidation of Entrepreneurial Academy – Part 1 D9.2 – Consolidation of Entrepreneurial Academy – Part 2 D9.3 – EC2U Living Labs Repository D9.4 – Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG’s Challenge Calls

Work packages*Grant Preparation (Work Packages screen) — Enter the info.*

Work Package No	Work Package name	Lead Beneficiary	Effort (Person-Months)	Start Month	End Month	Deliverables
WP10	Impact and Dissemination	1 - UP	186.00	1	48	D10.1 – First update of the Communication and Dissemination Plan D10.2 – Communication and Dissemination Plan final update D10.3 – Launch of an institutional Awareness Campaign D10.4 – Quality and Impact Monitoring Mechanism – Part 1 D10.5 – Quality and Impact Monitoring Mechanism – Part 2 D10.6 – Programmes of EC2U Fora D10.7 – EC2U Think Tanks D10.8 – International scientific conference on SDGs D10.9 – EC2U Communication activities D10.10 – EC2U Ambassador's Programme

Work package WP1 – Coordination, Governance and Expansion of EC2U Alliance

Work Package Number	WP1	Lead Beneficiary	1 - UP
Work Package Name	Coordination, Governance and Expansion of EC2U Alliance		
Start Month	1	End Month	48

Objectives

WP1 aims at strengthening the Alliance arrangements with respect to the:

- Management and coordination of the Erasmus+ project (series of tasks T1.1.N);
- Running of the Alliance Governance (series of tasks T1.2.N)
- Implementation of the expansion of the Alliance with activities related to the integration of new FP Universities (series of tasks T1.3.N).

Description

T1.1.1 Set up of WP Boards and Local Coordinators network – Duration from M1 to M2 – Contributors/participants: All FP Universities – The Global and Local Coordination Teams are appointed. The Executive Committee (ExeCo) is appointed as WP Board for WP1 and WP10. For WP2-9, additional independent WP Boards are appointed. The composition of all Boards is made public via adequate communication actions under WP10.

T1.1.2 Set up of Digital Management Platform (DMP) and update of tools/templates/guidelines for EC2U activities – Duration from M1 to M6 – Contributors/participants: All FP Universities – Review and update (if needed) of DMP/ tools/templates/guidelines devised during pilot phase. Training sessions are provided for the Local Coordination Teams (once a year).

T1.1.3 Continuous monitoring of WP activities – Duration from M1 to M48 – Contributors/participants: All FP Universities – Monthly monitoring of WP activities by the Global Coordination Team (via DMP). Online meetings are organised between the Global Coordination Team and Local Coordination Teams every month. One physical meeting is held every 6 months. Online meetings between the Global Coordination Team and WP Leaders/Co-Leaders are held every 2 months. Online ExeCo meetings are held every 2 months. First physical meeting of the ExeCo is held during the 1st EC2U Forum (Y1, Q2), followed by annual meetings at EC2U Fora.

T1.1.4 Continuous monitoring of progress towards deliverables – Duration from M1 to M48 – Contributors/participants: All FP Universities – Monthly monitoring of progress towards deliverables is performed by the Global Coordination Team via DMP. Individual building blocks of future deliverables are collected every 3 months. Interaction with WP10 activities related to Quality and Impact is continual.

T1.1.5 Continuous monitoring of budget consumption and update of indicators – Duration from M1 to M48 – Contributors/participants: All FP Universities – Budget consumption is monitored every 3 months via DMP. Intermediate indicators are collected every 6 months.

T1.2.1 Set up of governing bodies – Duration from M1 to M6 – Contributors/participants: All FP Universities – Closed/ Plenary/Student/Quality Councils are appointed. The composition of all governing bodies is made public via adequate communication actions under WP10.

T1.2.2 Regular meetings of governing bodies – Duration from M1 to M48 – Contributors/participants: All FP Universities – Governing bodies meet every 6 months via hybrid meetings at annual EC2U Fora (Q2) and online meetings at Q4. First hybrid meetings are held during the 1st EC2U Forum (Y1, Q2).

T1.2.3 Conflict Resolution and Risk Management (CRRM) tool – Duration from M1 to M48 – Contributors/participants: All FP Universities – A review and update of CRRM tool devised during pilot phase is performed and implemented, using the resources of the EC2U Connect Centre (WP3).

T1.3.1 Fast-Track to Integration (FTI) #1 – Duration from M1 to M6 – Contributors/participants: All FP Universities – Representatives from first new FP University (JKU) visit other FPs (including in-depth interactions with Global Coordination Team).

T1.3.2 Selection of 9th FP – Duration from M1 to M24 – Contributors/participants: All FP Universities – Continuous active search for 9th FP University and selection, in compliance with the EC2U Mission Statement.

T1.3.3 Definition of roles and responsibilities of 9th FP – Duration from M1 to M36 – Contributors/participants: All FP Universities – Update of Grant Agreement according to: - additional APs; - budget and grant distribution (note that FP9 is already included in initial budget); - participation to WPs, WP Leadership and Co leadership; - hosting of EC2U events.

T1.3.4 FTI #2 – Duration from M1 to M36 – Contributors/participants: All FP Universities – Representatives from second new FP University (FP9) visit other FPs (including in depth interaction with Global Coordination Team).

T1.3.5 Update of WP Boards, Local Coordinator network and Governing bodies – Duration from M1 to M36 – Contributors/participants: All FP Universities – Integration of representatives from second new FP University (FP9) and related APs in all instances and governing bodies.

Work package WP2 – Inclusive, Engaged and Mobile EC2U Community

Work Package Number	WP2	Lead Beneficiary	8 - UTU
Work Package Name	Inclusive, Engaged and Mobile EC2U Community		
Start Month	1	End Month	48

Objectives

WP2 is constructed around three pillars, declined into key actions:

- Inclusive Community: Promoting well-being and inclusiveness across the EC2U Campus (series of tasks T2.1.N)
- Engaged Community: Strengthening the EC2U Campus via a network of common activities (series of tasks T2.2.N)
- Mobile Community: Working towards green and high-quality EC2U mobilities (series of tasks T2.3.N)

Description

T2.1.1 Ensure a safe and inclusive EC2U Campus – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task encompasses the following activities:

- Mapping of EC2U Campus-wide resources, which promote a safe and inclusive social environment, related to mental health and well-being. This activity allows the Alliance to focus on the general awareness of well-being and good mental health in line with the Virtual Institute activities in WP4;
- Organising EC2U-level online workshops for staff and students involved in peer support initiatives related to well-being and mental health at each FP (once a year). Workshops are organised in collaboration with WP4, if needed
- Promoting accessible physical activities and well-being during the two EC2U Student Events (c.f. T2.1) as well as through the EC2U Mobile Application (c.f. T2.2). This task is successfully achieved via WP10 communication activities, to promote staff members mobility and encourage student and staff participation (c.f. T3.3).

T2.1.2 Foster inclusive mobility within the EC2U Campus – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task includes the following activities:

- Mapping of inclusive mobility practices at each FP University;
- Creating guidelines and recommendations related to inclusive mobility;
- Ensuring visibility of good practices via effective communication campaigns, targeting specific groups;
- Increasing capacity-building via pilot activities in line with the Erasmus+ Charter (when relevant) with a final assessment and update of recommendations if needed.

T2.2.1 Organise EC2U Student Events and common EC2U Challenges at EC2U Forums – Duration from M1 to M48 – Contributors/participants: All FP Universities – The goal of this task is to strengthen the pan European EC2U Community through common events. This task includes:

- Four Student Events collaboratively organised with the EC2U Student Council with the aim of bringing students together on topical themes such as Sustainability, Higher Education, Cultural Exchanges, Diversity and Inclusion.
- During the annual EC2U Forum, EC2U Challenges are organised with rotating themes (sports, cultural, and culinary challenges, etc.).

T2.2.2 Organise annual EC2U Science Contests – Duration from M1 to M48 – Contributors/participants: All FP Universities – The pilot EC2U Science Battles are now becoming EC2U Science Contests to further democratise the world of research and innovation, via enhanced multi-disciplinary exchanges and promotion of research activities. The EC2U Science Contests are further developed to ensure their inclusiveness. The EC2U Science Contest is held once a year and connects diverse, inclusive, and multi-disciplinary teams of researchers via a competition-like activity. Annual

in-person events organised during the EC2U Forum show three teams (one from each of a selection of 3 FPs) competing. All EC2U Science Contests are broadcasted.

T2.2.3 Consolidate and expand the use of EC2U Mobile Application – Duration from M1 to M48 – Contributors/participants: All FP Universities – The pilot EC2U Mobile Application has proven to be a valuable tool to provide students and staff with information on services, activities and facilities at EC2U FPs and cities. Therefore, the EC2U Mobile Application is further developed, notably to integrate new FPs and develop its content to encompass new EC2U activities. In particular, content is adapted to include topics related to EC2U Campus Life such as Students' mental health and well-being resources and best practices, eco-responsible and sustainable actions, working life, and finally mobility facilitation across the Alliance.

T2.2.4 Enhance the EC2U Multifunctional Spaces – Duration from M1 to M48 – Contributors/participants: All FP Universities – Catalysts for co-working and co-learning, the pilot EC2U Multifunctional spaces are further developed across the EC2U Campus. A specific area of action is on enhancing collaboration between students of all FPs as well as between student associations active within the EC2U Alliance. These multifunctional spaces are used, when relevant, to hold joint activities (e.g., workshops on well-being and/or sustainability) to strengthen the EC2U Campus - by students for students. These spaces will also be developed within new FPs.

T2.3.1 Foster quality and diversity of mobility – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task has the goal of adapting the Alliance mobility schemes and further developing innovative promotional activities (such as the EC2U Mobility Fair), via the following activities:

- Creation of joint feedback collection processes related to EC2U mobility in collaboration with WP3, with the goal of developing easy-to-implement mobility documentation for mobilities between FPs;
- Creation of guidelines and recommendations, notably based on the activity above-mentioned;
- Creation of common procedures for smooth recognition of EC2U short mobilities among students and staff.

This task also includes specific mobility activities to further enhance collaboration across the EC2U Campus. In particular, an annual meeting of mobility personnel is hosted by different FPs.

T2.3.2 Foster green and sustainable mobility – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following collected feedback from past activities and open discussions with diverse stakeholders, this task includes: - Mapping of green mobility practices based on a questionnaire made for FPs and APs (e.g., Coimbra Group and cities); - Creating an extensive list of recommendations for green mobility, based on the review of current measures and EU recommendations; - Inclusion of informational content on green mobility within the EC2U Mobile Application, and other communication channels (when relevant); - Implementation of a pilot project for innovative green mobility with a final assessment and update of recommendations if needed.

Work package WP3 – Digital EC2U Alliance

Work Package Number	WP3	Lead Beneficiary	6 - UNIPV
Work Package Name	Digital EC2U Alliance		
Start Month	1	End Month	48

Objectives

WP3 is focused on consolidating the EC2U Digital Alliance, via two main actions:

- The further operationalisation of the EC2U Connect Centre, which includes but is not limited to the continued development of a common digital space for mobilities of students, staff and faculty members, the adoption of the digital EC2U European Student Card (ESC), and the European Digital Credentials for Learning (EDCL) for certifying all students' learning outcomes, and the consolidation of a digital environment for matchmaking and common project development from capacity building to research (series of tasks T3.1.N and T3.2.N).
- The mainstreaming of innovative digital pedagogy, which fosters innovative digital education initiatives and new innovative practices with EC2U staff training weeks on innovative and immersive digital pedagogies (series of tasks T3.3.N).

Description
T3.1.1 Technical support of the EC2U Connect Centre (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Technical activities to be carried out centrally and in cooperation with local IT centres. This includes: - Providing guidelines, tutorials and other materials to facilitate the integration of the new FPs in the EC2U digital environment; - Ensuring the onboarding of new FPs on existing digital services and the integration of all FPs to new digital services; - Identifying opportunities for further developments and new tools according to the needs of the Alliance; - Creating different surveys targeting specific public among EC2U FPs: teaching staff to gather innovative practices, IT staff to gain information about LMS and digital tools, students to collect their usage of tools to communicate and exchange with each other. This task is achieved via regular online meetings and physical meetings of IT experts for the co-creation of the digital infrastructure. T3.1.2 Training on EC2U Connect Centre (M1- M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Continuous support to facilitate the integration of FPs in the EC2U digital environment, including certified training courses for the final users of the different digital services. This includes: - Developing training materials for major digital services managed by the Alliance; - Delivering certified, in person or online courses for digital services managed by the Alliance. T3.1.3 Support to Digital Facilities (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Design, maintenance and support of the technical infrastructure for the Alliance’s digital services. It includes: - Centralizing, integrating and managing low-level technical IT facilities (Domain Name System (DNS), email, mailing lists, document sharing and cloud computing environment); - Selecting, provisioning and configuring a central Content Management System (CMS) in support of the implementation of internal and public-facing web sites; content management of current and new web sites remains a distributed responsibility over multiple actors within the Alliance, under the coordination of WP10 and with central technical support from WP3; - Migrating existing content from the current main web site to the new CMS infrastructure; - Maintaining and extending the current project Wiki Platform supporting collaborative document editing; - Maintaining and extending the current survey platform supporting internal and public-facing survey campaigns. WP3 support to “low-level technical IT facilities” is made in full support of WP1 (incl. task T1.2.3, Conflict Resolution and Risk Management tool) and WP10.
T3.2.1 EC2U Interchange Platform (IP) (M1- M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Maintenance and development of current mobility planning and management facilities. It includes: - Planning and executing interoperability test for newly activated Erasmus Without Paper (EWP) Application Programming Interfaces (APIs); - Onboarding new FPs and integrating their local EWP tools in the Alliance; - Supporting WP2 tasks related to mobility by updating guidelines and recommendations on the Wiki Platform; - Monitoring the number of mobilities within the Alliance; - Supporting WP4-5-6 in updating and WP7 in creating common JMP Admission Calls, maintained on the Wiki Platform.
T3.2.2 EC2U European Digital Card (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Technical development of the mobile-based European Student Card (ESC)-compliant digital card and support adoption by FPs, helping them to reach the 2025 deadline of the E+ Charter, when all EU students should be given an ESC. This includes: - Joining the Service Toolbox provided by the ESC-Tension (EU Student Card Extension and Adoption); - Onboarding new FPs; - Supporting the inclusion both for students and other cardholders of (optional) photo IDs in the card; Exposing EC2U Digital Card to Near Field Communication (NFC) readers by publishing it to commercial mobile wallets like Apple Wallet and Google Wallet; - Building a directory of external service providers supporting access through the EC2U European Digital Card; - Exposing EC2U Digital Card as a Verifiable Digital Credential (VC) within compatible personal digital wallets; - Using the card as the preferred mean of associating a student digital identity to their European Digital Credentials for Learning (EDCL)-certified achievements
T3.2.3 Digital Credentials (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities

- Development of the current digital credential system to make it fully compliant with the EDCL model, helping FPs satisfy the EU invitation to certify European students' learning accomplishments by EDCLs the. It includes:
 - Developing a common policy for the Alliance on digital credentialing, in close collaboration with WP8 that develops a proper taxonomy of the certified skills;
 - Ensuring the interoperability of local Student Management Systems with EDCL, and accepting Credits Transfer from mobility students directly from their own EDCLs, locally stored by the student in their Europass Digital Credential Wallet. In compliance with European Learning Model (ELM) 3.0, the EDCLs is integrated to the University Courses Knowledge Scheme, and to European Skills, Competences, Qualifications and Occupations (ESCO) and National competence repositories;
 - Upgrading the current OpenBadge 2.1 digital credentialing system to EDCL compliant OpenBadge 3.0 / W3C VC, in coordination with WP8;
 - Adopting digital credentials for certifying student's learning outcomes throughout the Alliance. All EDCLs issued by joint programmes are labelled as issued by the FP as a member of EC2U, to give further visibility to the Alliance. A similar digital format is used for certifying micro credentials, training courses, learning achievement, and mobility periods to all staff within the Alliance.

T3.2.4 Research Workspace (M24-M48) – Duration from M24 to M48 – Contributors/participants: All FP Universities – This task includes:

- In coordination and after consultation of the Alliance's researchers, dedicated virtual workspaces on the Alliance's Wiki Platform will be developed to support teams in collaborative research activities linked to the EC2U Virtual Institutes;
- Developing a dedicated internal and public-facing social networking platform based on open standards, supporting research community development, experience sharing and outreach;
- Developing an interactive search tool for research match-making, leveraging the Research Units dataset maintained on the Alliance Knowledge Hub. Specific attention is paid to the use of the tool as instrumental to the enhancement of gender equality and diversity among the research groups.

T3.2.5 EC2U Knowledge Hub (M1-M48) – Duration from M1 to M48 – Contributors/participants: All FP Universities – Maintenance and further development of the pilot EC2U Knowledge Hub as knowledge sharing facilities. It includes:

- Maintaining and extending current dataset developed under EC2U / RI4C2 projects (Research Groups, Academic Courses, Local Events, Knowledge Ecosystems, Academic Policy Documents);
- Developing self-service Business Intelligence (BI), dashboarding and integrated reporting facilities, to support strategic decision-making and project reporting;
- Developing an interactive search tool for educational offer personalization and mobility planning, leveraging the Academic Courses and other shared datasets maintained on the EC2U Knowledge Hub;
- Developing a new Job and Training opportunities Dataset, fostering opportunities for private and public sectors;
- Developing a directory of academic and commercial services accessible through to the EC2U European Digital Card.

T3.2.6 Graph-Driven semantic classification and search engine for the harmonisation of policies (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities – Development of a proof of concept for an Artificial Intelligent content analysis layer, evaluating the effectiveness of Multilingual Natural Language Processing techniques like graph-driven named entity recognition and linking applied to the analysis of large document corpora. This includes:

- Developing a semantic search engine supporting automatic classification and structural search of the large document corpora; the Academic Policy Documents dataset developed by the RI4C2 project (including documents on gender equality, diversity, entrepreneurial skill development, job placement, fraud and misconduct) is used as a testbed;
- Establishing a common policy framework leveraging the previously described semantic search engine and a dedicated working space on the Wiki Platform, with all documents translated (by automatic translation only) in all the languages of EC2U.

T3.3.1 Implementation of innovative digital pedagogy collaborative database in the EC2U Knowledge Hub (M1-M36) – Duration from M1 to M36 – Contributors/participants: All FP Universities – Use of the EC2U Knowledge Hub to publish, in a given template, innovative digital education practices and examples, that will be disseminated within the EC2U Campus.

T3.3.2 Common seminars on innovative digital pedagogy (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities – Creation of virtual interactive seminars for staff to exchange on innovative digital education practices. These seminars will further allow for the dissemination of innovative digital practices.

T3.3.3 Staff training weeks on innovative digital pedagogy (M12-M48) – Duration from M12 to M48 – Contributors/participants: All FP Universities – Organisation of staff training weeks on innovative digital pedagogy to define what

innovative pedagogy is and create new ways of teaching and learning. These weeks take place once a year, each time at a different FP to visit innovative learning labs and learning spaces.

Work package WP4 – SDG #3 “Good Health and Well-Being”

Work Package Number	WP4	Lead Beneficiary	3 - UAIC
Work Package Name	SDG #3 “Good Health and Well-Being”		
Start Month	1	End Month	48

Objectives

This WP is centred around the consolidation, expansion, and extension of two core activities:

- The Joint Master’s Programme (JMP) LIFELINE “Lifelong Well-being and Healthy Ageing” (tasks T4.1.N)
- The Virtual Institute for Good Health and Well-being (GLADE): a nest for education, innovation, research and services to societies (tasks T4.2.N)

Description

T4.1.1 Analysis of the first two-years (full cohort) of the Joint Master’s Programme LIFELINE – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task is focused on the overall analysis of the first pilot two-years (full cohort) with the goal of better understanding the strengths, weaknesses, and opportunities of this degree, and determining how to improve and extend its academic offer. This task includes the following key actions:

- Consultation of staff members and students involved in the first full cohort, and collection of feedback;
- Follow-up of students’ graduation and entry into the European and/or international labour market;
- Analysis of identified strengths, weaknesses, and opportunities of current JMP, providing a basis for potential extension and expansion;
- Creation of a comprehensive set of recommendations on possible improvements notably focused on pedagogical innovation and general functioning of the programme. This set of recommendations is disseminated via a report constructed in close collaboration with WP5 and WP6 (SDG #4 and SDG #11).

T4.1.2 Consolidation, improvement, and integration of FP Universities in the curriculum – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following up the actions led in T4.1.1 and the feedback collected from the first full cohort, this task is focused on the (1) consolidation of the LIFELINE JMP, (2) improvement of academic offer including support to study counselling and semester mobility, and (3) integration (when possible) of additional FPs in the curriculum. Accreditation updates are done if relevant.

T4.1.3 Update of information package to academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – The information package already available for current and prospective students and academic communities is updated according to the consolidation, improvement, and integration processes led within T4.1.2. This information package includes the JMP structure, description of modules and courses, timetable of the call, eligibility, teaching and evaluation methods, mobility schemes, etc

T4.1.4 Development of partnerships in local communities and within the Alliance to ensure professional opportunities for students – Duration from M12 to M48 – Contributors/participants: All FP Universities – Building upon the excellence of APs and FPs’ research laboratories and departments, partnerships within local communities are developed to ensure professional opportunities (e.g., such as internships in private and/or public sector entities) for LIFELINE Master’s Degree Students.

T4.2.1 Thematic Surveys and Studies for Healthy Campuses and/or health in the cities and the urban environments – Duration from M1 to M48 – Contributors/participants: All FP Universities – This task is a continuity of the GLADE studies on Healthy Campuses led in the EC2U pilot phase. The aim of the thematic surveys and consequent studies is to assess the health and safety situations in all FPs and city/urban environments. Additionally, the goal is to identify improvements since the COVID pandemic as well as the new challenges and opportunities across the EC2U Alliance. Questionnaires and specific action points are developed, applied, and evaluated for FPs not yet included in the studies. The results will be the basis for improvements on an organizational level of FPs.

T4.2.2 GLADE Educational Hub – Duration from M1 to M48 – Contributors/participants: All FP Universities – This

task focuses primarily on providing thematic trainings on Health and Well-being for students, staff, professionals, and actors from local administration based on the results of the surveys (c.f. T2.1) or other local needs. This task includes:

- Three short training courses for each FP are organised locally: 1 for EC2U Students, 1 for staff members, and 1 for external city and urban multipliers;
- Two thematic Summer Schools organised at the EC2U Alliance-level on topical matters adapted to the EC2U Community.

T4.2.3 GLADE Transfer Events on knowledge & good practices – Duration from M12 to M48 – Contributors/participants: All FP Universities – GLADE Transfer Events on knowledge and good practices are offered online using research data with the aim of improving health for students, academic, and administrative staff. Each FP organises one event and adapts the format when relevant.

T4.2.4 GLADE PhD Network – Duration from M12 to M48 – Contributors/participants: All FP Universities – The GLADE PhD Network gathers the expertise of PhD supervisors and jointly supervised PhD students within the GLADE Virtual Institute, bringing them together through physical, blended and virtual mobilities in order to create a multidisciplinary community of experts. PhD Thesis topics as well as the procedures and results are jointly communicated to frame and scope the GLADE PhD Network. To fully support this network, three EC2U Alliance-level joint doctoral workshops are held. The results and/or topics of the GLADE PhD Network and/or related PhD theses are accessibly communication to the general public.

Work package WP5 – SDG #4 “Quality Education”

Work Package Number	WP5	Lead Beneficiary	7 - USAL
Work Package Name	SDG #4 “Quality Education”		
Start Month	1	End Month	48

Objectives

This WP is centred around the consolidation and development of two core activities:

- The Joint Master’s Programme (JMP) on European Languages, Cultures and Societies in Contact (tasks T5.1.N)
- The Virtual Institute for Quality Education (VIQE): research & innovation - transformative R&I projects - (tasks T5.2.N)

Description

T5.1.1 Analysis of first two years (full cohort) of the Joint Master’s Programme in European Languages, Cultures and Societies in Contact – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task is focused on the overall analysis of the first two-years (full cohort) with the goal of better understanding the strengths, weaknesses, and opportunities of this degree, and determining how to improve and extend the academic offer. This task includes the following key actions:

- Consultation of staff members and students involved in the first full cohort, and collection of feedback;
- Follow-up of students’ graduation and entry into the European and/or international labour market;
- Analysis of identified strengths, weaknesses, and opportunities of current JMP, providing a basis for potential extension and expansion;
- Creation of a comprehensive set of recommendations on possible improvements notably focused on pedagogical innovation and general functioning of the programme. This set of recommendations is disseminated via a report constructed in close collaboration with WP4 and WP6 (SDG #4 and SDG #11).

T5.1.2 Consolidation, improvement, and integration of FP Universities in the curriculum – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following up the actions led in T5.1.1 and the feedback collected from the first full cohort of students, this task is focused on the (1) consolidation of the European Languages, Cultures and Societies in Contact JMP, (2) improvement of academic offer including support to semester mobility, and (3) integration (when possible) of additional FPs in the curriculum. Accreditation updates are done if relevant.

T5.1.3 Update of information package for academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – The information package already available for current and prospective students and academic communities is updated according to the consolidation, improvement, and integration processes led

within T5.1.2. This information package includes the JMP structure, description of modules and courses, teaching and evaluation methods, mobility schemes, etc.

T5.1.4 Development of partnerships in local communities and within the Alliance to ensure professional opportunities for students – Duration from M12 to M48 – Contributors/participants: All FP Universities – Building upon the excellence of APs and FPs’ research laboratories and departments, partnerships within local communities is developed to ensure professional opportunities (e.g., such as internships in private and/or public sector entities) for Master’s Degree Students.

T5.2.1 Research projects: fostering quality education approaches and researcher mobility – Duration from M1 to M48 – Contributors/participants: All FP Universities – Two research projects will be carried out with the aim to improve how Higher Education Institutions (HEI) teach foreign languages and cultures and how they deal with cultural biases and stereotypes in European multilingual and multicultural campuses:

- The first project “Multilingualism, cultural diversity and education for sustainable development in HEI” explores foreign language representations (including lesser used languages) and effective teaching methods from an inclusive viewpoint by conducting surveys, language biographies and semi-structured interviews on learning activities and teaching practices.

- The second project “Cultural biases and stereotypes in online and offline communication for sustainable development in HEI” identifies different forms of cultural biases, particularly in social media and in print texts linked to HEI from an interdisciplinary and multi-methodological perspective (including psychology, linguistics, literature, cultural studies and educational sciences).

Both research projects include three conferences for academic communities. Literature review and publication of papers are done if relevant. The results of the research projects are internally disseminated among EC2U academic communities with a specific focus on teaching innovation projects and innovative pedagogy under the realms of the SDG ‘Quality Education’. A link is made with activities on Digital Education under WP3. Dissemination is done via internal multiplier events led by WP10.

T5.2.2 VIQE external multiplier events – Duration from M12 to M48 – Contributors/participants: All FP Universities – Following the activities described in T5.2.1, the results of the two research projects are externally disseminated among the general public in all EC2U local communities: -

- Researchers from the first research project develop a travelling exhibition on language and culture diversity in EC2U regions in collaboration with different stakeholders (cities, schools, etc.).

- Researchers from the second research project will jointly organise 9 hybrid open lectures on how to establish and enhance sustainable intercultural relationships in the community through avoiding cultural biases and stereotypes.

T5.2.3 VIQE PhD Network and European/EC2U doctorate adapted mobility schemes – Duration from M1 to M48 – Contributors/participants: All FP Universities – The VIQE PhD Network gathers the expertise of PhD supervisors and jointly supervised PhD students within the VIQE, bringing them together through adapted mobilities in order to create a multidisciplinary community of experts on the topics of Quality Education. Within this task, short physical mobilities for PhD Students are organised.

T5.3.1 Joint doctoral workshops for PhD programmes on education, language and cultural diversity – Duration from M1 to M48 – Contributors/participants: All FP Universities – Two thematic doctoral workshops for PhD Students are held within the scope of the VIQE PhD Network, on the following topics:

- Language and cultural diversity in European society.
- Educational sciences.

T5.3.2 VIQE PhD Network Young Researchers workshop – Duration from M1 to M36 – Contributors/participants: All FP Universities – PhD Students from all 9 FPs jointly organise a workshop on language, education and cultural diversity for young researchers where they have the opportunity to present their research within the framework of the VIQE.

Work package WP6 – SDG #11 “Sustainable Cities and Communities”

Work Package Number	WP6	Lead Beneficiary	2 - UC
Work Package Name	SDG #11 “Sustainable Cities and Communities”		
Start Month	1	End Month	48

Objectives

This WP is centred around the consolidation and development of three core activities:

- The Joint Master's Programme (JMP) on Sustainable Cities and Communities (tasks T6.1.N)
- The Virtual Institute (VI) for Sustainable Cities and Communities (SCC) (tasks T6.2.N)
- Actions for cities and communities (tasks T6.3.N)

Description

T6.1.1 Analysis of first two years (full cohort) of the Joint Master's Programme in Sustainable Cities and Communities – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task is focused on the overall analysis of the first two-years (full cohort) with the goal of better understanding the strengths, weaknesses, and opportunities of this degree, and determining how to improve and extend the academic offer. This task includes the following key actions:

- Consultation of staff members and students involved in the first full cohort, and collection of feedback;
- Follow-up of students' graduation and entry into the European and/or international labour market;
- Analysis of identified strengths, weaknesses, and opportunities of current JMP, providing a basis for potential extension and expansion.
- Creation of a comprehensive set of recommendations on possible improvements notably focused on pedagogical innovation (incl. digital pedagogy in cooperation with WP3) and general functioning of the programme. This set of recommendations is disseminated via a report constructed in close collaboration with WP4 and WP5 (SDG#3 and SDG#4).

T6.1.2 Consolidation, improvement, and integration of FP Universities in the curriculum – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following up the actions led in T6.1.1 and the feedback collected from the first full cohort, this task is focused on the (1) consolidation of the Sustainable Cities and Communities JMP, (2) improvement of academic offer including support to semester mobility, and (3) integration (when possible) of additional FPs in the curriculum.

Accreditation updates are done if relevant.

T6.1.3 Update of information package for academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – The information package already available for current and prospective students and academic communities is updated according to the consolidation, improvement, and integration processes led within T1.2.

This information package includes the JMP structure, description of modules and courses, teaching and evaluation methods, mobility schemes, etc.

T6.1.4 Development of partnerships in local communities and within the Alliance to ensure professional opportunities for students – Duration from M12 to M48 – Contributors/participants: All FP Universities – Building upon the excellence of APs and FPs' research laboratories and departments, partnerships within local communities is developed to ensure professional opportunities (e.g., such as internships in private and/or public sector entities) for the Sustainable Cities and Communities Master's Degree Students.

T6.2.1 New mobility programme for seed research projects – Duration from M1 to M48 – Contributors/participants: All FP Universities – In addition to the pilot seed research projects on "Heat Waves in European Cities" and on "Retrofitting Historical Buildings", two new seed research projects related to Sustainable Cities and Communities are established:

- Reducing the adverse effects of natural disasters: This project focuses on reducing the risks linked to anthropogenic climate change and urban sprawl via multidisciplinary perspectives, novel geomatics, and artificial intelligence technologies.
- Legal and Socio-Political Dimensions of Urban Sustainability. This project focuses on urban sustainability from a legal and social-science perspective. Rethinking and reorganizing for green social policies and welfare—social sustainability—is thus both a crucial task and a major challenge.

T6.2.2 SCC PhD Network – Duration from M1 to M48 – Contributors/participants: All FP Universities – A PhD Network is established to foster research excellence within the EC2U Alliance. This network gathers the expertise of PhD supervisors and jointly supervised PhD students within the SCC VI, bringing them together through physical, blended and virtual mobilities to create a community of multidisciplinary experts in SCC.

T6.2.3 International training schools – Duration from M1 to M48 – Contributors/participants: All FP Universities – International Summer/Winter schools and training workshops are used to share knowledge within EC2U - within and between the Virtual Institutes - and to reach out to the multidisciplinary scientific community in the field of SCC. Topics may include Building Sustainable Reuse or Geospatial Data Science for Sustainability, continuing and extending successful activities initiated during the previous funding period. Events focused on the new research seed projects are

incorporated. Links with clusters of research excellence at all FPs (e.g., ELLIS Unit Jena on Machine-Learning for Earth system sciences) are leveraged in order to offer cutting-edge training opportunities.

T6.3.1 EC2U Sustainable Campus Network – Duration from M1 to M48 – Contributors/participants: All FP Universities – Building upon the existing local vibrant networks of FPs and their respective cities, the SCC Virtual Institute continues designing and creating campuses that form a living, accessible component of the city structures, promoting sustainability. Best practices co-designed in each city-university partnership are disseminated in hybrid joint events within the Sustainable Campus Network.

T6.3.2 EC2U Covenant of Mayors – Duration from M1 to M48 – Contributors/participants: All FP Universities – In a first phase, the current status of the partner cities with respect to their Sustainable Development and Climate Change Action Plans are mapped and evaluated within the framework of the Covenant of Mayors, accelerating and supporting their implementation, if necessary.

Collaborative actions with and between FPs and their cities are promoted notably during WP10 dissemination events, such as the EC2U Fora, where thematic workshops may be organised with and for the APs.

T6.3.3 Research with schools – Duration from M1 to M48 – Contributors/participants: All FP Universities – Broadening and deepening the collaboration with High Schools by implementing school research projects related to sustainable urban development, such as "Urban heat islands and climate compatible sustainable urban development" is performed locally at each FP. The developed concepts and educational materials are published on online platforms as Open Educational Resources (in cooperation with experts of digital pedagogy from WP3). Dissemination to broader audiences is achieved via specific activities organised during external dissemination events led within WP10.

Work package WP7 – SDG #16 “Peace, Justice and Strong Institutions”

Work Package Number	WP7	Lead Beneficiary	4 - UNI JENA
Work Package Name	SDG #16 “Peace, Justice and Strong Institutions”		
Start Month	1	End Month	48

Objectives

This WP is centred around two core activities:

- The creation of a new Joint Master’s Programme (JMP) on Peace, Justice and Strong Institutions (PJSI) (tasks T7.1.N)
- The creation of the Virtual Institute for Peace, Justice and Strong Institutions (tasks T6.2.N)

Description

T7.1.1 Design of curriculum and preparation of accreditation documents – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task is focused on creating a comprehensive JMP. The success of this activity follows recommendations and guidelines from the existing three JMPs and in-person meetings with academic members from across the Alliance. These meetings bring together FPs to harmonize curricula in view of designing the new JMP and preparing accreditation documents to be submitted via the European Approach (if possible) and/or to national accreditation agencies.

T7.1.2 Harmonization of admission procedures – Duration from M1 to M48 – Contributors/participants: All FP Universities – Following the actions led in T7.1.1 and the feedback collected from existing EC2U JMPs, administrative and admission procedures are jointly decided. Previous methods and common digital tools adopted by EC2U JMPs are fully taken into consideration.

T7.1.3 Implementation of the Joint Master’s Programme – Duration from M36 to M48 – Contributors/participants: All FP Universities – The JMP is launched with its first cohort of students.

T7.1.4 Information package for academic communities – Duration from M1 to M48 – Contributors/participants: All FP Universities – An information package is made available for prospective students and academic communities on relevant communication channels. This information package includes the JMP structure, description of modules and courses, teaching and evaluation methods, mobility schemes, etc.

T7.1.5 Report on accreditation barriers 2.0 – Duration from M12 to M48 – Contributors/participants: All FP Universities

– A detailed report exposing accreditation barriers and the difference between countries is produced. Comparison with the first report on accreditation barriers led during the pilot phase is performed.

T7.2.1 Virtual Institute on Justice, Peace and Strong Institutions is created – Duration from M1 to M12 – Contributors/participants: All FP Universities – Launch of the Virtual Institute identifying common, new research paths connected to the scientific areas of the JMP.

T7.2.2 Interdisciplinary PhD Network on Peace, Justice and Strong Institutions is established – Duration from M12 to M48 – Contributors/participants: All FP Universities – An interdisciplinary doctoral training network on Peace, Justice and Strong Institutions is created and activated. New scientific inputs from the different fields of participating disciplines are advanced, including:

- Interdisciplinary topics of research in the field of PJSI are identified;
- Development of a doctoral training network is established;
- Significant links between research and teaching are identified.

It acts as a forum for doctoral students, with:

- Two Winter/Summer Schools
- Two research workshops hosted by FPs on a rotating basis.

Work package WP8 – EC2U Lifelong Career

Work Package Number	WP8	Lead Beneficiary	5 - JKU
Work Package Name	EC2U Lifelong Career		
Start Month	1	End Month	48

Objectives

This WP is centred around the development of strategic, interactive and shared actions under the global umbrella of Lifelong Learning to support personal careers and to consider the needs for job market. It is constructed around three key actions, to:

- Support student career paths and to utilize existing study modules in the framework for Lifelong Learning (LLL) (tasks T8.1.N);
- Further implement micro-credential policy and to provide small course entities for broad audiences (tasks T8.2.N);
- Develop a joint approach to doctoral training within the EC2U Alliance (tasks T8.3.N).

Description

T8.1.1 Consolidate and expand the EC2U Career Development Plan – Duration from M1 to M24 – Contributors/participants: All FP Universities – Relaying on the experience obtained during the pilot phase of the Alliance, this task expands and reinforces the EC2U-Career Plan Certificate Programme.

This task is developed successively by: 1) analysing the career development tools at each FP and 2) developing a “best fit” EC2U Career Development Plan considering the social and educational diversity of the EC2U Community.

T8.1.2 Provide a catalogue of courses available with the EC2U consortium to students, staff and citizens in the framework of Lifelong Learning – Duration from M1 to M48 – Contributors/participants: All FP Universities – The objective of this task is to support all interested students, professors, staff and citizens by providing LLL contents. To do so, the task includes the following activities:

- Mapping of existing courses from the offer of each FP and AP;
- Collaborating with private and public organisations to best identify educational offers in order to mitigate local and regional skills mismatch;
- Collaborating with EC2U Virtual Institutes to promote their activities including Winter/Summer Schools to targeted audience;
- Aligning the courses with the goals of the EC2U Career Development Plan (T8.1.1);
- Analysing and applying national requirement and European rules for the recognition processes.

This task results in the creation of an online catalogue using the Knowledge Hub developed within WP3. This offer can also be promoted through the EC2U Mobile Application.

T8.2.1 Definition of common EC2U approach to micro-credentials – Duration from M1 to M24 – Contributors/participants: All FP Universities – This task aims at developing a common EC2U approach to micro-credentials in accordance with the “Recommendations on a European approach to micro-credentials for Lifelong Learning and employability” adopted by the EU Council on 16 June 2022. It is achieved through the following activities:

- Analysing institutional micro-credential practices and policies to compare national differences and milestones;
- Identifying the thematic framework for micro-credentials relevant to the Alliance activities to provide courses with cross-disciplinary or cross-cutting topics for MA and PhD students, to foster employability and to certify learning outcomes (c.f. T8.2.2).

The EC2U joint policy on micro-credentials is developed in close collaboration with WP3 (c.f. T3.6).

T8.2.2 Provide micro-credential short online courses – Duration from M24 to M48 – Contributors/participants: All FP Universities – This task intends to provide micro-credential courses following the thematic framework set in T8.2.1. These courses are joint online activities, open to the EC2U Community (students, staff and citizens). In coherence with the EC2U activities, these courses provide cross-disciplinary and/or cross-cutting topics for MA and/or PhD students (i.e., instrumental or methodological MCs) and foster employability by certifying thematic learning outcomes. These courses will also be promoted through the EC2U Mobile Application.

T8.2.3 Expand the use of Open badges – Duration from M24 to M48 – Contributors/participants: All FP Universities – Open badges through this task are made available to both students and staff in collaboration with WP3 (c.f. T3.6).

EC2U delivers open badges as digital certification for the proposed courses (c.f. T8.2.2), as well as to certify EC2U membership recognition for people actively involved (e.g., EC2U Ambassadors, professors delivering learning courses in EC2U JMPs/micro-credentials, academic involved in Summer/Winter schools, etc.).

T8.3.1 Organise an annual colloquium on quality assurance and strategic developments in doctoral education – Duration from M1 to M48 – Contributors/participants: All FP Universities – The umbrella structure for doctoral training organises once a year an Alliance colloquium on quality assurance and strategic developments in doctoral education. This event will bring people together and offer the opportunity to invite a keynote speaker. The goal is to increase the professionalisation of doctoral staff and trigger the sharing of best practices in doctoral education.

T8.3.2 Enhance and facilitate the mobility of doctoral researchers – Duration from M1 to M48 – Contributors/participants: All FP Universities – The aim of this task is to adopt policy-oriented activities to enhance the mobility of doctoral researchers. This task includes:

- The formulation of standards for Cotutelles (and other mobility schemes when relevant);
- Support to researchers to apply for funded doctoral research positions (e.g., EU funded projects such as MSCA Individual fellowships);
- The formulation of standards for mutual recognition of training courses and the participation in conferences (e.g., via WP3 digital credentials);
- The sharing of open transferable skills training offers of the FPs and their visibility on the EC2U course catalogue including MOOCs to improve local training offers;
- The organisation of two PhD employability webinars for the doctoral researchers of the UNSDGs-related PhD Networks (c.f., WP4 to WP7) on “Career paths in academia” and “Career paths outside academia”.

T8.3.3 Provide a career mentoring programme for early career researchers – Duration from M1 to M48 – Contributors/participants: All FP Universities – The objective of this task is the implementation of a career mentoring programme targeted to early career researchers planning a career outside academia.

This task includes the following activities:

- Different tracks depending on individual career goals (industry, public sector, science-policy-impact);
- An international peer-support group incl. members from FPs and APs;
- Access to transferable skills training through digital certifications (c.f. T8.2.2).

Work package WP9 – EC2U Innovation Hub

Work Package Number	WP9	Lead Beneficiary	7 - USAL
Work Package Name	EC2U Innovation Hub		
Start Month	1	End Month	48

Objectives

This WP is centred around three key activities:

- The Entrepreneurial Academy (tasks T9.1.N)
- The Challenge-based programmes and Entrepreneurship, Innovation & Transfer Experts' Network (EITEN) Programme (tasks T9.2.N)
- Interconnecting innovation and living labs across the EC2U Campus (tasks T9.3.N)

Description

T9.1.1 Analysis of the pilot phase of the Entrepreneurial Academy – Duration from M1 to M6 – Contributors/participants: All FP Universities – The Entrepreneurial Academy is the continuation of one of the most successful activities of the EC2U pilot phase. Its roll-out is based on careful assessment of the previous Entrepreneurial Academy actions.

T9.1.2 EC2U Open Learning Opportunities in Entrepreneurship and Innovation – Duration from M7 to M48 – Contributors/participants: All FP Universities – Within this task, online resources are designed to foster curiosity for entrepreneurship, and the awareness of entrepreneurial opportunities. The main goal is to underline entrepreneurial competences and activities and their relevance and purpose for the whole university community. Therefore, it is a low-threshold offer and easy entry point for individuals in any fields of study and research. The online resources offer basic understanding and easy tools for innovation and entrepreneurial learning. One of the purposes of the resources is to support participants in the critical assessment of ideas that can be further developed during the EC2U Entrepreneurial Week (c.f. T9.1.3).

T9.1.3 EC2U Entrepreneurial Week – Duration from M1 to M48 – Contributors/participants: All FP Universities – The Entrepreneurial Week is an inspiring entrepreneurial journey targeting students from bachelor to PhD as well as recent graduates. Participants collaborate on new ideas in international and multidisciplinary teams. Workshops are led by international and multidisciplinary experts and entrepreneurs who share their experience and advice.

Four EC2U Entrepreneurial Weeks are held with four distinctive themes. The location rotates among the FPs to provide opportunities for on-site networking and visits. Participants from all disciplines are welcome to join and receive a certificate of participation.

T9.2.1 Review of existing innovation programmes and RI4C2 resources to be used in this activity – Duration from M1 to M12 – Contributors/participants: All FP Universities – This task provides a review of existing innovation programmes at each FP thanks to an interview-based work providing a basis for the design of Challenge-based programmes.

This task is also making use of the pilot RI4C2 H2020 project outputs, especially regarding 1) Innovation Sphere, its "Lighthouses of Innovation" contacts and experts; 2) "Recipes of Innovation" which are collected best practices for innovation and innovation support, and lastly 3) experiences from the Makeathon organized by RI4C2 at the end of 2024, are incorporated in the yearly review taken at the EITEN Annual Meeting (c.f. T9.2.2).

T9.2.2 Entrepreneurship, Innovation & Transfer Experts' Network (EITEN) Programme – Duration from M1 to M48 – Contributors/participants: All FP Universities – The goal of the EITEN network is to support the innovation process, starting from ideation towards team formation all the way up to operations and investment and develop a cohort of hyper-connected individuals.

This network involves experts from each FP. Its activities consist of, but are not limited to, sharing best practices and skill development, and providing the drive for the Challenge-based programme. Activities are implemented through joint meetings, online and physical.

T9.3 Interconnect Innovation Ecosystems and Living Labs across the EC2U campus – Duration from M12 to M48 – Contributors/participants: All FP Universities – Several Living Labs or Open Innovation initiatives already exist across the EC2U Alliance. The aim of this task is to intensify the interconnection, exploration, and exploitation of their possible impacts. The support for interconnection between campuses is also provided by EITEN (c.f. T9.2.2). Activities take place via one-on-one meetings, building business connections, creating awareness, and pushing forward communication and outreach efforts. Integration with relevant stakeholders across "regional innovation valleys" is also planned.

Those are complemented by 2 joint thematic meetings with Living Lab and open innovation representatives.

Work package WP10 – Impact and Dissemination

Work Package Number	WP10	Lead Beneficiary	1 - UP
Work Package Name	Impact and Dissemination		

Start Month	1	End Month	48

Objectives

This WP gathers all activities related to the crucial activities related to the intensification of quality and impact of the EC2U Alliance, as well as the dissemination activities. It includes seven set of tasks, the:

- Quality and Impact monitoring mechanism (tasks T10.1.N)
- annual EC2U Forum (task T10.2)
- EC2U Think Tanks (task T10.3)
- International scientific conference on SDGs (task T10.4)
- Communication Strategy (tasks T10.5.N)
- Communication at the service of EC2U activities (tasks T10.6.N)
- EC2U Ambassador Programme (tasks T10.7.N)

Description

T10.1.1 Development of a Quality and Impact Monitoring Mechanism – Duration from M1 to M12 – Contributors/participants: All FP Universities – A Quality and Impact Monitoring Mechanism (QIMM) is developed in cooperation with Quality Council. The QIMM builds on the pilot Quality Assurance Plan and the pilot mechanism for collecting feedback from students and staff. It also extends the considerations to impact assessment, based on the analysis of existing literature and similar activities at EC2U FP Universities, EC2U APs and other Alliances. It includes the collection and analysis of the EC2U KPIs and any additional relevant information related to quality and impact of EC2U activities (deliverables and events, incl. feedback from students and staff).

T10.1.2 Implementation of the QIMM – Duration from M12 to M48 – Contributors/participants: All FP Universities – The QIMM is implemented once a year (simplified version at M12, full version at M24, M36, M48). Governance bodies have access to the results and provide recommendations for the improvement of the quality and impact of EC2U activities. The QIMM is updated, if relevant. Results from the implementation of the QIMM enrich the yearly EC2U public report.

T10.2 EC2U Forum – Duration from M1 to M48 – Contributors/participants: All FP Universities – The EC2U Forum is the innovative dissemination and impact event or “third space” where results and benefits of the project are transferred and shared openly and effectively to a wide range of stakeholders, incl. the APs and local communities. The EC2U Forum takes place every year. This activity aims at organising each EC2U Forum according to a programme defined and agreed by all FPs and all EC2U bodies. A special attention is paid to organise, during each EC2U Forum, a special Higher Education Round Table devoted to the exchange of practices and guidelines resulting from WPs and dealing with the Higher Education challenges (implementation of the Bologna Process, students and staff mobility, creation of European Diploma, etc.); major stakeholders from the field are invited, incl. European Commission (e.g., DG EAC), members from the Coimbra Group of Universities (AP) as well as other Alliances. Additionally, a Citizen Science session is organised.

T10.3 EC2U Think Tanks – Duration from M1 to M48 – Contributors/participants: All FP Universities – Pressing societal issues are best approached from multiple perspectives. The EC2U Think tanks are the continuation of the successful pilot activities gathering stakeholders and agents of change from as many perspectives as possible - citizens, public authorities, scientists, school teachers, journalists, politicians, students etc. - to share challenges and approaches, (e.g., fighting populism, exclusion, gender inequality, etc.). Local EC2U Think tanks meet at the home cities to reflect on a yearly theme. The local reflections and recommendations are then presented and further discussed at the EC2U Fora, in a dedicated session. The final recommendations will enrich the QIMM and the yearly EC2U public report.

T10.4 International scientific conference on SDGs – Duration from M1 to M48 – Contributors/participants: All FP Universities – WP4-5-6-7 focus on four specific United Nations SDGs; additional SDGs are also addressed by other WPs, at the FPs as well as at their municipalities. It is thus important to give more visibility to all SDG-related activities to gain more impact. To this end, an international scientific conference on SDGs is organised at the end of the consolidation phase at one of the FPs and gathers EC2U and international scientific experts to present advancements of SDGs (in particular within the four Virtual Institutes) and propose recommendations that may give rise to international projects within the EC2U Virtual Institutes.

The outcomes of this international scientific conference enrich the QIMM and the final yearly public report.

T10.5.1 Annual updates of the Communication Plan – Duration from M1 to M48 – Contributors/participants: All FP Universities – The Communication Plan developed during the pilot phase provides a structure to manage and coordinate

the wide variety of EC2U communication activities. The Communication Plan is updated once a year to guide and optimise communication and marketing actions in line with EC2U objectives, while following current trends and practices.

T10.5.2 Tools to support internal communication – Duration from M1 to M48 – Contributors/participants: All FP Universities – An online toolbox is set up, on a shared space accessible for EC2U management and governance members. This tool box offers templates, tutorials, flowcharts, etc., to ease and encourage communication. The Global and Local Communication Teams set up a monthly editorial plan to plan, follow and analyse different communication campaigns led within the Alliance. The outcomes optimise production, publication and management of all communication activities.

T10.5.3 Update the Visual Identity of EC2U – Duration from M1 to M12 – Contributors/participants: All FP Universities – The Global and Local Communication Teams facilitate the update of the (audio-) visual identity of the EC2U Alliance, if needed.

T10.5.4 Development of the external visibility of the Alliance – Duration from M1 to M48 – Contributors/participants: All FP Universities – An Institutional Awareness campaign is designed and implemented, focusing on the benefits each target group has from being part of the EC2U Alliance. This ensures a better understanding of what EC2U stands for. Press relations are boosted with the organisation of a press conference once a year (Q4) at every FP, as well as the creation of a mediabank on the EC2U website.

Global and Local Communication Teams study the opportunity to join new social media, following the tendencies and relevance of the Alliance's target groups.

Each FP locally produces sustainable gadgets and wearables, based on the (new) EC2U visual identity.

The user experience of the newsletter is enriched by offering an audio version. This new communication support allows the Alliance to share its news to a wider and more inclusive audience.

T10.6.1 Regular communication actions on EC2U activities – Duration from M1 to M48 – Contributors/participants: All FP Universities – Daily communication actions are led on the regular activities of the Alliance, including mobility opportunities, the JMPs, Virtual Institutes, Multifunctional Spaces, the EC2U Forum and other events, and global news, etc. All communication means are used (print, digital, media, events).

T10.6.2 Enhance science/scientific communication – Duration from M1 to M48 – Contributors/participants: All FP Universities – A specific strategy on science/scientific communication, is elaborated and included in the Communication Plan. Several possibilities are considered: creating a dedicated space on social media, in the EC2U newsletter, strengthening the EC2U presence on the Zenodo platform, etc.

T10.6.3 Create a dedicated audio-visual campaign on SDGs – Duration from M24 to M36 – Contributors/participants: All FP Universities – This campaign presents the actions led in the different FPs and cities that respond to relevant issues related to the four chosen SDGs (SDG#3, SDG#4, SDG#11, SDG#16). One video is created and disseminated per SDG.

T10.7.1 Creation of the EC2U Ambassador Programme – Duration from M1 to M48 – Contributors/participants: All FP Universities – The main objectives of the EC2U Ambassador Programme are to give students their say and include them in the communication strategy (as influencers or for peer-to-peer communication). This Ambassador Programme is led jointly with other relevant WPs.

Every event including students, is the opportunity to join the EC2U Ambassador Programme. At the beginning of every academic year (Q3-Q4) an open call is open to select new students interested in joining the programme.

T10.7.2 Implementation of communication activities with the Ambassadors – Duration from M7 to M48 – Contributors/participants: All FP Universities – The EC2U Ambassadors launch communication actions to promote the Alliance. Means/supports may include a EC2U social media account takeover, the redaction of articles on the EC2U/local websites, the creation of a digital magazine, etc.

Regular meetings allow the Ambassadors staff team to meet and train the selected Ambassador Students. Once a year (M13, M25, M37), Ambassadors meet in one of the FPs for an intensive training session.

Ambassadors are also in charge of creating online/hybrid events to foster exchanges. They are in charge of the format (contest, conference, social activities...), the topic, the participants, etc. Specific resources (human and financial) are allocated. Local student associations (AP) can be involved.

STAFF EFFORT

Staff effort per participant <i>Grant Preparation (Work packages - Effort screen) — Enter the info.</i>											
Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10	Total Person-Months
1 - UP	173.00	10.00	11.00	14.00	14.00	14.00	14.00	12.00	12.00	127.00	401.00
2 - UC	49.00	10.00	10.00	13.00	12.00	56.00	12.00	11.00	11.00	7.00	191.00
3 - UAIC	51.00	10.00	11.00	59.00	17.00	16.00	15.00	12.00	12.00	9.00	212.00
4 - UNI JENA	49.00	9.00	9.00	12.00	12.00	12.00	54.00	10.00	11.00	7.00	185.00
5 - JKU	49.00	9.00	9.00	11.00	11.00	11.00	11.00	54.00	11.00	7.00	183.00
6 - UNIPV	49.00	10.00	57.00	12.00	12.00	12.00	14.00	11.00	11.00	7.00	195.00
7 - USAL	54.00	12.00	12.00	17.00	60.00	17.00	17.00	15.00	40.00	9.00	253.00
8 - UTU	49.00	54.00	10.00	11.00	11.00	11.00	11.00	10.00	9.00	7.00	183.00
65 - UMU	34.00	9.00	10.00	10.00	10.00	10.00	10.00	8.00	8.00	6.00	115.00
Total Person-Months	557.00	133.00	139.00	159.00	159.00	159.00	158.00	143.00	125.00	186.00	1918.00

LIST OF DELIVERABLES

Deliverables <i>Grant Preparation (Deliverables screen) — Enter the info.</i> <i>The labels used mean:</i> <i>Public — fully open (🚩 automatically posted online)</i> <i>Sensitive — limited under the conditions of the Grant Agreement</i> <i>EU classified —RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision 2015/444</i>						
Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D1.1	Project Management Handbook	WP1	1 - UP	R — Document, report	PU - Public	6
D1.2	Progress towards geographical expansion of the EC2U Alliance	WP1	1 - UP	R — Document, report	PU - Public	24
D1.3	Overview of project progress and achievements, Alliance arrangements	WP1	1 - UP	R — Document, report	PU - Public	48
D1.4	Integration of new FPs	WP1	1 - UP	R — Document, report	PU - Public	48
D2.1	Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines	WP2	8 - UTU	R — Document, report	PU - Public	24
D2.2	EC2U engaged and open community - Part 1	WP2	8 - UTU	R — Document, report	PU - Public	24
D2.3	EC2U engaged and open community - Part 2	WP2	8 - UTU	R — Document, report	PU - Public	48
D2.4	A safe and inclusive EC2U Campus with appropriate tools and services	WP2	8 - UTU	R — Document, report	PU - Public	48
D2.5	EC2U inclusive, diverse and green mobility	WP2	8 - UTU	R — Document, report	PU - Public	48
D3.1	Content Management System (CMS)	WP3	6 - UNIPV	R — Document, report	PU - Public	24
D3.2	Innovative digital pedagogy database	WP3	6 - UNIPV	R — Document, report	PU - Public	24

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Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D3.3	EC2U Connect Centre Upgrade Package 2025	WP3	6 - UNIPV	R — Document, report	PU - Public	48
D3.4	EC2U Connect Centre Upgrade Package 2027	WP3	6 - UNIPV	R — Document, report	PU - Public	48
D3.5	Digital Education lab	WP3	6 - UNIPV	DEC — Websites, patent filings, videos, etc	PU - Public	48
D4.1	Recommendations for improvements of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing	WP4	3 - UAIC	R — Document, report	PU - Public	24
D4.2	GLADE PhD Network	WP4	3 - UAIC	R — Document, report	PU - Public	24
D4.3	Consolidation and development of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing	WP4	3 - UAIC	R — Document, report	PU - Public	48
D4.4	GLADE Virtual Institute: research and services to society	WP4	3 - UAIC	R — Document, report	PU - Public	48
D5.1	Recommendations for improvement of the Joint Master's Programme on European Languages, Cultures and Societies in Contact	WP5	7 - USAL	R — Document, report	PU - Public	24
D5.2	VIQE PhD Network	WP5	7 - USAL	R — Document, report	PU - Public	24
D5.3	Consolidation and development of the	WP5	7 - USAL	R — Document, report	PU - Public	48

Deliverables

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Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	Joint Master's Programme on European Languages, Cultures and Societies in Contact					
D5.4	Activities of the VIQE	WP5	7 - USAL	R — Document, report	PU - Public	48
D6.1	Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities	WP6	2 - UC	R — Document, report	PU - Public	24
D6.2	SCC PhD Network	WP6	2 - UC	R — Document, report	PU - Public	24
D6.3	Launch of EC2U sustainable Campus Network	WP6	2 - UC	R — Document, report	PU - Public	24
D6.4	Consolidation and development of the Joint Master's Programme on Sustainable Cities and Communities	WP6	2 - UC	R — Document, report	PU - Public	48
D6.5	Activities of the SCC Virtual Institute	WP6	2 - UC	R — Document, report	PU - Public	48
D6.6	EC2U Sustainable Campus Network and the EC2U Covenant of Mayors	WP6	2 - UC	R — Document, report	PU - Public	48
D7.1	Curricula of the EC2U JMP in Peace, Justice and Strong Institutions	WP7	4 - UNI JENA	R — Document, report	PU - Public	24
D7.2	PJSI PhD Network	WP7	4 - UNI JENA	R — Document, report	PU - Public	24
D7.3	Development and implementation of the	WP7	4 - UNI JENA	R — Document, report	PU - Public	48

Deliverables

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EU classified — RESTREINT-UE/EU-RESTRICTED, CONFIDENTIEL-UE/EU-CONFIDENTIAL, SECRET-UE/EU-SECRET under Decision [2015/444](#)

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
	EC2U JMP in Peace, Justice and Strong Institutions					
D7.4	Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network	WP7	4 - UNI JENA	R — Document, report	PU - Public	48
D8.1	EC2U Career Development Plan	WP8	5 - JKU	R — Document, report	PU - Public	24
D8.2	Micro-credentials Guidelines	WP8	5 - JKU	R — Document, report	PU - Public	24
D8.3	Lifelong Learning within the EC2U Alliance	WP8	5 - JKU	R — Document, report	PU - Public	48
D8.4	EC2U common micro-credentials policy and practices	WP8	5 - JKU	R — Document, report	PU - Public	48
D8.5	Joint EC2U Umbrella Structure for Doctoral Training	WP8	5 - JKU	R — Document, report	PU - Public	48
D9.1	Consolidation of Entrepreneurial Academy – Part 1	WP9	7 - USAL	R — Document, report	PU - Public	27
D9.2	Consolidation of Entrepreneurial Academy – Part 2	WP9	7 - USAL	R — Document, report	PU - Public	48
D9.3	EC2U Living Labs Repository	WP9	7 - USAL	R — Document, report	PU - Public	24
D9.4	Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG's Challenge Calls	WP9	7 - USAL	R — Document, report	PU - Public	48

Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

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Public — fully open (🚩 automatically posted online)

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](#)

Deliverable No	Deliverable Name	Work Package No	Lead Beneficiary	Type	Dissemination Level	Due Date (month)
D10.1	First update of the Communication and Dissemination Plan	WP10	1 - UP	R — Document, report	PU - Public	12
D10.2	Communication and Dissemination Plan final update	WP10	1 - UP	R — Document, report	PU - Public	48
D10.3	Launch of an institutional Awareness Campaign	WP10	1 - UP	R — Document, report	PU - Public	24
D10.4	Quality and Impact Monitoring Mechanism – Part 1	WP10	1 - UP	R — Document, report	PU - Public	24
D10.5	Quality and Impact Monitoring Mechanism – Part 2	WP10	1 - UP	R — Document, report	PU - Public	48
D10.6	Programmes of EC2U Fora	WP10	1 - UP	R — Document, report	PU - Public	48
D10.7	EC2U Think Tanks	WP10	1 - UP	R — Document, report	PU - Public	48
D10.8	International scientific conference on SDGs	WP10	1 - UP	R — Document, report	PU - Public	48
D10.9	EC2U Communication activities	WP10	1 - UP	R — Document, report	PU - Public	48
D10.10	EC2U Ambassador's Programme	WP10	1 - UP	R — Document, report	PU - Public	48

Deliverable D1.1 – Project Management Handbook

Deliverable Number	D1.1	Lead Beneficiary	1 - UP
Deliverable Name	Project Management Handbook		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP1

Description
This report provides a summary of all the knowledge necessary to properly manage the project including the structure of the consortium, reporting procedures, templates to be used, etc. The ambition of this guide is to facilitate the beneficiaries' understanding of the managerial and financial aspects of the project. Language: EN

Deliverable D1.2 – Progress towards geographical expansion of the EC2U Alliance

Deliverable Number	D1.2	Lead Beneficiary	1 - UP
Deliverable Name	Progress towards geographical expansion of the EC2U Alliance		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP1

Description
This report focuses on the actions taken regarding the geographical expansion of the EC2U Alliance. This includes: - The Fast-Track to Integration of the first new FP University (JKU); - The selection process of the 9th FP University. Language: EN

Deliverable D1.3 – Overview of project progress and achievements, Alliance arrangements

Deliverable Number	D1.3	Lead Beneficiary	1 - UP
Deliverable Name	Overview of project progress and achievements, Alliance arrangements		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP1

Description
Collection of individual reports related to the: - Set up of governing bodies. - Set up of WP Boards and Local Coordinators network. - Set up of DMP/other tools and training sessions. - Monitoring of WP activities, budget consumption, indicators and progress towards deliverables. - Minutes of governing bodies main meetings. - CRRM tool. Language: EN

Deliverable D1.4 – Integration of new FPs

Deliverable Number	D1.4	Lead Beneficiary	1 - UP
Deliverable Name	Integration of new FPs		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP1

Description			
Collection of individual reports related to the: - Visits of new FPs to other FPs. - Update of roles and responsibilities. - Update of all instances and governing bodies. Language: EN			

Deliverable D2.1 – Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines

Deliverable Number	D2.1	Lead Beneficiary	8 - UTU
Deliverable Name	Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description			
This report includes: - The mapping of quality and diverse mobility practices and related guidelines - The mapping of sustainable and green mobility practices and related guidelines Language: EN			

Deliverable D2.2 – EC2U engaged and open community - Part 1

Deliverable Number	D2.2	Lead Beneficiary	8 - UTU
Deliverable Name	EC2U engaged and open community - Part 1		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description			
This descriptive report includes information on: - EC2U Student Events, and specific activities developed in line with the topical themes of the EC2U Alliance. - EC2U Challenges organised during the EC2U Forums. - EC2U Science contests Language: EN			

Deliverable D2.3 – EC2U engaged and open community - Part 2

Deliverable Number	D2.3	Lead Beneficiary	8 - UTU
Deliverable Name	EC2U engaged and open community - Part 2		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP2

Description			
This descriptive report includes information on: - EC2U Student Events, and specific activities developed in line with the topical themes of the EC2U Alliance. - EC2U Challenges organised during the EC2U Forums. - EC2U Science contests Language: EN			

Deliverable D2.4 – A safe and inclusive EC2U Campus with appropriate tools and services

Deliverable Number	D2.4	Lead Beneficiary	8 - UTU
Deliverable Name	A safe and inclusive EC2U Campus with appropriate tools and services		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP2

Description			
This report focuses on activities led to promote a safe and inclusive social environment, and presents EC2U tools at the service of the students: - Mapping of EC2U campus-wide resources and peer support systems at each FP as well as guidelines and recommendations. - Descriptions of relevant online workshops for staff and students involved in peer support initiatives. - EC2U Mobile Application, detailing its consolidation and expansion. - EC2U Multifunctional Spaces, related collaborative actions, and their expansion to additional FPs. Promotional activities will be included if relevant. Language: EN			

Deliverable D2.5 – EC2U inclusive, diverse and green mobility

Deliverable Number	D2.5	Lead Beneficiary	8 - UTU
Deliverable Name	EC2U inclusive, diverse and green mobility		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP2

Description			
This report details activities led to promote inclusive, diverse and green mobility; it includes: - Mapping of inclusive mobility practices across the EC2U Alliance as well as guidelines and recommendations. - Description of inclusive mobility pilot activity. - Information on the joint feedback collection processes and results (if relevant). - Guidelines and recommendations on quality and diverse mobility. - Description of common procedures for short mobility recognition among students and staff. - Mapping of green mobility practices.			

- Guidelines and recommendations on green mobility.
 - Description of pilot activity on innovative green mobility.
 Promotional activities will be included if relevant.
 Language: EN

Deliverable D3.1 – Content Management System (CMS)

Deliverable Number	D3.1	Lead Beneficiary	6 - UNIPV
Deliverable Name	Content Management System (CMS)		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP3

Description

Bundle of technical products and reports: on the selection, provision and configuration of a central Content Management System (CMS) in support of the implementation of internal and public-facing web sites; content management of current and new web sites remains a distributed responsibility over multiple actors within the Alliance, under the coordination of WP10 and with central technical support from WP3.

Language: EN

Deliverable D3.2 – Innovative digital pedagogy database

Deliverable Number	D3.2	Lead Beneficiary	6 - UNIPV
Deliverable Name	Innovative digital pedagogy database		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP3

Description

This report includes information on the first template for innovative digital pedagogy database.

Language: EN

Deliverable D3.3 – EC2U Connect Centre Upgrade Package 2025

Deliverable Number	D3.3	Lead Beneficiary	6 - UNIPV
Deliverable Name	EC2U Connect Centre Upgrade Package 2025		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP3

Description

Bundle of technical products and reports: on the digital integration status of the partners; low-level IT facilities (DEC, R); CMS facilities (DEC, R); main website migrated to new CMS (DEC, PU); integration of ST with ESC-Tension (r, R); photo in the ESC (DEC, PU); publishing of ESC to mobile wallets (DEC, PU); framework for OB3 digital credentials; Interactive BI for KH (DEC, PU); new development proposals (r,R); training materials (DEC, R); training activity (r, R).
 Language: EN

Deliverable D3.4 – EC2U Connect Centre Upgrade Package 2027

Deliverable Number	D3.4	Lead Beneficiary	6 - UNIPV
Deliverable Name	EC2U Connect Centre Upgrade Package 2027		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP3

Description			
Bundle of technical products and reports: new tools proposals (r, R); Training materials (DEC, R); training activities (r, R); service directory managed within Alliance CMS (DEC, PU); ESC publishing to digital credential wallets (DEC, PU); common policy for Card/EDCL integration (r, R); extension of OpenBadges platform to OB3 (DEC, PU); adoption of OBs for certifying student's outcomes (r, R); Wiki Platform supporting collaborative research (DEC, R); social networking space supporting collaborative research (DEC, R); KH search tool for research match-making (DEC, PU); KH search tool for educational offer / mobility planning (DEC, PU); Jobs & Training Dataset on KH (DEC, PU); Card Service Directory on KH (DEC, PU); KH search tool for academic policies (DEC, R); Academic Policy Common Framework (DEC, R). Language: EN			

Deliverable D3.5 – Digital Education lab

Deliverable Number	D3.5	Lead Beneficiary	6 - UNIPV
Deliverable Name	Digital Education lab		
Type	DEC — Websites, patent filings, videos, etc	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP3

Description			
Multipack delivery including: - Results of the surveys on digital tools. - Template for innovative digital pedagogy database. - Associated communication material and recording of seminars - associated communication material for staff training weeks. Language: EN			

Deliverable D4.1 – Recommendations for improvements of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing

Deliverable Number	D4.1	Lead Beneficiary	3 - UAIC
Deliverable Name	Recommendations for improvements of the Joint Master's Programme on Lifelong Well-being and Healthy Ageing		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP4

Description			
A joint recommendation report is constructed in close collaboration with existing topical WPs. This report includes recommendations on how to optimally consolidate and improve the JMP(s). Focus is given on integrating (when possible) additional FPs in the curriculum.			

Language: EN

Deliverable D4.2 – GLADE PhD Network

Deliverable Number	D4.2	Lead Beneficiary	3 - UAIC
Deliverable Name	GLADE PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP4

Description

This report contains information on the establishment of the interconnected network of PhD Students from the GLADE Virtual Institute.

Language: EN

Deliverable D4.3 – Consolidation and development of the Joint Master’s Programme on Lifelong Well-being and Healthy Ageing

Deliverable Number	D4.3	Lead Beneficiary	3 - UAIC
Deliverable Name	Consolidation and development of the Joint Master’s Programme on Lifelong Well-being and Healthy Ageing		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP4

Description

Report on the consolidation and development of the educational offers including:

- Joint report on recommendations for improvements.
- Accreditation documents (when relevant).
- Admission procedures and mobility documentations.
- Update of information packages for academic communities and key promotional materials.
- List of partnerships for professional opportunities.

Language: EN

Deliverable D4.4 – GLADE Virtual Institute: research and services to society

Deliverable Number	D4.4	Lead Beneficiary	3 - UAIC
Deliverable Name	GLADE Virtual Institute: research and services to society		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP4

Description

Report on the development of the already existing GLADE Virtual Institute, and specific activities developed within, including:

- GLADE Health Surveys and Studies including the needs assessment for health in FPs, diagnostic methods, interventions (including trainings), and list of proposals for structural changes.
- GLADE Educational Hub with descriptive information on the thematic trainings and Summer Schools.
- Description of GLADE Transfer Events.

- GLADE PhD Network and descriptive information on the workshops held.
Language(s): EN and local language for citizens, when relevant.

Deliverable D5.1 – Recommendations for improvement of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact

Deliverable Number	D5.1	Lead Beneficiary	7 - USAL
Deliverable Name	Recommendations for improvement of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP5

Description

A joint recommendation report is constructed in close collaboration with existing topical WPs. This report includes recommendations on how to optimally consolidate and improve the JMP(s). Focus is given on integrating (when possible) additional FPs in the curriculum.

Language: EN

Deliverable D5.2 – VIQE PhD Network

Deliverable Number	D5.2	Lead Beneficiary	7 - USAL
Deliverable Name	VIQE PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP5

Description

This report contains information on the establishment of the interconnected network of PhD Students from the Virtual Institute for Quality Education.

Language: EN

Deliverable D5.3 – Consolidation and development of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact

Deliverable Number	D5.3	Lead Beneficiary	7 - USAL
Deliverable Name	Consolidation and development of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP5

Description

Report on the consolidation and development of the educational offers including:

- Joint report on recommendations for improvements.
- Accreditation documents (when relevant).
- Admission procedures and mobility documentations.
- Update of information packages for academic communities and key promotional materials.

- List of partnerships for professional opportunities.
Language: EN

Deliverable D5.4 – Activities of the VIQE

Deliverable Number	D5.4	Lead Beneficiary	7 - USAL
Deliverable Name	Activities of the VIQE		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP5

Description

Report on the activities developed under the VIQE transformative research and innovation projects:

- Published (or accepted for publication) papers and book chapters resulting from the Mobility Programme for Research Projects.
- Description of the three conferences
- Description of the teacher training workshops.
- Description of the traveling exhibition and hybrid open lectures.
- PhD Network mobility scheme and assessment
- Description and academic content of the joint VIQE doctoral workshops and young researchers' workshop.

The report includes, if relevant, related promotional material.
Language(s): EN and local language if relevant

Deliverable D6.1 – Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities

Deliverable Number	D6.1	Lead Beneficiary	2 - UC
Deliverable Name	Recommendations for improvements of the Joint Master's Programme on Sustainable Cities and Communities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP6

Description

A joint recommendation report is constructed in close collaboration with existing topical WPs. This report includes recommendations on how to optimally consolidate and improve the JMP(s). Focus is given on integrating (when possible) additional FPs in the curriculum.

Language: EN

Deliverable D6.2 – SCC PhD Network

Deliverable Number	D6.2	Lead Beneficiary	2 - UC
Deliverable Name	SCC PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP6

Description

This report contains information on the establishment of the interconnected network of PhD Students from the Virtual Institute for Sustainable Cities and Communities.

Language: EN

Deliverable D6.3 – Launch of EC2U sustainable Campus Network

Deliverable Number	D6.3	Lead Beneficiary	2 - UC
Deliverable Name	Launch of EC2U sustainable Campus Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP6

Description

This report includes information on the launch of an interconnected network of EC2U FP Campuses and Cities as Partners in the Sustainable Campus Network.

Language: EN

Deliverable D6.4 – Consolidation and development of the Joint Master’s Programme on Sustainable Cities and Communities

Deliverable Number	D6.4	Lead Beneficiary	2 - UC
Deliverable Name	Consolidation and development of the Joint Master’s Programme on Sustainable Cities and Communities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP6

Description

Report on the consolidation and development of the educational offers including:

- Joint report on recommendations for improvements
- Accreditation documents (when relevant)
- Admission procedures and mobility documentations
- Update of information packages for academic communities and key promotional materials
- List of partnerships for professional opportunities

Language: EN

Deliverable D6.5 – Activities of the SCC Virtual Institute

Deliverable Number	D6.5	Lead Beneficiary	2 - UC
Deliverable Name	Activities of the SCC Virtual Institute		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP6

Description

Information package documenting progress, consisting of:

- Executive summary of the Virtual Institute’s progress.

- List of researchers actively contributing to the Virtual Institute and their statistical distribution by academic ranks, gender, and partner university.
 - List of PhD Students jointly supervised within the PhD Network.
 - List of publications and conference contributions related to the seed projects and PhD Network.
 - Programmes of training schools offered, and statistical information such as number of participants.
 - Information on the research projects led locally with high schools across the EC2U Alliance.
- Additional elements on dissemination during multiplier events organised within WP10 is provided if relevant.
Language: EN

Deliverable D6.6 – EC2U Sustainable Campus Network and the EC2U Covenant of Mayors

Deliverable Number	D6.6	Lead Beneficiary	2 - UC
Deliverable Name	EC2U Sustainable Campus Network and the EC2U Covenant of Mayors		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP6

Description

Report on EC2U Sustainable Campus Network that includes:

- Map of the partner cities action plans in relation to their Sustainable Development and Climate Change Action Plans.
- Collaborative actions with and between FPs and partner cities led during WP10 dissemination events.

Language: EN

Deliverable D7.1 – Curricula of the EC2U JMP in Peace, Justice and Strong Institutions

Deliverable Number	D7.1	Lead Beneficiary	4 - UNI JENA
Deliverable Name	Curricula of the EC2U JMP in Peace, Justice and Strong Institutions		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP7

Description

This report includes information on the establishment of teaching and research cooperation trajectory leading to the design of a EC2U JMP in Peace, Justice and Strong Institutions and its curricula.

Language: EN

Deliverable D7.2 – PJSI PhD Network

Deliverable Number	D7.2	Lead Beneficiary	4 - UNI JENA
Deliverable Name	PJSI PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP7

Description

This report contains information on the establishment of the interconnected network of PhD Students from the Virtual Institute for Peace, Justice and Strong Institutions.

Language: EN

Deliverable D7.3 – Development and implementation of the EC2U JMP in Peace, Justice and Strong Institutions

Deliverable Number	D7.3	Lead Beneficiary	4 - UNI JENA
Deliverable Name	Development and implementation of the EC2U JMP in Peace, Justice and Strong Institutions		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP7

Description

Report on the preparation, launch and preliminary assessment of the JMP including:

- Detailed curriculum
- Accreditation documents
- Admission procedures
- Promotional material
- Assessment reports

Language: EN

Deliverable D7.4 – Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network

Deliverable Number	D7.4	Lead Beneficiary	4 - UNI JENA
Deliverable Name	Creation of the framework and structure for the Peace, Justice and Strong Institutions Joint Virtual Institute and PhD Network		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP7

Description

This report includes:

- Official documents regarding the creation of the Virtual Institutes and PhD Network
- Description of Summer/Winter Schools and research workshops hosted at the FP Universities.

Language: EN

Deliverable D8.1 – EC2U Career Development Plan

Deliverable Number	D8.1	Lead Beneficiary	5 - JKU
Deliverable Name	EC2U Career Development Plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP8

Description

This report details the EC2U Career Development Plan.

Language: EN

Deliverable D8.2 – Micro-credentials Guidelines

Deliverable Number	D8.2	Lead Beneficiary	5 - JKU
Deliverable Name	Micro-credentials Guidelines		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP8

Description
This report details the guidelines for a common EC2U approach to micro-credentials. Language: EN

Deliverable D8.3 – Lifelong Learning within the EC2U Alliance

Deliverable Number	D8.3	Lead Beneficiary	5 - JKU
Deliverable Name	Lifelong Learning within the EC2U Alliance		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP8

Description
This report details the EC2U activities within the framework of Lifelong Learning. It includes: - An analysis of the career development tools at each FP. - The updated EC2U Career Development Plan. - A catalogue of LLL courses available at each FP. - Description of the relevance for LLL: professional development, matching with the job market requests. Language: EN

Deliverable D8.4 – EC2U common micro-credentials policy and practices

Deliverable Number	D8.4	Lead Beneficiary	5 - JKU
Deliverable Name	EC2U common micro-credentials policy and practices		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP8

Description
Creating a White Paper (report) defining uniform practices for EC2U micro-credentials under the Union Standard Elements as a part of a broader Quality Assurance framework (MC length in ECTS, number of students, prerequisites for registration, evaluation method, etc.) Language: EN

Deliverable D8.5 – Joint EC2U Umbrella Structure for Doctoral Training

Deliverable Number	D8.5	Lead Beneficiary	5 - JKU
Deliverable Name	Joint EC2U Umbrella Structure for Doctoral Training		
Type	R — Document, report	Dissemination Level	PU - Public

Due Date (month)	48	Work Package No	WP8

Description
Report with the results of the mapping exercise and of the different activities including: - Overview of the different doctoral systems at the EC2U universities - Standards for cotutelle - Enhanced mobility activities of doctoral researchers by giving orientation for candidates, supervisors and administrative staff. - Main outcomes on the annual colloquia. - Employability webinars and mentoring programmes Language: EN

Deliverable D9.1 – Consolidation of Entrepreneurial Academy – Part 1

Deliverable Number	D9.1	Lead Beneficiary	7 - USAL
Deliverable Name	Consolidation of Entrepreneurial Academy – Part 1		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	27	Work Package No	WP9

Description
A detailed report on EC2U Entrepreneurial Academy. including: - An analysis of the pilot phase of the Entrepreneurial Academy. - Description of the first two Entrepreneurial Weeks - Online materials available. Language: EN

Deliverable D9.2 – Consolidation of Entrepreneurial Academy – Part 2

Deliverable Number	D9.2	Lead Beneficiary	7 - USAL
Deliverable Name	Consolidation of Entrepreneurial Academy – Part 2		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP9

Description
A detailed report on EC2U Entrepreneurial Academy. including: - Description of the last two Entrepreneurial Weeks - Online materials available. - An analysis of the consolidation phase of the Entrepreneurial Academy. Language: EN

Deliverable D9.3 – EC2U Living Labs Repository

Deliverable Number	D9.3	Lead Beneficiary	7 - USAL
Deliverable Name	EC2U Living Labs Repository		
Type	R — Document, report	Dissemination Level	PU - Public

Due Date (month)	24	Work Package No	WP9

Description
This reports details the EC2U Living Labs Repository including the list of Living Labs, Lighthouses and Innovation Capabilities.
Language: EN

Deliverable D9.4 – Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG’s Challenge Calls

Deliverable Number	D9.4	Lead Beneficiary	7 - USAL
Deliverable Name	Pilot Demonstrator for integration of Living Labs and Research capabilities model integration with SDG’s Challenge Calls		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP9

Description
EITEN provides a demonstrator with management, administrative and implementation considerations on the integration of Challenges (SDG-based defined in previous task) with Living Labs and Innovation Capabilities across the Alliance. The report consists of a description on technical and decision checkpoints for implementation of similar programmes across other Alliances. It is further complemented with a video presentation on the integration of activities between the Challenge-based programme, SDG-based, the teams paths and their enhanced interactions with “regional innovation valley stakeholders”, and their outcomes (public-private partnerships, raising capital, SDG targeted initiative implementation, etc.).
Language: EN

Deliverable D10.1 – First update of the Communication and Dissemination Plan

Deliverable Number	D10.1	Lead Beneficiary	1 - UP
Deliverable Name	First update of the Communication and Dissemination Plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	12	Work Package No	WP10

Description
First version of the Communication and Dissemination Plan, including relevant aspects of the Communication and Dissemination Strategy.
Language: EN

Deliverable D10.2 – Communication and Dissemination Plan final update

Deliverable Number	D10.2	Lead Beneficiary	1 - UP
Deliverable Name	Communication and Dissemination Plan final update		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
Final version of the Communication and Dissemination Plan, including relevant aspects of the Communication and Dissemination Strategy.
Language: EN

Deliverable D10.3 – Launch of an institutional Awareness Campaign

Deliverable Number	D10.3	Lead Beneficiary	1 - UP
Deliverable Name	Launch of an institutional Awareness Campaign		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP10

Description
This report details the Institutional Awareness campaign shared on diverse communication supports to promote the Alliance and its activities to different target groups.
Language: EN

Deliverable D10.4 – Quality and Impact Monitoring Mechanism – Part 1

Deliverable Number	D10.4	Lead Beneficiary	1 - UP
Deliverable Name	Quality and Impact Monitoring Mechanism – Part 1		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP10

Description
Collection of individual reports related to the:
- Development of QIMM
- First version of the QIMM
- Implementation and results of QIMM at M24
- Relevant sections related to QIMM results published in yearly EC2U public reports
Language: EN

Deliverable D10.5 – Quality and Impact Monitoring Mechanism – Part 2

Deliverable Number	D10.5	Lead Beneficiary	1 - UP
Deliverable Name	Quality and Impact Monitoring Mechanism – Part 2		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
Collection of individual reports related to the:
- Development of QIMM
- Final version of the QIMM
- Implementation and results of QIMM at M36 and M48

- Relevant sections related to QIMM results published in yearly EC2U public reports
 - Updates of QIMM when relevant
- Language: EN

Deliverable D10.6 – Programmes of EC2U Fora

Deliverable Number	D10.6	Lead Beneficiary	1 - UP
Deliverable Name	Programmes of EC2U Fora		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description

Collection of detailed programmes of the four EC2U Fora, including the list of speakers and relevant indicators. It includes associated communication material, incl. preliminary advertising and invitations, live streaming and recording of Forum activities, post-event publication of Forum outcomes.

Language: EN

Deliverable D10.7 – EC2U Think Tanks

Deliverable Number	D10.7	Lead Beneficiary	1 - UP
Deliverable Name	EC2U Think Tanks		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description

Collection of detailed reports for each of the four EC2U Think Tanks, including:

- Communication material related to call for participation.
- Reports on the local EC2U Think Tank sessions.
- Reports on the global EC2U Think Tank session organised during each EC2U Forum.
- Recommendations for policymakers and summaries published in the yearly EC2U public report

Language: EN

Deliverable D10.8 – International scientific conference on SDGs

Deliverable Number	D10.8	Lead Beneficiary	1 - UP
Deliverable Name	International scientific conference on SDGs		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description

Collection of the detailed programme of the International scientific conference on SDGs, including the list of speakers and relevant indicators. It includes associated communication material, incl. preliminary advertising and invitations, live streaming and recording of conference activities, post-event publication of conference outcomes.

Language: EN

Deliverable D10.9 – EC2U Communication activities

Deliverable Number	D10.9	Lead Beneficiary	1 - UP
Deliverable Name	EC2U Communication activities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
This report includes the 4 annual reports on EC2U communication actions (campaigns, means of communication used and the results obtained etc.). Language: EN

Deliverable D10.10 – EC2U Ambassador's Programme

Deliverable Number	D10.10	Lead Beneficiary	1 - UP
Deliverable Name	EC2U Ambassador's Programme		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	48	Work Package No	WP10

Description
This report details relevant communication actions led within the Ambassador Programme. Language: EN

LIST OF MILESTONES

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	Operational management tools	WP1	1 - UP	Description: DMP is installed; tools, templates, guidelines reviewed and updated. All Local Coordinators are trained once. Means of verification: First data implemented in DMP.	6
2	Governance bodies defined and communicated to community	WP1	1 - UP	Description: Composition of ExeCo, WP Boards, Local Coordinator network and governing bodies is defined and disseminated to community. Means of Verification: Publication of composition of ExeCo, WP Boards, Local Coordinator network and governance bodies on EC2U web site.	6
3	Governance meets	WP1	1 - UP	Description: 1st physical/hybrid meetings of governing bodies. Means of Verification: Minutes of Governance meetings.	12
4	FTI #1 completed	WP1	1 - UP	Description: Series of visits from JKU to other FP Universities completed. Means of Verification: Publication of news on EC2U web site.	6
5	9th FP selected	WP1	1 - UP	Description: Selection process of 9th FP University is completed and governing bodies composition is updated. Means of Verification: Publication of news on EC2U web site and update of governing bodies composition.	24
6	FTI #2 completed	WP1	1 - UP	Description: Series of visits from 9th FP to other FP Universities completed. Means of Verification: Publication of news on EC2U web site.	36

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
7	First map of campus-wide resources and peer support systems in mental health	WP2	8 - UTU	Description: The first map of campus-wide resources and peer support systems in mental health is available for students. Means of Verification: The first map of campuswide resources and peer support systems in mental health for students is published on the EC2U website and/or EC2U Connect Centre.	12
8	First online workshop on promoting safe and inclusive social environment related to mental health and well-being for students	WP2	8 - UTU	Description: The first online workshop is held to share good practices related to services of mental health of students. Means of Verification: Communication material associated to first online workshop.	18
9	First map of inclusive mobility practices and related guidelines made accessible	WP2	8 - UTU	Description: The first map of inclusive mobility practices and related guidelines are accessible to members of the EC2U Community. Means of Verification: The map of inclusive mobility practices and related guidelines are published on EC2U website and/or EC2U Connect Centre.	18
10	First pilot activity related to inclusive mobility	WP2	8 - UTU	Description: The first pilot activity related to inclusive mobility is led within the EC2U Alliance, in line with the Erasmus+ Charter (if relevant). Means of Verification: Description of pilot activity including, if relevant, related communication material.	36
11	First EC2U Student Event	WP2	8 - UTU	Description: The first EC2U Student Event is organised at one of the FP Universities Means of Verification: Description of first EC2U Student Event including, if relevant, related communication material.	12

Milestones					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
12	First EC2U Challenge	WP2	8 - UTU	Description: The first EC2U Challenge is held during the first EC2U Forum. Means of Verification: Description of the first EC2U Challenge including, if relevant, related communication material.	12
13	First EC2U Science Contest	WP2	8 - UTU	Description: The first EC2U Science Contest is held between three FP Universities. Means of Verification: Broadcast of the first EC2U Science Contest.	12
14	First updates of EC2U Mobile Application	WP2	8 - UTU	Description: First updates of the EC2U Mobile Application are made, including the integration of first new FP (JKU). Means of Verification: EC2U Mobile Application features integrate the first new FP University (JKU).	18
15	First use of the expanded network of EC2U Multifunctional Spaces	WP2	8 - UTU	Description: EC2U Multifunctional Space installed at first new FP University (JKU) and use of the expanded network of Multifunctional Spaces for a given EC2U event. Means of Verification: Description of expanded network of EC2U Multifunctional Spaces.	30
16	First pilot activities related to innovative green mobility	WP2	8 - UTU	Description: The first pilot activity related to green and sustainable mobility is started within the EC2U Alliance. Means of Verification: Description of pilot activity including, if relevant, related communication material.	36
17	Tools page	WP3	6 - UNIPV	Description: A section of the website regroups all EC2U-developed digital tools, allowing fast and easy access via EC2U identification credentials;	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				related training materials are available. Means of Verification: Link to the website section.	
18	EC2U Surveys	WP3	6 - UNIPV	Description: Creation of the first survey. Means of Verification: Online publication of the first survey	12
19	First training session to EC2U Connect Centre	WP3	6 - UNIPV	Description: The first online course for a major digital service managed by the Alliance is available online. Means of Verification: Link to the course materials.	18
20	EC2U card	WP3	6 - UNIPV	Description: The 1st EC2U Digital Card with embedded photo ID and fully exposed as a VC is delivered. Means of Verification: Report and link to the service.	12
21	EDCL-compliant Digital Credentials	WP3	6 - UNIPV	Description: The 1st fully operational EDCL-compliant Digital Credential is delivered to a EC2U learner. Means of Verification: Report and link to demo.	24
22	Research digital workspace	WP3	6 - UNIPV	Description: The dedicated internal and publicfacing social networking platform supporting the EC2U research community is fully operational. Means of Verification: Report and link to network.	36
23	First online seminar on digital pedagogy	WP3	6 - UNIPV	Description: Launch of the first online seminar on innovative digital pedagogy. Means of Verification: Video recording of the seminar.	18
24	First staff training week on digital pedagogy	WP3	6 - UNIPV	Description: Launch of the first staff training week on innovative digital pedagogy. Means of Verification: Description of the staff training week.	24

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
25	First submission for update of accreditation documents - LIFELINE JMP	WP4	3 - UAIC	Description: Update of accreditations by FPs taking part in the JMP LIFELINE (when relevant). The updates of accreditation are presented by each university in due time after being jointly prepared within the framework of the EC2U Alliance. Means of Verification: Re-accreditation (or similar) documentation.	36
26	First update of information package for academic communities - LIFELINE JMP	WP4	3 - UAIC	Description: First update of the already available information on the LIFELINE JMP is available on the EC2U and FPs web sites. The information package includes the updated curriculum at concerned FPs, and other practical information. Means of Verification: The information package for academic communities is updated on the relevant communication channels.	12
27	List of identified partnerships and corresponding opportunities - LIFELINE JMP	WP4	3 - UAIC	Description: A list detailing possible partnerships and corresponding professional opportunities across the Alliance is made available for students. Means of Verification: List of opportunities is available on the EC2U website and/or EC2U Connect Centre.	36
28	First thematic survey shared with target groups	WP4	3 - UAIC	Description: First thematic survey is sent to targeted groups within the EC2U Community. Means of Verification: Message sent to targeted groups.	24
29	First thematic training held within the GLADE Educational Hub	WP4	3 - UAIC	Description: The first thematic training is held at one of the FP Universities. Means of Verification: Description of thematic training including, if relevant, related communication material.	18

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
30	First GLADE Transfer Event	WP4	3 - UAIC	Description: First GLADE Transfer Event is organised at one of the FP Universities. Means of Verification: Description of GLADE Transfer Event including, if relevant, related communication material.	36
31	First GLADE joint doctorate workshop	WP4	3 - UAIC	Description: The first joint doctoral workshop is organised at one of the FPs. Means of Verification: Description of first GLADE joint doctoral workshop including if relevant, related communication material.	24
32	First submission for update of accreditation documents - European Languages, Cultures and Societies in Contact JMP	WP5	7 - USAL	Description: Update of accreditations by the FPs taking part in the European Languages, Cultures and Societies in Contact JMP (when relevant). The updates of accreditation are presented by each university in due time after being jointly prepared within the framework of the EC2U Alliance. Means of Verification: Reaccreditation (or similar) documentation.	36
33	First update of information package for academic communities - European Languages, Cultures and Societies in Contact JMP	WP5	7 - USAL	Description: Update of the already available information on the European Languages, Cultures and Societies in Contact JMP on the EC2U and FP websites. The information package includes the updated curriculum at all FP Universities, and other practical information. Means of Verification: The information package for academic communities is updated on the relevant communication channels.	12
34	List of identified partnerships and corresponding opportunities - European	WP5	7 - USAL	Description: A list detailing possible partnerships and corresponding professional opportunities across the Alliance is made available for students.	36

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
	Languages, Cultures and Societies in Contact JMP			Means of Verification: List of opportunities is available on the EC2U website and/or EC2U Connect Centre.	
35	First research conference held	WP5	7 - USAL	Description: The first conference for research projects is held at one of the FP Universities. Means of Verification: Description of first conference held including if relevant, related communication material.	12
36	Exhibition in one of the FP University communities	WP5	7 - USAL	Description: The travelling exhibition is exposed in one of the local communities of the EC2U Alliance. Means of Verification: Exhibition is accessible at one of the FP's local communities	36
37	First hybrid open lecture	WP5	7 - USAL	Description: The first hybrid open lecture on how to establish and enhance sustainable intercultural relationships in the community through avoiding cultural biases and stereotypes is organized. Means of Verification: Description of first hybrid open lecture including if relevant, related communication material.	24
38	First VIQE joint doctoral workshop	WP5	7 - USAL	Description: The first joint doctoral workshop for the PhD programmes on education, language and cultural diversity is organised at one of the FP Universities. Means of Verification: Description of the first VIQE joint doctoral workshop including if relevant, related communication material	24
39	VIQE PhD Network Young Researchers workshop	WP5	7 - USAL	Description: A workshop on language, education and cultural diversity is organised by young researchers at one of the FP Universities. Means	36

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				of Verification: Description of the first PhD Network Young Researchers workshop including if relevant, related communication material.	
40	First submission for update of accreditation documents - SCC JMP	WP6	2 - UC	Description: Update of accreditations by the FPs taking part in the SCC JMP (when relevant). The updates of accreditation are presented by each university in due time after being jointly prepared within the framework of the EC2U Alliance. Means of Verification: Reaccreditation (or similar) documentation	36
41	First update of information package for academic communities - SCC JMP	WP6	2 - UC	Description: Update of the already available information on the SCC JMP, on the EC2U and FP websites. The information package will include the updated curriculum at all FP Universities, and other practical information. Means of Verification: The information package for academic communities is updated on the relevant communication channels.	12
42	List of identified partnerships and corresponding opportunities - SCC JMP	WP6	2 - UC	Description: A list detailing possible partnerships and corresponding professional opportunities across the Alliance is made available for students. Means of Verification: List of opportunities is available on the EC2U website and/or EC2U Connect Centre.	36
43	First mobility within the new research seed mobility programme	WP6	2 - UC	Description: The first mobility is conducted within the scope of the new research seed mobility programme. Means of Verification: Research seed mobility programme member performed a mobility within the SCC VI.	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
44	First SCC International training school	WP6	2 - UC	Description: The first SCC International training school is organised at one of the FPs. Means of Verification: Description of first SCC International training school workshop including if relevant, related communication material.	24
45	Map of Sustainable Development and Climate Change Action Plans in cities, collaborative actions identified	WP6	2 - UC	Description: A full Map of Sustainable Development and Climate Change Action Plans in municipalities is performed and disseminated. Related collaborative actions are identified. Means of Verification: Map and collaborative actions are communicated via relevant communication channels.	24
46	First School Research Project launched	WP6	2 - UC	Description: First research project is launched in collaboration with local High School at one of the FP Universities. Means of Verification: Description of first school research project including if relevant related communication material.	24
47	First submission of accreditation documents - PJSI JMP	WP7	4 - UNI JENA	Description: The first accreditation documents for the JMP in Peace, Justice and Strong Institutions are submitted. Means of Verification: Accreditation documentation.	36
48	First cohort of students is enrolled - PJSI JMP	WP7	4 - UNI JENA	Description: Start of the new EC2U JMP. Means of Verification: The list of selected students is published via relevant communication channels.	36
49	First information package for academic communities - PJSI JMP	WP7	4 - UNI JENA	Description: The information package includes the curricula at all FP Universities, the admission procedures and all relevant information on the JMP. Means of Verification: The information	36

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				package for academic communities is updated on the relevant communication channels.	
50	Creation of PJSI Virtual Institute	WP7	4 - UNI JENA	Description: The creation of the Virtual Institute enables the launch of joint education, research and innovation activities in the field of PJSI. Means of Verification: Supplement to Consortium agreement describing the Virtual Institute Policy.	12
51	First PhD Network workshop on PJSI is held	WP7	4 - UNI JENA	Description: The first joint doctoral workshop is organised at one of the FPs. Means of Verification: Description of the first PJSI joint doctoral workshop including, if relevant, related communication material.	36
52	First map of Lifelong Learning courses available within the Alliance	WP8	5 - JKU	Description: The first version of the map of Lifelong Learning courses at each FP University is made available for the EC2U Community. Means of Verification: The first map of LLL courses is published on the EC2U web site and/or EC2U Connect Centre.	12
53	First micro-credential course offered	WP8	5 - JKU	Description: The first micro-credential course open to students, staff and citizens is offered via open access platform. Means of Verification: Communication material associated to the first micro-credentials course.	36
54	First colloquium on quality assurance and strategic developments in doctoral education	WP8	5 - JKU	Description: The first colloquium on quality assurance and strategic developments in doctoral education is held. Means of Verification: Communication material associated to the first colloquium.	12

Milestones <i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
55	First online workshop of the Career-mentoring Programme	WP8	5 - JKU	Description: The first online workshop is held with the first cohort of mentors and doctoral researchers participating in the Career-mentoring Programme. Means of Verification: Communication material associated to the first online workshop.	18
56	Assessment of the pilot Entrepreneurial Academy	WP9	7 - USAL	Description: The pilot phase Entrepreneurial Academy is assessed as a basis for the Entrepreneurial Academy model Means of Verification: The assessment report is available via relevant communication channels.	6
57	First Entrepreneurial Week organised	WP9	7 - USAL	Description: The first Entrepreneurial Week is organised with a specific theme. Means of Verification: Associated communication material.	12
58	First EITEN meeting organised	WP9	7 - USAL	Description: The first physical EITEN meeting is hosted by an EC2U FP. Means of Verification: Associated communication material.	12
59	First Joint Living Lab Meeting Organised	WP9	7 - USAL	Description: The first joint thematic meeting with stakeholders and living labs is organised in one of the FP Universities. Means of Verification: Associated communication material.	24
60	1st implementation of QIMM	WP10	1 - UP	Description: The QIMM is applied for the first time. Means of Verification: QIMM implementation results are included in 1st yearly public report.	12
61	1st EC2U Forum	WP10	1 - UP	Description: Organisation of 1st EC2U Forum.	12

Milestones					
<i>Grant Preparation (Milestones screen) — Enter the info.</i>					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				Means of Verification: Relevant communication material related to the 1st EC2U Forum.	
62	1st EC2U Think Tank	WP10	1 - UP	Description: 1st session on EC2U Think Tanks at 1st EC2U Forum. Means of Verification: Public programme of the 1st EC2U Forum with dedicated session on EC2U Think Tanks.	12
63	Creation of an online toolbox	WP10	1 - UP	Description: The online toolbox is tested and launched. Means of Verification: The online toolbox is accessible.	12
64	Creation of a monthly editorial calendar	WP10	1 - UP	Description: The editorial calendar is tested and launched. Means of Verification: The editorial calendar is accessible.	12
65	Design of a strategy on Scientific Communication	WP10	1 - UP	Description: Global and Local Communication Teams elaborate a strategy dedicated to scientific communication. Means of Verification: Scientific communication strategy is included in Communication Plan.	12
66	Publication of the SDGs video campaign	WP10	1 - UP	Description: Four videos (one per SDG) are created and disseminated. Means of Verification: The videos are shared publicly across the Alliance.	36
67	The first Ambassadors are selected within the Ambassador Programme	WP10	1 - UP	Description: Students have sent their applications and the staff team dedicated to the Ambassador Programme has selected the new members. Means of Verification: Communication materials related to the selection of the Ambassadors.	12
68	Consortium Agreement	WP1	1 - UP	Description: The Consortium Agreement is	6

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					
Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				signed by all FPs. Means of Verification: Signed agreement sent via the Portal.	

LIST OF CRITICAL RISKS

Critical risks & risk management strategy			
Grant Preparation (Critical Risks screen) — Enter the info.			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
1	Actual expenses exceed budget	WP1	The budget consumption is monitored every three months to ensure its efficient use and control (cf. section 2.1.4). If needed, own resources from FP Universities are allocated according to project priorities and extra resources could be requested to APs and other external stakeholders. Risk level: medium (c.f. pilot phase)
2	Delivery delay or low quality of results and outputs	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	ExeCo (WP1, WP10) will regularly monitor (with support from Global and Local Coordination teams) the progress of activities and their quality, via the Quality and Impact Monitoring Mechanism (WP10). The Quality Council will be strongly associated to this regular monitoring. In case of anomaly, ExeCo and WP Leaders will be alerted and requested to propose contingency plan, with support from Quality Council. Risk level: low (c.f. pilot phase)
3	Low participation in EC2U events	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	The Communication Plan (continuously) updated in WP10 is guiding internal and external communication activities. If two consecutive EC2U events suffer from low participation (below 50% of expected participation), the Communication Plan is revised immediately in consultation with ExeCo. Risk level: medium (c.f. pilot phase)

Critical risks & risk management strategy <i>Grant Preparation (Critical Risks screen) — Enter the info.</i>			
Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
4	Delay in accreditation of new EC2U Joint Master's Programme (JMP)	WP7	In case of delay in accreditation of the new EC2U JMP at one or several accreditation agencies, the JMP is started at the already accredited FP universities, later joined by the other ones. A contingency plan is proposed. Risk level: high (c.f. pilot phase)
5	Work Package not fully completed on time	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	ExeCo, ensuring the direct monitoring of WP1, WP10, will also continuously monitor (with support from Global and Local Coordination teams) the progress of activities in all WPs. In case of deviation from initial work programme, ExeCo and WP Leaders will be alerted and will propose contingency plan. If needed, own resources from FP Universities will be allocated according to project priorities and extra resources could be requested to APs and other external stakeholders to complement contingency plan budget. Risk level: low (cf. pilot phase)
6	Underperformance of one Full Partner	WP8, WP7, WP9, WP3, WP5, WP1, WP6, WP2, WP4, WP10	Performances of Full Partners are monitored continuously to ensure their full engagement. In case of anomaly, ExeCo and WP Leaders will be alerted and the underperforming Full Partner will be requested to propose a contingency plan with immediate effect. Risk level: low (cf. pilot phase)
7	Failure to find the 9th Full Partner	WP1	A sound selection process is already in place and has already proved successful in finding the 8th partner. In case of failure to find the 9th partner by the end of M18, ExeCo and Closed Plenary Council will be alerted and requested to propose contingency plan (e.g. revision of selection criteria). Risk level: medium

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##APP-FORM-ERASMUSBLSII@#

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

History of changes

HISTORY OF CHANGES TABLE			
VERSION	DATE	CHANGE	JUSTIFICATION
1.0	21/08/2023	PART B: The work packages' tables with timelines, descriptions of objectives, tasks and contributors (WP leaders, participants to tasks) were removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	PART B: The list of deliverables and their descriptions were removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	PART B: The list of milestones was removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	PART B: The list of critical risks and their descriptions (including the level of likelihood and mitigation measures) were removed from the Part B and encoded in the online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/08/2023	ESR – shortcoming: “The proposal envisages benefits for other HEIs in Europe and beyond, as shown by driving inclusion and excellence across boundaries and disciplines, although the plans for achieving that are not sufficiently elaborated in the proposal.”	PART B: We consider that this comment from the experts was actually already addressed in section 1.2 (page 11) of Part B with the paragraph: “During the consolidation phase, the EC2U Alliance continues to strive to making a positive impact on the European Higher Education landscape and to act as a role model with and for others. These priorities are met by intensifying the dissemination of the project results (such as research findings, reports, tools, events, learning material etc.)”. For instance, we can list here some related actions: the EC2U Fora and their Higher Education Round Tables, the sharing of relevant documents on the EC2U website, the publications of regular progress reports, the active participation of the Alliance in external events organised by the European Commission and other Alliances, etc. All the details can also be found in WP10 description under Tasks T10.2 and T10.5.4 of PART A . Nevertheless, we understand the importance of this comment and we commit to ensure that all necessary actions will be developed and adapted accordingly.
1.0	21/08/2023	ESR – shortcoming: “However, any steps to promote the inclusion, access, participation and completion of under-represented groups and people with fewer opportunities, are not discussed in sufficient detail.”	PART A: We consider that this comment from the experts was actually already addressed under WP2, in particular in Tasks T2.1.1, T2.1.2, and T2.3.1, and will be developed more extensively in the Deliverables D2.4 and D2.5. Nevertheless, we understand the importance of this comment and we commit to ensure that all necessary actions will be developed and adapted accordingly.
1.0	21/08/2023	ESR – shortcoming: “However, the correlation and timing of milestones and deliverables is not sufficiently well connected to facilitate	PART A: This shortcoming has been addressed via the following adjustments:

		monitoring of expected progress of outputs and outcomes, during the project lifetime.”	One milestone was added for WP1: MS68 Consortium Agreement In order to facilitate the monitoring of expected outputs during the project lifetime, the following deliverables have been introduced in Part A and will all be delivered before M24: - D1.1 Project Management Handbook - D1.2 Progress towards geographical expansion of the EC2U Alliance To further facilitate the monitoring of the project’s progress, some milestones have been transformed into the following deliverables, that will also all be submitted before M24: - D2.1 Mapping of (inclusive, quality, diverse, sustainable, green) mobility practices and potential guidelines - D3.1 Content Management System (CMS) - D3.2 Innovative digital pedagogy database - D4.1 Recommendations for improvements of the Joint Master’s Programme on Lifelong Well-being and Healthy Ageing - D4.2 GLADE PhD Network - D5.1 Recommendations for improvement of the Joint Master’s Programme on European Languages, Cultures and Societies in Contact - D5.2 VIQE PhD Network - D6.1 Recommendations for improvements of the Joint Master’s Programme on Sustainable Cities and Communities - D6.2 SCC PhD Network - D6.3 Launch of EC2U sustainable Campus Network - D7.1 Curricula of the EC2U JMP in Peace, Justice and Strong Institutions - D7.2 PJSI PhD Network - D8.1 EC2U Career Development Plan - D8.2 Micro-credentials Guidelines - D9.3 EC2U Living Labs Repository - D10.1 First update of the Communication and Dissemination Plan - D10.3 Launch of an institutional Awareness Campaign Finally, a few deliverables have also been split into two parts, the first wave will be delivered at M24, the second wave will be delivered at M48: - D2.2 and D2.3 EC2U engaged and open community – Part 1 and Part 2 - D9.1 and D9.2 Consolidation of Entrepreneurial Academy – Part 1 and Part 2 - D10.4 and D10.5 Quality and Impact Monitoring Mechanism – Part 1 and Part 2
1.0	21/08/2023	ESR – shortcoming: “However, in the latter the external members are not in a majority to guarantee external quality assurance.”	PART B: To address this shortcoming, the number of external members of the Quality Council was raised from 3 to 9, as described in section 2.2.2 (page 41) of Part B.

1.0	21/08/2023	ESR – shortcoming: “Although the arrangements for conflict resolution are described, they are insufficiently detailed in the proposal.”	PART B: We consider that this comment from the experts was actually already addressed in section 2.1.2 (page 21) of Part B with the following paragraph describing the Conflict Resolution and Risk Management (CRRM) tool: “A CRRM tool has been devised during the pilot phase; during the consolidation phase, this tool is reviewed and updated, if needed. It is implemented using the resources of the EC2U Connect Centre (WP3). The CRRM tool provides the best conditions for identifying and solving, in a neutral manner, possible conflicts”. And in section 2.2.2 (page 41) of Part B: “The Governance of the EC2U Alliance for the consolidation phase is a continuation of the successful pilot modalities: it is designed to ensure optimal transparent and efficient decision-making. A particular attention is given to conflict resolution and risk management via very regular reporting and communication between all partners.” The EC2U Alliance will work on continuously improving its conflict resolution processes and tools throughout the project’s lifetime.
1.0	21/08/2023	ESR – shortcoming: “although the proposal has identified only a few risks.”	PART A: The following risks have been added to address this shortcoming: Risk 5 Work Package not fully completed on time Risk 6 Underperformance of one Full Partner Risk 7 Failure to find the 9 th Full Partner
1.0	21/08/2023	ESR – shortcoming: “Moreover, the consortium has expanded with one EU university and intends to expand with a new partner, but this intention is insufficiently detailed.”	PART B: We consider that this comment from the experts was actually already addressed in section 2.2.1 (page 30) of Part B with the following paragraph: “The selection of the future ninth FP University is based on the same criteria that were applied for JKU and Ivan Franko University Lviv, and that were developed during the pilot phase under the deliverables “Political and Financial Sustainability Plan” and “Internationalisation Plan”. The criteria include the adequacy with: - EC2U mission and vision - HEI profile - Local and regional role and impact - Expansion of geographical coverage.” In addition, the Mission Statement demonstrates that current FP universities have already put in place a real reasoning and strategy to find the 9 th Full Partner with the same selection criteria that allowed for the successful identification of the 8 th Full Partner. PART A: To further mitigate this shortcoming, a related risk was added (see above).
1.0	21/08/2023	ESR – shortcoming: “The alliance also considers the possibility to establish a specific legal statute as a significant step forward in	PART B: We consider that this comment from the experts was actually already addressed in section 3.3 (page 49) of Part B with the following paragraph: “The EC2U Governance is carefully following the discussions currently developed among all Alliances, via the FOREU2 subgroup on the “Alliances’ Legal Entity” and the future

		the long-term sustainability of the alliance. This goal is stated in the proposal, but clear plans on how to achieve this step are insufficiently elaborated.”	results of the projects selected under the 2022 pilot call for the Alliances’ legal statute, to take the best decision”. Establishing a legal statute is not an activity per se of the current work plan. However, as described in the above section, the EC2U Alliance is continuing its trajectory towards political and financial sustainability by any means, including the set up of such Legal Entity if/when relevant.
1.0	21/08/2023	ESR – shortcoming: “While the proposal adheres to open science principles, there is no specific reference to FAIR principle.”	PART B: The following paragraph in section 3.2 (page 47) of Part B was completed to address the shortcoming: “In the new work plan, the Communication Strategy also extends its activities to incorporate the growing academic community. For example, the consolidation phase brings forth the efforts of the EC2U Alliance to communicate with researchers across Europe. A privileged approach is the enhanced Science and scientific communication that is based on Open Science principles and notably follow the FAIR principles (Findable, Accessible, Interoperable, Reusable).”.
1.1	26/09/2023	PART A: Changes in the budget distribution.	PART A: The 9th Full Partner identity being still unknown, its budget has been added to the coordinator’s as per the directives given for this situation by the EACEA. In addition, there are some discrepancies between the figures encoded under the financial information in Part A and the proposal due to the rounding in the Excel table. Each Work Package Total Budget is impacted in the following way: WP1: Total 3,016,111.85 € appears in the Excel as 3,016,112 € WP2: Total 1,065,632.88 € appears in the Excel as 1,065,633 € WP3: Total 1,335,274.91 € appears in the Excel as 1,335,275 € WP4: Total 1,094,956.37 € appears in the Excel as 1,094,956 € WP5: Total 1,275,163.49 € appears in the Excel as 1,275,163 € WP6: Total 1,232,673.82 € appears in the Excel as 1,232,674 € WP7: Total 1,039,172.62 € appears in the Excel as 1,039,173 € WP8: Total 863,058.12 € appears in the Excel as 863,058 € WP9: Total 915,027.36 € appears in the Excel as 915,027 € WP10: Total 2,562,928.58 € appears in the Excel as 2,562,929 €
1.2	02/10/2023	PART B: Correction of numbers.	PART B: Corrections were made to two numbers in section 4.2 in the table Subcontracting (page 52): Subcontract n°S2.1 corrected estimated cost: 67,100€, formerly 67,000€ Subcontract n°S3.1 corrected estimated cost: 125,000€, formerly 100,000€
1.3	11/10/2023	PART B: The justification for the subcontracting was added to the table Subcontracting in section 4.2.	PART B: The justification for the subcontracting of the WP2 and WP3 was removed from Section 2.1.3 and added by tasks subcontracted to the table Subcontracting in section 4.2 (page 52).

2.0	24/02/2025	PART A and PART B: Integration of the 9th Full Partner University	As per the initial EC2U Grant Agreement, a ninth Full Partner (FP) was to be selected and fully integrated to the EC2U Consortium. The University of Umeå (UMU), in Sweden, was selected in October 2024. The integration of UMU into the Grant Agreement results in several modifications to PART A and PART B: PART A: - UMU has been added to the list of Participants as a beneficiary (page 6). - In the LIST OF WORK PACKAGES (pages 7 to 10), the number of Person-Months (PM) has been updated for each WP. The Consortium's effort was calculated initially as if the future 9th FP joined at the very beginning of the new phase of the project. With the integration of UMU in the Consortium at M19 (1st of May 2025), their number of PM has been recalculated accordingly which impacts the total number of PM per WP: - o WP1: 557 PM instead of 572 - o WP2: 133 PM instead of 135 - o WP3: 139 PM instead of 141 - o WP4: 159 PM instead of 162 - o WP5: 159 PM instead of 162 - o WP6: 159 PM instead of 162 - o WP7: 158 PM instead of 161 - o WP8: 143 PM instead of 146 - o WP9: 125 PM instead of 128 - o WP10: 186 PM instead of 189 - In the Staff effort per participant table (page 26), the number of PM has been updated for UP and UMU. The recalculated PM for UMU was added to the table. The 9th FP identity being unknown at the moment of the Grant Agreement Preparation, its budget and PM efforts had been added to the coordinator's as per the directives given for this situation by the EACEA. With the integration of UMU as the 9th FP, their part was removed from UP's PM efforts. For UP the changes are the following: - o WP1: 173 instead of 222 - o WP2: 10 instead of 21 - o WP3: 11 instead of 23 - o WP4: 14 instead of 27 - o WP5: 14 instead of 27 - o WP6: 14 instead of 27 - o WP7: 14 instead of 27

			○ WP8: 12 instead of 23 ○ WP9: 12 instead of 23 ○ WP10: 127 instead of 136 ○ Total: 401 instead of 556 For UMU the following staff efforts have been added: ○ WP1: 34 ○ WP2: 9 ○ WP3: 10 ○ WP4: 10 ○ WP5: 10 ○ WP6: 10 ○ WP7: 10 ○ WP8: 8 ○ WP9: 8 ○ WP10: 6 ○ Total: 115 This changes the total Person-Months as follows: ○ WP1: 557 instead of 572 ○ WP2: 133 instead of 135 ○ WP3: 139 instead of 141 ○ WP4: 159 instead of 162 ○ WP5: 159 instead of 162 ○ WP6: 159 instead of 162 ○ WP7: 158 instead of 161 ○ WP8: 143 instead of 146 ○ WP9: 125 instead of 128 ○ WP10: 186 instead of 189 ○ Total: 1918 instead of 1958 Financial Information tab on the Funding & Tenders Portal: The Budget table have been updated as a result of the budget redistribution following the integration of UMU. This redistribution of the budget impacts only the activities from M19 to M48 regarding the FTI (T1.3.4) and the communication activities (T10.5.4). All activities from M1 to M18 have been fully performed without the 9th Full Partner. See the justification for the amendment for more detailed explanations. - A budget was allocated to UMU for all WPs: ○ WP1: 245,290.93 €

			○ WP2: 75,072.18 € ○ WP3: 76,369.40 € ○ WP4: 88,443.46 € ○ WP5: 100,551.36 € ○ WP6: 100,551.36 € ○ WP7: 77,615.27 € ○ WP8: 59,964.07 € ○ WP9: 71,875.08 € ○ WP10: 190,496.52 € - UP's entire budget was modified following the budget redistribution (the initial budget of the 9th FP was initially added to the coordinator): ○ WP1: 987,128.32 € instead of 1,242,478.87 € ○ WP2: 92,745.81 € instead of 188,168.38 € ○ WP3: 91,736.76 € instead of 182,855.42 € ○ WP4: 129,556.11 € instead of 242,036.00 € ○ WP5: 141,664.00 € instead of 266,251.54 € ○ WP6: 137,332.72 € instead of 257,589.31 € ○ WP7: 112,231.00 € instead of 207,385.45 € ○ WP8: 93,778.26 € instead of 172,198.49 € ○ WP9: 111,103.37 € instead of 206,849.03 € ○ WP10: 839,500.10 € instead of 1,045,346.51 € - For all the other beneficiaries, their budget for WP1 has been increased: ○ UC: 238,110.33 € instead of 211,231.25 € ○ UAIC: 167,209.18 € instead of 140,330.14 € ○ UNI JENA: 376,320.92 € instead of 349,441.40 € ○ JKU: 333,822.93 € instead of 306,943.58 € ○ UNIPV: 253,577.96 € instead of 226,699.01 € ○ USAL: 264,665.52 € instead of 237,786.83 € ○ UTU: 328,080.23 € instead of 301,200.77 € - This resulted in changes in the maximum grant amounts for all beneficiaries: ○ UP: 2,736,776.45 € instead of 4,011,159.00 € ○ UC: 1,320,741.67 € instead of 1,293,863.00 € ○ UAIC: 1,041,091.71 € instead of 1,014,212.00 € ○ UNI JENA: 1,711,359.65 € instead of 1,684,481.00 € ○ JKU: 1,522,397.79 € instead of 1,495,519.00 € ○ UNIPV: 1,866,089.02 € instead of 1,839,210.00 €

			○ USAL: 1,463,014.74 € instead of 1,436,136.00 € ○ UTU: 1,652,299.34 € instead of 1,625,420.00 € ○ UMU: 1,086,229.63 € PART B: - Mentions of UMU were added in the text in Section 2.2.1 Consortium set-up (pages 31 and 33) and Section 3.3 Sustainability and continuation (page 53). - UMU's key staff members have been added to the table in Section 2.1.3 Project teams, staff and experts (page 30). - To simplify the initial application process, the Consortium's budget was calculated as if the future ninth full partner joined at the very beginning of the consolidation phase. With the integration of UMU in the Consortium at M19 (1st of May 2025), a budget redistribution has been prepared and validated by all FPs to redistribute the budget accordingly. All numbers have been accordingly modified in Section 2.1.4 Cost effectiveness and financial management (page 31). - It was collegially decided that UMU will co-lead Work Package 2 (WP2) "Inclusive, Engaged, and Mobile EC2U Community", the primary leadership remaining with the University of Turku, Finland. This resulted in the modification of Table 3. Description of FP Universities and their roles and responsibilities in Section 2.2.1 Consortium set-up (page 32). The initial sentence "Note that the distribution of WP responsibility may evolve when the ninth FP University joins the EC2U consortium to ensure they benefit from the same level of inclusiveness." was also removed from this Section (page 32) as it is now not necessary anymore. - Figure 2 Geographical coverage of the EC2U Alliance and Figure 3 EC2U Governance were modified to include UMU in Section 2.2.1 Consortium set-up and Section 2.2.2 Consortium management and decision-making (pages 34 and 47). - The description of UMU has been included in Section 2.2.1 Consortium set-up (page 37). - UMU's date of foundation and Umeå's number of inhabitants have been added in Section 3.1 Impact and ambition (page 47).
2.0	24/02/2025	PART A and PART B: Expansion of the Associated Partners network	With UMU's integration, the network of Associated Partners (APs) will naturally grow to include UMU's APs, which is a <i>sine qua non</i> condition for the effective integration of UMU into the EC2U Alliance ecosystem. These new APs are: I. Umeå kommun (Municipality) II. Region Västerbotten (Regional public body / Medical & scientific institution) III. United Student Unions at Umeå University

			IV. Västerbottens handelskammare (Official board of trade) V. Umeå universitet Holding AB (Enterprise) VI. IKSU (Sport club & Non-profit association) VII. Folkuniversitetet (Adult educational association) PART A: The new APs have been added as Participants in Part A (page 6). PART B: The total number of APs has been changed from 56 to 63 in the text in Section 2.2.1 Consortium set-up (pages 31, 32 and 33). In the same section, the new APs and their descriptions have been included in Table 4 Description of all APs and their participation in the EC2U workplan (pages 44-45).
2.0	24/02/2025	PART A: Change of format for the activity “Science Contest”	PART A: A change of format of the first three annual editions from online to in-person events organised during the EC2U Forum is requested for the activity “Science Contest”. The rationale is multi-fold, since in-person editions of the Science Contest should: - Increase the sense of belonging to a single community, not only between the competing teams but also among the audience, with participants from all EC2U partners (Full and Associated) - Facilitate organisation and ease technical requirements - Engage with more local communities, since Science Contests are events accessible to all public types. The modification of format has no impact on the nature of the activity and incurs no changes to the EC2U budget and EC2U grant distribution. The following sentence in the description of Task T2.2.2 “Online annual events show three teams (one from each of a selection of 3 FPs) competing over the first three years; the last year is the opportunity to host the final edition of the EC2U Science Contest, as an in-person event.” has been changed to “Annual in-person events organised during the EC2U Forum show three teams (one from each of a selection of 3 FPs) competing.”
2.0	24/02/2025	PART A: Number of occurrences of the activity “Student Events”	PART A: “Student events” is an activity of WP2 “Inclusive, Engaged, and Mobile EC2U Community”, under Task T2.2.1, whose description in the DoA is the following: “T2.2.1 task includes: - Two Student Events collaboratively organised with the EC2U Student Council with the aim of bringing students together on topical themes such as Sustainability, Higher Education, Cultural Exchanges, Diversity and Inclusion.” In reality, the EC2U budget includes the organisation of four Student Events (one event per year). In view of the success and the impact that these events have on the EC2U student

			community, the number of occurrences of this activity was updated in PART A as follows: “four Student Events collaboratively organised with the EC2U Student Council etc.”. There is no impact on the EC2U budget.
2.0	24/02/2025	PART A: Modification of the due date of deliverable D9.1	PART A: The Entrepreneurial Week n°2 will take place in Turku in November 2025 (instead of September-October 2025) as there is a great opportunity to merge and benefit from Turku’s Entrepreneurs-in-Residence scheme. This will provide participants with an even higher-level learning experience that is based on programming timely critical activities conducted at the University of Turku. As the description of the Entrepreneurial Week n°2 needs to be included in the Deliverable, its due date needs to be postponed, from M24 (October 2025) to M27 (January 2026), as it must contain the post-event report referring to the 5th Entrepreneurial Week, to be held in M25 (November 2025) instead of October 2025. This modification will have no impact on the other activities of Work Package 9 and other Work Packages.

1. RELEVANCE

1.1 Background and general objectives

Background and rationale

As described in the Renewed Mission Statement¹, the mission and long-term vision of the European Campus of City-Universities (or EC2U Alliance) are focused on creating opportunities for academic communities by fostering innovation, rethinking European education, and forging communities of exchange and learning. Concretely, the EC2U consortium is creating a pan-European campus via a network of common activities that **empower students, staff and citizens to become actors of change and ambassadors of European identity and values**.

To contextualise, the EC2U Alliance was selected as one of the 41 pilot Alliances of European Universities in 2020, under the flagship “European Universities initiative” of the Erasmus+ programme. During this pilot phase (2020-2023), the EC2U Alliance was composed of seven Full Partner (FP) Universities: University of Coimbra, Portugal; Alexandru Ioan Cuza University in Iasi, Romania; Friedrich Schiller University Jena, Germany; University of Pavia, Italy; University of Poitiers, France; University of Salamanca, Spain; University of Turku, Finland. In April 2022 and in coherence with the EC2U values, the Ivan Franco University of Lviv, Ukraine, was welcomed as Strategic Partner for its long-standing, comprehensive, education-driven and research-intensive university profile, at the image of EC2U Universities. The consortium also involved thirty Associated Partners (APs), including the seven Municipalities, Regional Governments and Agencies, Science Parks and Chambers of Commerce, as well as Higher Education stakeholders and Student Associations. The **diversity of stakeholders** participating in the pilot phase guaranteed the needed efficiency and excellence to **lay the foundations for a sustainable innovative ecosystem**. Building upon the expertise and complementarities of each, this ecosystem allowed for the development of topical activities that benefit academic and local communities. Indeed, over the three years of the pilot phase, the EC2U Alliance will have implemented 169 deliverables: the preamble of the Renewed EC2U Mission Statement¹ provides a non-exhaustive list of the most impactful deliverables, as well as several additional activities. These key achievements (also detailed in section 1.3) are the cornerstones of the new EC2U work plan for the period 2023-2027. In this “consolidation phase”, the EC2U Alliance is pursuing its trajectory towards the “EC2U model for the University of the Future” by entering into a period of **geographical expansion** (by integrating two new FP Universities) and **thematic and sectoral extension** (by welcoming additional APs from the private sector).

On the one hand, the geographical expansion enables EC2U to strengthen its inclusiveness and excellence via a well-defined and viable work plan with equal involvement of all FP Universities. On the other hand, the sectoral extension is particularly relevant in the context of the full deployment of the Knowledge Square (Education, Research, Innovation, Service to Society), where the participatory processes promoted by the EC2U Alliance further facilitate interactions between local and global stakeholders. The new work plan **incorporates a balanced combination of deepened pilot activities and new activities in several missions of the Knowledge Square**: the continuation of European financial support is thus of paramount importance to stabilise the already successful trajectory of the EC2U Alliance and ensure its long-term robustness and comprehensiveness.

A transnational strategy based on the United Nations Sustainable Development Goals

Since its creation, the EC2U Alliance decided to **promote an unprecedented challenge-based global initiative** framed by the United Nations Sustainable Development Goals (SDGs). Among the 17 United Nations SDGs, the EC2U Universities first identified and selected three of them that guided the Alliance activities during the pilot phase of its development (2020-2023): **Good Health and Well-being (SDG #3), Quality Education (SDG #4), Sustainable Cities and Communities (SDG #11)**. This first selection leaned on an in-depth preparatory analysis that identified complementary strengths and international recognition in education, research and societal engagement at the EC2U Universities: in particular, over the period 2009-2018, 1221 research articles were jointly published by researchers from at least two (and up to five) EC2U Universities, mostly in the fields related to Health and biology, Energy and Environment, Social Sciences and Humanities.

During the consolidation phase (2023-2027), the EC2U Alliance is intensifying activities in these three SDGs and is **extending its scope to a fourth: Peace, Justice and Strong Institutions (SDG #16)**. This selection results from: 1. The ongoing work performed in the context of the complementary Horizon 2020 project entitled “Research and Innovation for Cities and Citizens, RI4C2” (see Renewed Mission Statement and section 1.3), aiming at delivering a joint Research and Innovation agenda, among other

¹ See Annex including the Renewed Mission Statement and letters of support from APs

deliverables; 2. A recent in-depth analysis of the EC2U Alliance research contribution to the 4 SDGs (performed in cooperation with Research Intelligence Elsevier) over the period 2016-2021².

The new EC2U work plan thus aims at delivering significant contributions to these four global goals by **intensifying a new type of international cooperation scheme** that proved to be successful during the pilot phase: the so-called **EC2U Virtual Institutes**. These virtual structures (one for each SDG) gather European knowledge-creating teams of students, teachers and researchers (incl. PhD candidates and early career researchers) from different disciplines with the goal of **delivering innovative solutions to the associated challenges**. These teams are directly connected to the local, national and European socio-economic world via the EC2U Campus, thus participating in the direct transfer to society.

EC2U Contribution to general objectives and priorities of the call

During the pilot phase, the first work plan paved the way towards the EC2U Alliance's long-term vision, which is to **create a true pan-European campus that connects academic communities, citizens, and stakeholders via a network of common activities** linking all aspects of the Knowledge Square. With the consolidation phase, the FP Universities and their APs commit to reach, by 2027, the status of a real pan-European campus, according to a series of precise objectives:

- **EC2U Objective 1:** A sustainable joint governance with shared resources, notably via the "EC2U Connect Centre".
- **EC2U Objective 2:** Active involvement of students in the Alliance governance and support to their societal engagement.
- **EC2U Objective 3:** Joint culture and sport events as well as integrated inter-university campus and academic life.
- **EC2U Objective 4:** Sustainable multidisciplinary joint EC2U Master's Programmes, based on selected UNSDGs, in full compliance with the Bologna Process, leveraging the full potential of all available European tools (European Student Card, open badges, etc.).
- **EC2U Objective 5:** Drastically increased, facilitated, and geographically balanced mobility (physical, virtual, blended) of students, academic and non-academic staff, with a focus on inclusive and green mobility.
- **EC2U Objective 6:** Sustainable Virtual Institutes for "Good Health and Well-being", "Quality Education", "Sustainable Cities and Communities" and "Peace, Justice and Strong Institutions", linking education, research, innovation and service to society via joint projects, supported by a diversity of internally and externally funded activities.
- **EC2U Objective 7:** A sustainable rendezvous between academia and citizens via the EC2U Forum, held annually at one of the pan-European campus sites.
- **EC2U Objective 8:** A European and international academic impact on society, with successful common education and research projects, new innovative enterprises, etc., all jointly delivering solutions to citizens.

To achieve these Alliance objectives, **a new work plan has been devised** after a thorough analysis of the current state of development of the EC2U Alliance (see section 1.2), **taking into full consideration the feedback received from the EC2U Community**. The new work plan is composed of ten Work Packages (WPs) that are illustrated in Figure 1 in the shape of the "EC2U temple". The colours of the WPs refer to the maturity level compared to pilot phase: dark blue WPs correspond to the intensification and deepening of previous WPs (WP1-2-3-4-5-6-10), while light blue WPs refer to activities in new thematic areas and/or new missions of the Knowledge Square (WP7-8-9).

WP1 "Coordination, Governance and Expansion of EC2U Alliance" includes the coordination of the Erasmus+ project, the overall governance arrangements of the EC2U Alliance, as well as the expansion process of the Alliance via fast-track integration for additional FP Universities.

WP2 "Inclusive, Engaged and Mobile EC2U Community" includes relevant sets of activities related to promoting well-being and inclusiveness throughout the EC2U Campus, strengthening the network of common campus life activities, as well as fostering quality, diverse, and green mobility.

WP3 "Digital EC2U Alliance" is focused on developing the EC2U Connect Centre with centralized tools and resources to support the EC2U Alliance objectives and mission, and creating the framework for innovative digital education.

WP4 "Good Health and Well-being" is centred around consolidating and developing the already existing Virtual Institute and Joint Master's Programme in line with SDG #3.

WP5 "Quality Education" is centred around consolidating and developing the already existing Virtual Institute and Joint Master's Programme in line with SDG #4.

² Refer to the first annex to the Renewed Mission Statement "Analysis of the research outputs of EC2U Alliance and contributions to SDGs in the period 2016-2021".

WP6 “Sustainable Cities and Communities” is centred around consolidating and developing the already existing Virtual Institute and Joint Master’s Programme, in line with SDG #11.

WP7 “Peace, Justice and Strong Institutions” pertains to the creation of a new Virtual Institute and Joint Master’s Programme, in line with SDG #16.

WP8 “EC2U Lifelong Career” includes key sets of activities on Lifelong Learning, micro-credentials, and joint doctoral training.

WP9 “EC2U Innovation Hub” is focused on the roll out of the Entrepreneurial Academy, and the development of challenge-based approaches that create value for society.

WP10 “Impact and Dissemination” concerns the quality and impact monitoring of the EC2U Alliance, key dissemination, and multiplier events such as the EC2U Forum, as well as activities related to the communication strategy of the Alliance including, but not limited to, the EC2U Ambassador Programme.

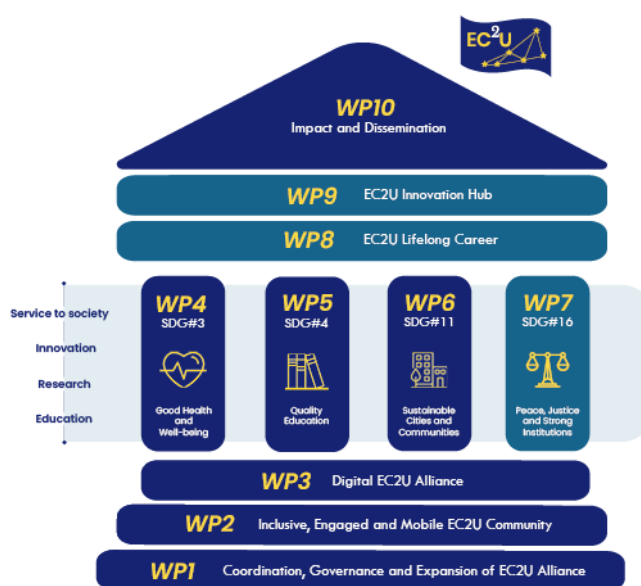


Figure 1. The EC2U Temple – an illustration of the EC2U Work Packages

For more details on the WPs above-mentioned, refer to section 4.

The new work plan is thus capitalising on the EC2U success stories of the pilot phase and is intensifying the progress made towards **contributing to the general objectives and priorities of the call**, to:

- **promote common European values and identity**: this first general objective of the call is addressed via activities included in WP1, WP2 and WP10.
- **intensify the quality, impact, attractiveness, and competitiveness of European Higher Education Institutions**: this second general objective of the call is supported by activities included in WP1, WP2, WP3, WP8, WP9 and WP10.
- **deepen institutional transformation**: this third general objective of the call is addressed via activities of all WPs.
- **make the Knowledge Square a reality**: this fourth general objective of the call is supported by activities included in WP4, WP5, WP6, WP7, WP9, WP10.

The new work plan is fully aligned with the general objectives of the call. It is submitted to the “call topic 1” based on the “already existing deep institutional transnational cooperation” of the EC2U Alliance.

Taking a step back, one can see that the EC2U Alliance’s overall **mission and long-term vision are people-centred**, and this is reflected in the Alliance’s quality-based objectives. EC2U, by this ambitious and forward-looking work plan, is clearly **creating a long-lasting model for the University of the Future**. This model and related mechanisms are perfected by the EC2U Alliance over the consolidation phase, to ensure their transferability to other Higher Education Institutions. In doing so, EC2U continues contributing to the transformation processes across the European Higher Education landscape, furthermore, **serving the European relevance as a whole**.

1.2 Needs analysis and specific objectives

Needs analysis

The EC2U Alliance is continually building upon its community: “An inter-European higher education community that helps to better pursue (unique) opportunities we have, due to our EU framework.”, “It is a way to provide opportunities of mobility for students and researchers and promote collaboration in teaching, research, building and stimulating international research projects”, “It’s a good opportunity to share knowledge and experiences and give the chance to improve the quality and service of the universities.” are but a few quotes from the EC2U Community on the Alliance’s positive impact achieved via common high-quality structures and activities.

This people-centred engagement, rooted in the mission and objectives of the EC2U Alliance, is also at the core of the European Higher Education Area in general, and of the European Universities initiative in particular. During the pilot phase, all proposed EC2U activities were designed to contribute to the Alliance’s long-term initial Mission Statement but also to respond precisely to the European Higher Education Area challenges that were discussed at **EHEA2018 Ministerial conference in Paris** (23-25 May 2018), including the inclusive role of education and the implementation of the Bologna Process. In particular, the **EC2U pilot activities followed the guidelines for the next steps of the Bologna Process**, adopted in the Paris Communiqué in 2018³.

These guidelines were reaffirmed at **EHEA2020 Ministerial conference in Rome** (19 November 2020) and via the Rome Communiqué⁴, where the Ministers of Higher Education committed to “*building an inclusive, innovative, and interconnected E(H)EA by 2030, able to underpin a sustainable, cohesive and peaceful Europe*”:

- **Inclusive**, because every learner will have equitable access to higher education and will be fully supported in completing their studies and training.
- **Innovative**, because it will introduce new and better aligned learning, teaching and assessment methods and practices, closely linked to research.
- **Interconnected**, because our shared frameworks and tools will continue to facilitate and enhance international cooperation and reform, exchange of knowledge and mobility of staff and students.”

These guidelines were also considered governing principles during the preparation of the consolidation phase. Note that the design of the new work plan was elaborated via a true bottom-up approach that involved approximately 150 students and staff (administrative staff, teachers, researchers) within twelve thematic Working Groups.

The **EC2U Renewed Mission Statement and vision¹ are thus fully aligned with the Paris and Rome Communiqués** and this is directly translated into the new work plan:

- The EC2U Alliance is intrinsically **inclusive**, thanks to the activities developed in WP2 “Inclusive, Engaged and Mobile EC2U Community”, WP8 “EC2U Lifelong Career” and WP10 “Impact and Dissemination”.
- The EC2U Alliance is **innovative** by nature with WP4 “Good Health and Well-being”, WP5 “Quality Education”, WP6 “Sustainable Cities and Communities”, WP7 “Peace, Justice and Strong Institutions”, WP8 “EC2U Lifelong Career” and WP9 “EC2U Innovation Hub”.
- The EC2U Alliance is truly **interconnected** with WP2 “Inclusive, Engaged and Mobile EC2U Community”, WP3 “Digital EC2U Alliance” and WP10 “Impact and Dissemination”.

EC2U Contribution to specific objectives of the call

The new work plan precisely contributes to the specific objectives of the call as follows:

- *Specific objective of the call 1: Develop and implement an integrated long-term joint strategy for education with links to research and innovation, and service to society, that is responsive to the digital and green transitions and key socio- economic challenges, while remaining committed to excellence.*

First, the Renewed Mission Statement reaffirms the EC2U model for the University of the Future, based on common engagements and values. It can be summarised by the following key words: **Empower. Connect. Collaborate. Unite.**

Second, all missions of the Knowledge Square are intertwined within the four EC2U Virtual Institutes, each focusing on one SDG: “Good Health and Well-being”, “Quality Education”, “Sustainable Cities and Communities” and “Peace, Justice and Strong Institutions”. A Virtual Institute is a pan-institutional structure without walls that hosts teams of students, teachers, researchers, and innovators, directly

³ <http://www.ehea.info/cid101765/ministerial-conference-paris-2018.html>

⁴ <http://ehea.info/page-ehea-ministerial-conference-rome-2020>

connected to the local, national, and European socio-economic world via the EC2U pan-European Campus. It also hosts a new innovative Joint Master's Programme, focusing on the newly selected SDG. These **inter-disciplinary approaches** are indispensable to **respond to key socio-economic challenges and promote the twin digital and green transitions**.

The pilot EC2U management modalities were based on **collegiality and equality**. The efficient practices developed during the pilot phase are therefore continued. The decision-making body remains the Executive Committee, composed of three representatives for each FP University (one Institutional Representative, one Administrative Representative and one Student Representative), in addition to the Coordinator General and the Administrative Coordinator. The implementation and daily management are performed by the Global Coordination Team, the Local Coordination Team, and the WP Boards (section 2).

The pilot EC2U Governance structure has also proved to be relevant and efficient, with the opportunity for active members to jointly contribute to the long-term mission of the Alliance. Therefore, the governance structures are maintained during the consolidation phase (see section 2). These structures are characterised by **a diversity of members that show the full-level commitment of both institutions and local communities** in the Executive Committee (see above and section 2), within each WP Board as well as in the Quality Council. Rectors are also involved in the Closed and Plenary Councils (see section 2 for details on the governing bodies). To further integrate the EC2U Community, **a new Student Council⁵ is created "by students, with students, for students"**. Though the Student Community was already well-represented in the EC2U Governance (with Student Representatives in the Executive Committee, see section 2), this additional governing body aims at ensuring students' active involvement and societal engagement by providing them with the opportunity to co-create their Alliance of the future.

To further maximise integrated cooperation, the FP Universities began **pooling their resources** during the pilot phase with the creation, for instance, of the first building blocks of the EC2U Connect Centre: in particular, the Interchange Platform and the EC2U Knowledge Hub are **connecting tools and paths**

at the service of all Alliance actors, allowing data sharing. The EC2U Connect Centre also supports the digital activities developed within the Alliance, such as the European Digital Card (for students and staff) and a common catalogue of EC2U diplomas. The EC2U Connect Centre is further developed in the new work plan, with the aim of gradually building a virtual Alliance in complement to the physical pan-European campus. Human resources continue to be additionally pooled by FP Universities via the **active participation of administrative and academic staff from all central offices and academic faculties/departments**. Complementary financial resources are also invested to support joint research activities, for instance via co-tutelle PhD theses, hosted by the SDG-based Virtual Institutes. It is also important to note here the EC2U Connect Centre continues to fully support the EC2U quality assessment and feedback mechanisms in place. These effective mechanisms allow the Alliance to **continually assess the quality and impact of its activities**, therefore ensuring the Alliance adapts its activities to the needs and expectations of its community. This acquired agility and responsiveness are key to the sustainability of the wide range of actions developed by the Alliance.

- *Specific objective of the call 2: Establish a European higher education inter-university campus.*

Mobility of all types (virtual, physical, blended) **and for all members** of EC2U Community (students, staff, teachers, researchers including early career ones) **is boosted** in the new work plan via activities included in all WPs.

The pilot phase has seen the successful launch of three new challenged-based Joint Master's Programmes (JMPs), with a never attained level of interdisciplinarity and mobility: JMP in Lifelong Well-being and Healthy Ageing, JMP in European Languages, Cultures and Societies in Contact, JMP in Sustainable Cities and Communities. In the new work plan, these JMPs are consolidated and extended to new FP Universities. A new JMP in Peace, Justice and Strong Institutions is designed and launched. The **EC2U JMPs ensure students have the needed skillsets and interdisciplinarity to attain the United Nations SDGs' objectives**, hence providing the European labour market with a **relevant, highly skilled, workforce**. The structure and customisable study paths of these JMPs is the result of deep cooperation among FP Universities to guarantee **seamless mobility and allow students to truly acquire European experience**. These JMPs should be eligible to the future European Degree label, depending on the evolution of European Higher Education regulations.

In the consolidation phase, the EC2U Alliance works on the development of other **flexible learning opportunities and pathways** along the life span with specific activities within the WP8 on "EC2U Lifelong Career", including pooling of policies on Micro-credentials and Open Education. This WP8 also continues to **strengthen pilot activities related to career recognition** such as the EC2U Career Plan Certificate.

⁵ <https://ec2u.eu/let-us-all-be-inspired-by-our-student-communities/>

The successful pilot EC2U Entrepreneurial Academy is continued and intensified to **equip more students with entrepreneurial mind-sets**. The WP9 “EC2U Innovation Hub” is also fostering an Alliance approach to innovation and knowledge transfer to local, national, and European ecosystems.

Establishing an inter-university campus is equally about **creating a sense of European belonging and the assurance of opportunities for all**. The EC2U Alliance therefore continues to promote its common values that include equality and inclusiveness (see Renewed Mission Statement): WP2 “Inclusive, Engaged and Mobile EC2U Community” reflects these engagements with active participation from both students and staff.

- *Specific objective of the call 3: Build European knowledge-creating teams (“challenge-based approach”) of students and academics, possibly together with researchers, entrepreneurs, companies, local and regional actors, and civil society actors – depending on the overall strategy and vision of the alliance – working together to address societal and other challenges of their choice in an inter-disciplinary approach.*

As presented above, **EC2U Virtual Institutes are innovative spaces that gather knowledge-creating teams composed of students, teachers and researchers** on specific challenges embodied in the United Nation SDGs. They embed education activities (e.g., JMPs, Winter/Summer Schools) but also research activities (promoted by mobility programmes for researchers, scientific conferences, and webinars) as well as service to society (guidelines for new public policies, in cooperation with municipalities and local stakeholders). The concept was tested during the pilot phase and **its success and tangible impact were demonstrated and recognised** (see preamble of Renewed Mission Statement): the new work plan leaves ample space for strengthening the three existing Virtual Institutes as well as for the creation of a fourth one on “Peace, Justice and Strong Institutions”. Moreover, **the renewed consortium is now including several Associated Partners from the private sector** (see section 2.2.1) together with all Research University Hospitals: these new APs **intensify the Innovation and Service to society** components of the Virtual Institutes. The integration of APs is notably a differentiating factor of the EC2U Alliance. Their involvement truly allows the Alliance to **act towards local and global societal solutions by on-the-field contributions and direct feedback** from local communities.

Innovative learning and training are present in all sets of activities developed within the WPs: the EC2U vision indeed puts at the core of its engagements and values, the promotion of active citizenship, tolerance, equality and diversity, openness and critical thinking (see Renewed Mission Statement).

- *Additional call priorities (summary): act as model of good practice to further increase the quality, international competitiveness and attractiveness of the European higher education landscape; work towards relevant policy objectives of the European Education Area; implement the European Student Card initiative; mainstream education for sustainable development across all levels and disciplines; form hubs, together with their innovation ecosystems, join forces and work on common actions for bringing synergies between education and innovation, as highlighted in the European strategy for universities and the new European Innovation Agenda.*

During the consolidation phase, the EC2U Alliance continues to strive to making a positive impact on the European Higher Education landscape and to act as a role model with and for others. These priorities are met by **intensifying the dissemination of the project results** (such as research findings, reports, tools, events, learning material etc.):

- On the EC2U website via the “About EC2U/Shared Documents” webpage, where general public can access deliverables, tools, reports, etc.
- On the official platform “Erasmus+ Project Results”, a database providing descriptions, results and contact information of all projects funded under the Erasmus+ programme.
- Via the publication of a yearly public progress report, available on the EC2U website and sent directly to the Alliance’s APs and stakeholders.
- Via the EC2U Forum, organised once a year: the concept has been successfully tested during the pilot phase. It is thus continued, as it is a unique occasion to give the floor to higher education experts from institutions outside the EC2U Alliance (European Commission, ministries, other Alliances, etc.) to discuss key issues in the development of the European Universities initiative. The EC2U Forum includes a Higher Education round table and a Citizen Science session in which it is common practice for members of the EC2U Community to participate.
- The EC2U Alliance commits to continue its participation in external events and networking actions organised by the European Commission and other Alliances, and this, to share experiences, skills and knowledge among the European Universities community.

During the pilot phase, the 24 Alliances from the second Erasmus+ Pilot Call agreed to **ensure trans-Alliance collaboration by creating a “Forum of European Universities #2 – FOREU2”** where they discussed and shared intelligence, via regular face-to-face and/or on-line meetings. The coordination of

FOREU2 has been ensured by the Coordinator General of the EC2U Alliance: in the likely scenario in which FOREU2 continues to exist after the pilot phase, the **EC2U Alliance commits to remain active and, if relevant, expresses interest in continuing the FOREU2 coordination**.

In the new work plan, the **European Student Card** initiative is *de facto* implemented as it is the very concept of the EC2U European Card for students and staff (see WP3 “Digital EC2U Alliance”).

The promotion of sustainable development is rooted in the DNA of the EC2U Alliance with its focus on the United Nations SDGs which are translated into **concrete joint campus activities and green mobility** (WP2), existing and new JMPs and Virtual Institutes (WP4-5-6-7), EC2U Think Tanks specific sessions at EC2U Fora (WP10). All these activities provide a platform for EC2U communities, local stakeholders, and citizens for **training on sustainable development and sharing best eco-friendly practices and solutions**.

The extension of the EC2U Alliance to the Innovation field, via the WP “EC2U Innovation Hub”, **paves the way to the intensification of its unique partnership with local innovation ecosystems**. The welcoming of APs from the private sector and Research University Hospitals aims similarly at the amplification of knowledge transfer at the level of the Alliance. Note that one of the FP University (University of Salamanca, Spain) hosts the secretariat of the European Network of Innovative Higher Education Institutions⁶ (ENIHEI). This network of Higher Education Institutions (announced at the first European Education and Innovation Summit in June 2022) develops collective innovative thinking on how higher education can drive innovation. The EC2U Alliance is thus very well placed to follow ideas and recommendations developed within ENIHEI and therefore **remain fully aligned with the European strategy for universities and the new European Innovation Agenda**.

Key Performance Indicators to highlight the achievement towards the EC2U objectives

The Key Performance Indicators (KPIs) listed in Table 1 have been defined according to the Alliance's objectives (listed in section 1.1). The indicators are **SMART(ER)** - *Specific, Measurable, Achievable, Relevant, and Timebound (Evaluated and Revised)* - and include **leading and lagging, quantitative and qualitative measures**. Indicators from the pilot phase have been included to **ensure comparative analyses** between the pilot and consolidation phases. The data collection frequency provides EC2U with the opportunity to regularly analyse collected data and its evolution over the consolidation phase.

The KPIs have been constructed taking into full consideration the quality assessment procedures of the Alliance including EC2U feedback mechanisms developed over the first phase. Note that the KPIs are transversal and take into full consideration the integration of additional FP Universities. Further information is detailed in section 2.1.

Table 1. List of EC2U Key Performance Indicators

Key Performance Indicator	Data collection / metrics	Target / performance threshold	Data collection frequency	Period
KPI1: Equal representation of all FPs in governing bodies (<i>Objective 1</i>)	Representation of FPs in the governing bodies (composition of governing bodies)	All FPs are equally represented in the governing bodies	Annual	From M1 to M48
KPI2: Sustainable governance (<i>Objective 1</i>)	Representation of FPs and APs in the governing bodies (composition of governing bodies)	All representatives have the adequate profile	Annual	From M1 to M48
KPI3: Shared resources for governing bodies (<i>Objective 1</i>)	Diversity of shared resources allocated to support the governing bodies	Human resources at central level; tools & services on the EC2U Connect Centre	Annual	From M1 to M48
KPI4: Active involvement of APs within the	Participation of APs in governing bodies (verification of meeting minutes)	70% of APs of the Alliance participate in the Plenary Council meetings	Annual	From M1 to M48

⁶ <https://education.ec.europa.eu/education-levels/higher-education/innovation-in-education/european-network-of-innovative-higher-education-institutions>

governing bodies (Objective 1)				
KPI5: Active involvement of students within the governing bodies (Objectives 1 & 2)	Participation of students involved in the EC2U Governing body meetings (verification of meeting minutes)	70% of Student Representatives participate in the EC2U Governing Body meetings	Annual	From M1 to M48
KPI6: Support for societal engagement (Objective 2)	Resources available	90% of mobilities dedicated the EC2U Student Events and EC2U Student Challenges have been used Promotion and organisation of virtual participation to EC2U Student Events and EC2U Student Challenges using the EC2U Multifunctional Spaces	Annual	From M1 to M48
KPI7: Support for joint culture and sport events (Objective 3)	Resources available	90% of mobilities dedicated the joint campus activities have been used Promotion and organisation of virtual participation to EC2U Student Events and EC2U Student Challenges with the EC2U Multifunctional Spaces	Annual	From M1 to M48
KPI8: Student participation rate in EC2U activities (Objectives 2 & 3)	Number of students in all joint activities	A minimum of 900 students participate in EC2U activities, per year	Annual	From M1 to M48
KPI9: Staff participation rate in EC2U activities (Objective 3)	Number of staff members in all joint activities	A minimum of 900 staff members participate in EC2U activities, per year	Annual	From M1 to M48
KPI10: Community awareness of EC2U activities (Objectives 2 & 3)	Increase in the number of applications received for EC2U activities	10% increase of applications for EC2U activities per year	Annual	From M1 to M48
KPI11: Student/Staff satisfaction rate with EC2U activities (Objective 3)	Satisfaction rate of students and staff / Feedback mechanism (online survey)	70% of student participants are satisfied with the EC2U activities	Annual	From M1 to M48
KPI12: User activity of the EC2U Mobile Application (Objectives 3&5)	Increase in number of users	10% increase of users of the EC2U Mobile Application per year	Annual	From M1 to M48
KPI13: Satisfaction rates of the EC2U Mobile Application (Objectives 3 & 5)	Satisfaction of users (online survey)	70% of users are satisfied with the EC2U Mobile Application	Annual	From M1 to M48

KPI14: Number of UNSDG-based JMP (Objective 4)	Number of UNSDG-based JMP	4 UNSDG-based JMP are active.	Only once	M48
KPI15: Enrolled students in EC2U JMPs (Objective 4)	Number of students enrolled in the JMPs (Admission procedures)	20 students per degree (per year)	Annual	From M1 to M48
KPI16: Attractiveness of the EC2U JMPs (Objective 4)	Increase in number of applications to JMPs (Admission procedures)	10% increase of received applications.	Annual	From M1 to M48
KPI17: JMP student satisfaction rate (Objective 4)	Feedback mechanism (online survey)	70% of students enrolled confirm that the degree met their expectations and needs with the programme	Annual	From M1 to M48
KPI18: Access to FP University services (Objectives 4 & 5)	Number of EC2U Virtual Cards issued to European JMP students	At least 50% of all European students enrolled in the JMP have an EC2U Virtual Card	Only once	M48
KPI19: Impactful comprehensive mobility offer (Objective 5)	Participation in EC2U opportunities with embedded/compulsory mobility component	90% of mobility grants are used for physical mobility Online participation is equivalent to the physical participation	Annual	From M1 to M48
KPI20: Geographically balanced mobility (Objective 5)	Equal FP participation in all EC2U opportunities with embedded mobility	Number of participants per FP in all EC2U opportunities with embedded mobility	Annual	From M1 to M48
KPI21: Mobile students within the Alliance (Objective 5)	Increase of number of mobile students (physical, virtual, blended) within the Alliance	10% increase in the number of mobile students (physical, virtual, blended) within the Alliance	Annual	From M1 to M48
KPI22: Mobile staff members within the Alliance (Objective 5)	Increase of number of mobile staff members (physical, virtual, blended) within the Alliance	5% increase in the number of mobile staff (physical, virtual, blended) within the Alliance	Annual	From M1 to M48
KPI23: Number of UNSDG-based Virtual Institutes (Objective 6)	Number of UNSDG-based Virtual Institutes	4 UNSDG-based Virtual Institutes are active.	Only once	M48
KPI24: Participation in EC2U Virtual Institutes (Objective 6)	Number of students/teachers/researchers integrating the EC2U Virtual Institutes	10% increase in the number of people integrating the Virtual Institutes per year.	Annual	From M1 to M48
KPI25: Number of events organised by the EC2U Virtual Institutes (Objective 6)	Number of events organised within the Virtual Institutes	20 events on average organised within the Virtual Institutes per year	Annual	From M1 to M48
KPI26: Openness of EC2U Virtual Institutes (Objectives 6 & 8)	Number of APs involved in the EC2U Virtual Institutes	70% APs participate in the EC2U VI activities	Only once	M48
KPI27: Visibility of EC2U Fora (Objective 7)	Programmes of the yearly EC2U Forum are accessible on communication channels	Yearly publication of EC2U Forum programme on the	Annual	From M1 to M48

		EC2U Website prior the event		
KPI28: Academic community participation rate in EC2U Fora (Objective 7)	Number of students and staff participants in the EC2U Forum	250 participants for each EC2U Forum	Annual	From M1 to M48
KPI29: External member participation rate in EC2U Fora (Objective 7)	Number of external participants in the EC2U Forum	100 external members participate in the EC2U Forum	Annual	From M1 to M48
KPI30: Topical sessions are held during the EC2U Fora (Objective 7)	EC2U Programme / Session agenda	All EC2U Fora include at least a Higher Education roundtable	Annual	From M1 to M48
KPI31: Post-event visibility of the EC2U Fora (Objective 7)	Number of views of EC2U Fora videos (post event) on related communication channels	1000 views are registered yearly	Annual	From M1 to M48
KPI32: Academic impact on society (Objective 8)	Number of participants to the Entrepreneurial Academy	180 participants	Only once	M48
KPI33: Visibility of challenge-based activities (Objective 8)	Number of participants to SDG-based EC2U events	1500 participants in the SDG-based sessions held during the Forum 400 participants in the international scientific conference	Only once	M48

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1.3 Complementarity with other actions and innovation — European added value

In general, the EC2U Alliance **benefits from the longstanding expertise of its FP Universities that are very active in European and international academic cooperation**, with over 1000 EU projects (incl. Erasmus+, H2020, Horizon Europe and other European programmes) granted over the last 8 years⁷, thus, having a first-hand perception and knowledge of the obstacles and potential solutions to reach the objectives of the European Higher Education Area and European Research Area.

In particular, the work plan of the EC2U consolidation phase naturally builds on the most successful and impactful activities developed during the pilot phase under two projects: the main EC2U pilot project granted in 2020 under the flagship “European Universities initiative” of the Erasmus+ programme (Grant Agreement number 101004065 — EC2U — EAC-A02-2019) and the complementary RI4C2 project granted in 2021 under the specific Horizon 2020 call related to “Science with and for society” (Grant Agreement 101035803 — RI4C2 — H2020-IBA-SwafS-Support-2-2020)¹.

In the following, each WP of the work plan is described with respect to its **complementarity to the pilot EC2U and RI4C2 projects as well as the innovative activities they bring** to the EC2U Alliance (all listed activities are detailed in the work plan, section 4):

- WP1 “Coordination, Governance and Expansion of EC2U Alliance”: the coordination and management processes are making use of the best practices developed in pilot EC2U and RI4C2 projects, while the **governance is enriched with the creation of a Student Council** to enhance the engagement of students at all levels of the Alliance. The expansion of the EC2U Alliance is a new activity aiming at amplifying the impact of the EC2U model by welcoming **two new FP Universities, supported by “fast-track to integration” activities**.
- WP2 “Inclusive, Engaged and Mobile EC2U Community”: this WP builds on the successful activities developed during the pilot EC2U project to foster a pan-European campus life with an **intensification**

⁷ See Annex with the list of relevant projects for the period 2018-2022, to which can be added a total of 603 projects for the period 2014-2018

of joint culture and sport activities, continuation of former Science Battles now called “Science Contests” and the **roll out of EC2U Mobile Application** (facilitating seamless mobility within the EC2U pan-European campus). The innovation lies here first in a strong focus made to foster well-being across the Alliance via a “safe and inclusive campus”, but also to **strengthen student engagement** via specific Student Events and Student Challenges, promoting awareness to sustainable development. Another innovative **focus is put on the conditions of physical mobility to make it more inclusive, diverse, green, and sustainable**.

- WP3 “Digital EC2U Alliance”: to bring a comprehensive digital side to the EC2U Alliance, the EC2U Connect Centre continues its development after the first components developed during the pilot EC2U and RI4C2 projects. This includes the **strengthening of the Interchange Platform and Knowledge Hub**, as well as continued implementation of the EC2U European Card for students and staff (based on the European Student Card, ESC). A new and innovative component is the **pooling of expertise on practices and tools for digital pedagogy and education**, a field where FP Universities have developed recognised approaches, methodologies, and technologies.
- WP4 “Good Health and Well-being”, WP5 “Quality Education”, WP6 “Sustainable Cities and Communities”: these three WPs are intensifying the successful and impactful activities developed in the similar SDG-based WPs of the pilot phase, with the **strengthening of the eponym Joint Master’s Programmes and Virtual Institutes**, all launched during the pilot phase. Each Virtual Institute is hosting an **innovative PhD Network to foster involvement of early-career researchers**.
- WP7 “Peace, Justice and Strong Institutions”: this WP is **fully innovative in its content as it extends the activities of WP4-5-6 to a fourth SDG**, with the creation and implementation of a new Virtual Institute within which is launched a new Joint Master’s Programme and a PhD Network, among other initiatives.
- WP8 “EC2U Lifelong Career”: the field of career development has started to be addressed during the pilot phase of the EC2U Alliance, via the EC2U Career Plan certificates. The RI4C2 project has also delivered tools to support researchers’ careers (incl. promotion of gender equality in research). WP8 is thus building on these successful pilot activities to **develop innovative activities supporting student career paths and promoting joint Doctoral Training**. Also innovative at the level of the EC2U Alliance, **a joint approach to Lifelong Learning policy** is developed, including micro-credentials and open education modules for broad audiences and citizens based on existing education offerings.
- WP9 “EC2U Innovation Hub”: this WP aims at **activating a new cooperation field at the level of the EC2U Alliance: Innovation and Transfer**. This is achieved by the intensification of one of the most successful activities of the pilot EC2U project: the Entrepreneurial Academy. Another activity developed during RI4C2, the EC2U Innovation Sphere (aiming at connecting Innovation ecosystems within the EC2U Alliance), serves as a platform to strengthen the cooperation in Innovation and Transfer among the FP Universities.
- WP10 “Impact and Dissemination”: in this WP, the flagship event piloted during the previous three years is continued: the **EC2U Forum**, with specific Higher Education round tables and Citizen Science sessions (the later also building on practices developed under the RI4C2 project). The previous processes related to **Quality and Impact Monitoring** are also amplified. Another very successful activity under the pilot EC2U project is pursued: the **EC2U Think Tanks**, involving all agents of change to propose innovative solutions to societal challenges. The pilot Internationalisation Plan is used to **give more visibility to all the SDG-related activities and gain more international impact** to the EC2U Alliance by organising an International scientific conference on SDGs. WP10 also includes the **intensified (internal, Intra- and Extra-Alliance) communication activities** piloted during the previous period. Moreover, an unplanned but successful activity of the pilot phase, the **EC2U Ambassador Programme**, is now officially embedded in the work plan as one of the relevant Impact and Dissemination activities of the consolidation phase.

Moreover, the cooperation with and among APs has led to very relevant activities during the pilot phase. These include cooperation projects between partner Student Associations (incl. ESN APs) but also partner Municipalities that submitted joint proposals to European calls: some of them were granted (e.g., “Cultural Cities Twinning” project in 2021-2022) and have been running in parallel to the EC2U Alliance. The **driving force provided to the EC2U Alliance by its APs aims at continuing to give rise to complementary activities beyond the predefined work plan**: the relevance of the partnership between the EC2U Alliance and its APs is confirmed by the enthusiastic and immediate renewal of commitment and support from all previously appointed APs. The same interest into the innovation capacity of the EC2U Alliance has led several new APs to join, among which are Research University Hospitals and private local and international innovative companies.

Noteworthy, the cooperation with other Alliances has led to the submission of a joint proposal to the 2022 pilot call for the European Degree label under the Erasmus+ programme: the ED-AFFICHE proposal is the result of an unprecedented collaboration among Una Europa, 4EU+, CHARM-EU, EC2U, EU-

CONEXUS and Unite! Alliances that aims at making significant steps towards realising the transformative potential of the European Degree label. Pooling their collective expertise, the consortium seeks to **improve the process of developing joint degrees as a central strand of the proposal**. The results of the call are not known at the time of submission of the present proposal, but the ED-AFFICHE is a good example of the potential benefits brought by the cooperation among Alliances.

Overall, most of **the pilot achievements are integrated, enriched and amplified** in the consolidation phase. Moreover, a significant number of **innovative activities are also included to thematically extend the EC2U Alliance**. The consolidated consortium is at the image of this “innovation in continuation” with the geographical expansion of the EC2U Alliance via the integration of new FP Universities but also the renewal of previously appointed APs, complemented by new APs from public and private sectors. The resulting work plan is thus perfectly suited **to provide the EC2U Alliance the maturity, robustness, and comprehensiveness it needs to pursue its trajectory towards the “EC2U model for the University of the Future”**.

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2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

As indicated in the Renewed Mission Statement, the EC2U vision is related to “*the University in the City concept, as a humanistic, citizen-centred, and sustainable model of collaborative actions. The EC2U model defines universities as central actors of the Knowledge Square (education, research, innovation, service to society). This model establishes sustainability and quality as basic requirements for a responsible university. [...] the EC2U Alliance aims at playing a shaping role within its ecosystem, at all levels (municipalities, large urban areas, regional, national, and European territories). To reach this vision, the EC2U model promotes common engagements and values:*

- Collegial, transparent and intensified transnational cooperation towards the shared vision;
- Defence of academic and democratic values;
- Development of a genuine European dimension in the higher education sector;
- Retention of on-campus activities (completed by virtual activities, when relevant) to foster physical interactions among students and staff, as the most efficient mean to promote interpersonal and intercultural understanding;
- Promotion of active citizenship, tolerance, equality and diversity, openness and critical thinking.”

The EC2U vision and values were guiding principles in the preparation of the new EC2U work plan.

Collegial and transparent approaches and transnational cooperation were intensified, notably via:

- **Key involvement of Student Representatives and Student Associations:** As spokespersons of the EC2U Student Community, Student Representatives and members of Student Associations were invited to reflect, in 2022, on an additional governing body that would further enrich the EC2U Governance: the EC2U Student Council. The Alliance’s objective is clear: **foster student engagement via supporting measures and adequate resources** (human and financial) for students to run activities organised “by, with and for students” (see WP2 and WP10). The recommendations made have been taken on board and are now guiding the creation of the EC2U Student Council as an integral element of the consolidated EC2U Governance.
- **Participatory processes for the elaboration of the new work plan:** The preparation of the new work plan was led by 12 “Thematic Brainstorming Working Groups” that **involved approximately 150 people** from all EC2U Universities, including students, administrative staff, teachers and researchers.

This bottom-up approach has been constantly monitored by the EC2U Governance to ensure full coherence between the EC2U joint long-term strategy and the proposed joint structures and activities.

Indeed, the Alliance’s long-term strategy is clearly translated into 8 precise objectives, listed in section 1.1, which are to be achieved by the full implementation of the new work plan. As illustrated in the same section, the proposed activities respond to the general objectives and priorities of the call. Therefore, there is a perfect alignment between the EC2U long-term strategy and the ambition of the European Universities initiative, in direct continuation of the successful trajectory launched during the pilot phase of the EC2U Alliance (c.f. preamble of the Renewed Mission Statement).

The new EC2U project is structured in a way that continues to **break down the “communities and missions silos” and intensifies an “EC2U cooperation model”** that is both vertical (connecting communities and disciplines) and horizontal (connecting missions from the Knowledge Square):

Vertical cooperation is strengthened via the capacity-building and community-oriented WPs: WP1, WP2, WP3, WP8, WP9 and WP10 that constitute the “foundations, staircases and roof” of the “EC2U temple” in Figure 1 (c.f. section 1.1). These activities **pool resources and co-create joint policies, tools and activities at the service of all communities**, leading to a truly connected pan-European Campus. These activities are **co-developed by a wide range of stakeholders** (students, teachers, researchers, administrative personnel) and involve representatives from APs (cities, regional governments, associations, centres for innovation and transfer, public and private sector partners, citizens, etc.). Such a diversity of participants fosters creativity and the capacity to think, teach and learn “out of the box”.

Horizontal cooperation is intensified with challenge-based WPs: WP4, WP5, WP6 and WP7, where education, research and innovation are intertwined. These WPs constitute the “columns” of the “EC2U temple”. In the consolidation phase, the successful pilot United Nations SDG-based Joint Master’s Programmes (JMP) and pilot EC2U Virtual Institutes are strengthened (SDG #3, SDG #4, SDG #11) and a new set is explored with SDG #16. These challenge-based JMPs and Virtual Institutes **foster an innovative way of approaching and solving a given challenge**, in a community that is still dominated by disciplinary habits, and where education, research and innovation too often

appear as isolated silos. Building upon, and extending the concept of “Living Labs”, the Virtual Institutes have started to **modify the landscape of the FP Universities with the creation of inter-disciplinary teams** involving students, teachers, researchers and innovators, from diverse areas of expertise such as Sciences, Technology, Engineering, Mathematics (STEM), Natural Sciences (NS), Social Sciences and Humanities (SSH).

The new work plan has been **developed under the “innovation in continuation” motto**: a significant part of proposed activities is building on already successfully tested pilots, while **new areas of transnational cooperation are fostered** such as Digital Education (WP3), Lifelong career (incl. Doctoral Training and Micro-credentials, WP8), Innovation and Transfer (WP9). The activities proposed are ambitious and successfully achievable via a clear and feasible work plan that is based on cooperation, and result-oriented approaches. Key Performance Indicators (KPIs, see section 1.2) are regularly measured to evaluate progress and outcomes via a specifically designed Quality and Impact Monitoring Mechanism (QIMM) under WP10, described under section 2.1.2.

Among the EC2U values is the *“Retention of on-campus activities [...] to foster physical interactions among students and staff, as the most efficient mean to promote interpersonal and intercultural understanding”*: the impact of the Covid-19 pandemic has indeed demonstrated the **value of the physical presence on university campuses and of physical mobility**. At the same time, the pandemic has shown the exceptional resilience of Higher Education Institutions in finding successful online tools and digital practices to maintain activities. The new EC2U work plan is benefitting from all these lessons learned: pan-European physical mobility continues to be promoted with the goal of strengthening the European dimension of EC2U higher education and research; and at the same time, online activities are significantly boosted to account for the necessary transformation associated to the twin green and digital transitions. With this new work plan, the EC2U Alliance has the ambition of **keeping the best of both physical and online mobility to benefit an always-growing number of students, academic and non-academic staff**. This dual mobility approach has the advantages of guaranteeing the inclusive participation of the widest community of students and academic members, therefore strengthening the inclusiveness of the Alliance.

Last but not least, the new work plan continues to promote cooperation and dialogue among all actors involved in the Alliance and external stakeholders with a variety of activities related to career development and Lifelong learning (WP8), and entrepreneurial spirit (WP9). **The EC2U model of openness reaches its full capacity with the flagship event of the Alliance, the EC2U Forum**, that is continued during the consolidation phase, as a “concentrate” of EC2U missions:

- cooperation among different communities, disciplines and missions within each university;
- intra-Alliance cooperation among communities, disciplines and missions;
- external cooperation between each university and local/national/European stakeholders;
- global cooperation between EC2U and stakeholders from the Knowledge Square, including Citizens.

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2.1.2 Project management, quality assurance and monitoring and evaluation strategy

Project management and monitoring

Two Work Packages are, in particular, concerned with the formal management and monitoring of the EC2U Erasmus+ project:

- **WP1 “Coordination, Governance and Expansion of EC2U Alliance”**, that formally includes the coordination of the Erasmus+ project, the overall governance arrangements of the EC2U Alliance, and the expansion process of the Alliance via fast-track integration for additional FP Universities;
- **WP10 “Impact and Dissemination”**, that formally includes the quality and impact monitoring of the EC2U Alliance, key dissemination and multiplier events/activities, as well as activities related to the communication strategy of the Alliance.

Given the highly strategic nature of these two WPs, both are **led by the Coordinating FP University**, as was successfully done during the pilot phase and unanimously validated by the EC2U Closed Council (composed of all the Rectors of initial FP Universities).

Like in the pilot phase, WP1 and WP10 (formerly WP8 during pilot phase) are **monitored by the Executive Committee** (ExeCo), that is the decision-making body of the Alliance in which **all FP Universities are equally represented** (see section 2.2.2 for the ExeCo composition). This collegial body meets every two months via online meetings and physically once a year (during the EC2U Forum), to:

- review the overall progress of the project;
- review the activities developed by all WPs and proactively respond to any identified issues;
- validate all deliverables that are to be submitted to the European Commission.

The ExeCo is chaired by the Coordinator General of the Erasmus+ project and is assisted by the Global Coordination Team, hosted at the Coordinating FP University.

The **Global Coordination Team** is (at minimum) composed of one Global Administrative Coordinator, two Global Coordination Assistants and one Global Communication Coordinator. This team is fully supported by a **network of Local Coordinators** (see below) and a **network of Communication Officers** (see section 3.2). A minimum of three Administrative Staff are appointed at each FP University for the Local Coordination Team. Their main role is to ensure the adequate implementation of the EC2U activities at the level of their university through the involvement and engagement of the different units/offices/centres. They are **central ambassadors between local communities and the Global Coordination Team**. They support WP Leaders and Co-Leaders (see below) in the implementation and monitoring of WP activities. The Global Coordination Team and the Local Coordination Team hold monthly online meetings as well as a physical meeting every 6 months. They continuously interact via the use of collaborative tools.

The Global and Local Coordination Teams jointly monitor the achievement of milestones and the progress towards deliverables via a common **Digital Management Platform** (DMP, c.f. WP1). They collect individual building blocks of future deliverables every 3 months. The monitoring of budget consumption is performed every 3 months via the DMP. The collection of indicators is performed every 6 months.

Quality as a guiding principle for project management

With regards to project management, an established quality framework has already been developed over the pilot phase and is consolidated in the new work plan. Firstly, quality was a leading factor in the elaboration of the new work plan. Secondly, as the EC2U project management is process-oriented and cyclical, it is **governed by the following principles: efficiency, accountability, evaluation and continual improvement** for which concrete examples of implementation (non-exhaustive) are listed in the Table 2 below.

Table 2. Examples of the project management quality framework.

Principles for the project management quality framework	Examples of implementation
Efficiency	- Efficient decision-making processes with a range of governing bodies for the work plan implementation; - Dedicated Global and Local Coordination Teams and the appropriately allocated human resources with specific profiles that fit the needs of the project.
Accountability	- Pre-defined milestones in line with the expected outcomes and impact; - Governing bodies that incorporate external stakeholders/experts, such as the Quality Council.
Evaluation (outcomes and impact)	- Quality of deliverables is inherent to the work plan; - Real time evaluation of the project at its globality and specific activities notably via the KPIs that measure the progress, the outcomes, and the impact.
Continual improvement	- Well-constructed feedback mechanisms for students and staff; - Efficient decision-making processes including WP Boards that take into full consideration the feedback received.

Work plan implementation

Work Package 2 to WP9 are each monitored by a WP Board that is composed of a Leader (from the WP Leading University), a Co-Leader (from another FP University) and representatives from all other FP Universities to ensure equal contribution. Each WP has a specific work plan (described in section 4) and WP Board meetings are held on average every month (online, in presence or hybrid) to decide on the implementation of their related activities. **WP Boards construct activities around collaboration with other members of the academic community** reaching out to various profiles according to the activity and the needed field(s) of expertise.

WP Leaders/Co-Leaders meet online with the Global Coordination Team every 2 months and physically once a year during the EC2U Forum. **WP Leaders and/or Co-Leaders report regularly** to the ExeCo at online meetings and submit, every 6 months, written reports to the Global Coordination Team. These reports include meeting dates and agendas, list of achieved milestones **in view of the full completion of deliverables, barriers and issues encountered, as well as a list of provisional activities**.

All members of the ExeCo, WP Boards and Coordination Teams (both Global and Local) remain at constant disposal for all WP members to ensure fluid cooperation. It is important to note that the members

of the Alliance are provided the autonomy to work effectively and are granted the trust and freedom needed when it comes to the implementation of their activities.

During the pilot phase, the Coordination Team used advanced monitoring and quality-check tools such as the RASCI matrix: the use of these tools can be continued when relevant.

Conflict Resolution and Risk Management (CRRM)

A CRRM tool has been devised during the pilot phase; during the consolidation phase, this tool is reviewed and updated, if needed. It is implemented using the resources of the EC2U Connect Centre (WP3). The CRRM tool provides the best conditions for identifying and solving, in a neutral manner, possible conflicts. The CRRM tool is also applied to manage the risks listed in section 2.1.5.

Quality Assurance

A **Quality and Impact Monitoring Mechanism (QIMM)** is developed under **WP10** (hence monitored by the ExeCo) in cooperation with the Quality Council (the composition of Quality Council is detailed in section 2.2.2). The QIMM builds on the pilot Quality Assurance Plan (QAP) and the pilot mechanism for collecting feedback from students and staff (see below). It also extends the considerations to impact assessment, based on the analysis of existing literature and similar activities at EC2U FP Universities, EC2U APs and other Alliances. It includes the collection and analysis of the project's KPIs and any additional relevant information related to the quality and impact of EC2U activities (deliverables and events, incl. the results from the student and staff feedback mechanism).

Indeed, **EC2U strongly values its community, and therefore developed a joint mechanism to collect feedback from members** across the EC2U Campus during the pilot phase. The collected feedback contributes to the continual improvement mechanisms in place and **ensures that the voice of the academic community is heard and integrated** into the decision-making processes of the Alliance. This mechanism is embedded in the QIMM. Note here that the EC2U Quality Assurance is fully supported by the adapted tools, techniques, and resources such as the Data Management Platform and the EC2U Connect Centre.

The KPIs listed in section 1.2 allow Global and Local Coordination Teams to measure progress towards the Alliance's objectives (listed in section 1.1). The indicators are SMART(ER) - *Specific, Measurable, Achievable, Relevant, and Time bound (Evaluated and Revised)* - and include both quantitative and qualitative measures. The KPIs also include indicators from the pilot phase as baseline values for comparison with the consolidation phase. The KPIs have been constructed taking into full consideration the QIMM, including the EC2U feedback mechanisms developed over the pilot phase. Data collection is performed by different actors of the project (WP Boards, Global and Local Coordination Teams); the collection frequency provides the Alliance with the opportunity to regularly measure its progress over the consolidation phase. Note that the Quality and Impact Monitoring Mechanism is annually updated and may include new KPIs as seems fit.

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2.1.3 Project teams, staff and experts

Name and function	Organisation	Role/tasks	Professional profile and expertise
Ludovic Thilly – Vice-Rector for EC2U Alliance and European Networks	UP	Coordinator General of the EC2U Alliance; WP1 & WP10 Leader	Executive Vice-Rector since 2012, Coordinator General of the EC2U Alliance since 2020, he has coordinated the preparatory work and submission of the EC2U E+ projects in 2020 and 2023. Coordinator of the companion EC2U H2020 project (RI4C2). Chair of FOREU2 (group of 24 pilot II Alliances). Chair of the Executive Board of the Coimbra Group of Universities (since 2017) and Member of several Expert Groups at the European Commission (DG EAC and DG RTD). Full Professor of Physics. Active Coordinator of several national and international research projects.
Emilie Lama-Coordinator of international projects	UP	Administrative coordinator of the EC2U Alliance	Coordinator of various cooperation projects. Head of the EC2U unit at the University of Poitiers.
Virginie Laval – Rector	UP	Closed Council and Plenary	Rector of the University of Poitiers, Full Professor of Development Psychology.

		Council member	
Christine Fernandez-Maloigne – Vice-Rector for Intl. Affairs	UP	ExeCo member	Vice-Rector for International Relations, President of the Council for International Relations and International Students (CRIIE). Full Professor in image processing. Co-director of I3M laboratory in AI and medical imaging between CNRS, SIEMENS, the University Hospital and the University of Poitiers.
Yves Gervais – Vice-Rector for Research	UP	Senior Advisor	Vice-Rector for Research, President of the Research Commission (CR), Full Professor in fluid mechanics.
Noëlle Duport – Vice-Rector for Education	UP	Senior Advisor	Vice-Rector for Education. President of the Commission for Education and University Life (CFVU), Full Professor of Economics
Sybille Lajus – Vice-Rector for Student Life, Culture and Sport	UP	Senior Advisor	Vice-Rector for Student Life, Culture and Sport, Full Professor of literature and French language.
Caroline Bélan-Ménagier – Head of the Intl. Office	UP	ExeCo member	Head of the International Relations office, expert of open badges (freelancer since 2021).
Thomas Rogaume – Vice-Rector for Research, Innovation and Economic Partnerships	UP	Senior Advisor	Vice-Rector for Innovation and Economic Partnerships, Full Professor in materials engineering, mechanics and energy for transport, energy and the environment.
Amílcar Celta Falcão Ramos Ferreira – Rector	UC	Closed Council and Plenary Council member	PhD in Pharmacy, expert in Pharmacology and Full Professor. Director of the Faculty of Pharmacy (2010-2012). Director of the Interdisciplinary Research Institute of UC (2013-2019). Vice-rector for Research & Innovation (2011-2019). Rector since 2019.
João Nuno Cruz Matos Calvão da Silva – Vice-Rector for Intl. Relations and Alumni	UC	ExeCo member	PhD in European Union Law and Assistant Professor at the Faculty of Law. Vice-Rector since 2019. He was Vice-Director of the Sino-Lusophone Academy of UC, Vice-President of the Association of European Studies of Coimbra and Executive Director of the Legal Institute of Communication.
Cristina Maria Pinto Albuquerque - Vice-Rector for Academic Affairs	UC	Advisor on Educational and Academic Affairs	PhD in Social Work and Social Policies and Full Professor at the Faculty of Psychology and Educational Sciences, expert in public policies, ethics, human rights and entrepreneurship. Students Ombudsman during the period 2018-2019 and deputy-director of her Faculty for 4 years.
Manuel Carlos Gameiro da Silva - Full Professor at the Faculty	UC	WP6 Leader	PhD in Mechanical Engineering, expert in energy efficiency, instrumentation and measurement and Full Professor at the Faculty of Sciences and Technology. Coordinator of the Energy for Sustainability Initiative of UC. Vice-President of REHVA - Federation of European

of Sciences and Technology			Heating, Ventilation and Air Conditioning Associations until 2022.
Liliana Rosa Dias Figueiredo de Almeida Moreira - Head of the Intl. Relations Unit and Erasmus Institutional Coordinator	UC	Administrative Coordinator at local level; ExeCo Member	Degree and Master in Sociology and Ph.D. in Tourism, Leisure and Culture. President of the Executive Board for 8 years of the RIU - Association of International Relations Professionals of Portuguese Higher Education Institutions. Member of Coimbra Group: Latin America working group.
Filipe Rafael Pereira da Rocha - Head of Planning, Management and Development Unit and Coordinator of Office for Sustainable Development	UC	Administrative Coordinator at local level; ExeCo Member	Degree in Economics. Responsible for strategic planning process at UC since 2011, being co-responsible for the three first processes of integrated planning (including the current one), their implementation and follow-up. Responsible for the Sustainable Development Office since 2021.
Tudorel Toader – Rector	UAIC	Closed Council and Plenary Council member	Full Professor of Romanian Criminal Law, European Criminal Law and Constitutional Law, with expertise in Constitutional Law
Daniela Cojocaru – Vice-Rector for Intl. Relations	UAIC	ExeCo Member	Full Professor of Sociology, expertise in Qualitative Research in Social Sciences, Sociology of Health, Sociology of Family and Childhood
Ionel Mangalagă – Vice-Rector for Research	UAIC	Senior Advisor	Full Professor of Organic Chemistry and Medicinal Chemistry, with research interests in the field of heterocycle compounds.
Constantin-Iulian Damian – Vice-Rector for BA and MA studies	UAIC	Policy coordinator of the Glade Virtual Institute	Professor of History and Philosophy of Religions, expertise in Religion in the contemporary world
Florin Brînză - Vice-Rector for Doctoral Studies, Digitalisation and University Branches	UAIC	Senior Advisor	Professor of Physics, with expertise in Solid State Physics, Materials and Technologies, Physics of Data Storage, Amorphous and Nanostructured Magnetic Materials, Nanoparticle characterization and Solar energy conversion.
Sorin Mocanu – Vice-Rector for Quality Management, Institutional Strategy and	UAIC	Senior Advisor	Senior lecturer at the Department of Romanian Studies, Journalism, Communication Sciences and Comparative Literature. Research interests: comparative literature, cultural anthropology, mythology and cultural history.

Development			
Daniela Tatiana Șoitu - Pr. Of Sociology and Social Work	UAIC	WP4 Leader	Full Professor of Sociology and Social Work, expertise in the areas of well-being, health care policies for vulnerable persons and groups
Ioana Andreea Serafinceanu – Head of the Intl. Office	UAIC	Administrative coordinator at local level; ExeCo member	Head of the International Relations Office, over 17 years of experience in the design, management and implementation of European projects.
Walter Rosenthal – President	FSU JENA	Closed Council and Plenary Council member	Full Professor of Pharmacology - Cellular Signal Transduction. President of the University of Jena.
Kim Siebenhüner – Vice-President for Learning and Teaching	FSU JENA	Senior Advisor	Full Professor of Early Modern History. Vice-President for Learning and Teaching.
Georg Pohnert – Vice-President for Research	FSU JENA	Senior Advisor	Full Professor of Instrumental Analytics/ Bioorganic Analytics. Vice-President for Research.
Uwe Cantner – Vice-President for Young Researchers and Diversity Management	FSU JENA	Senior Advisor	Full Professor of Economics. Vice-President for Young Researchers and Diversity Management.
Christoph Steinbeck – Vice-President for Digitalisation	FSU JENA	Senior Advisor	Full Professor of Analytical Chemistry, Chemical Informatics and Chemometrics. Vice-President for Digitalisation.
Dr. Claudia Hillinger – Project Director and Institutional Representative	FSU JENA	ExeCo Member	Head of International Office. Management expertise in international projects. Deep knowledge of the national, European and international academic landscape.
Nikolaus Knoepffler	FSU JENA	WP7 Leader	Full Professor of Applied Ethics.
Meinhard Lukas – Rector	JKU	Closed Council and Plenary Council member	Rector of JKU since 2015. Full Professor of Civil Law and former Dean of the Faculty of Law. Expert at the Ministry of Justice for legislative procedures. Austrian rep. in the UN Commission on International Trade Law (UNCITRAL). Advisory Board member of "Linz Cultural Development Plan New". Corresponding member of the Medical Society for Upper Austria.
Stefan Koch - Vice-Rector for Academic Affairs	JKU	Senior adviser	Vice-Rector for Academic Affairs, Full Professor of Business Informatics - Information Engineering, Vice-Head of Department.

Christine Hinterleitner – Head of the Intl. Office	JKU	ExeCo member	Head of the International Office, Erasmus+ institutional coordinator, expert in design, management and implementation of student exchange programmes.
Alberta Bonanni – Vice-Rector for Research, Gender and Diversity	JKU	Senior adviser	Vice-rector for research, gender and diversity since 2019. Full Professor of semiconductor and solid-state physics.
Christopher Lindinger – Vice-Rector for Innovation and Researchers	JKU	Senior adviser	Vice-rector for Innovation and Researchers since 2019. Long-standing expertise at the intersection of technology, culture and society (Dipl.-Ing.).
Birgit Haslinger	JKU	WP8 Leader	Professor and Deputy Head at the Institute of Public International Law, Air Law and International Relations.
Francesco Svelto - Rector	UNIPV	Closed Council and Plenary Council member	Rector of the University of Pavia 2019-2025. Full Professor in Electronic Engineering.
Antonella Forlino – Vice-Rector for Intl. Affairs	UNIPV	ExeCo member	Vice-Rector for International Affairs. Full Professor of Biochemistry; coordinator of Joint Degree Task Force in the first phase of EC2U Alliance. President of the Center for Global Strategic Engagement (GLOBEC) at the University of Pavia.
Federico Forneris – Vice-Rector for Research	UNIPV	Senior adviser	Vice-Rector for Research. Full Professor of Molecular Biology.
Silvana Rizzo – Vice-Rector for Academic Affairs	UNIPV	Senior adviser	Vice Rector for Academic Affairs. Full Professor of Odontostomatological Diseases.
Hellas Cena - Vice-Rector for Third Mission	UNIPV	Senior adviser	Vice-Rector for Third Mission. Surgeon, Specialist in Food Science in charge of the Laboratory of Dietetics and Clinical Nutrition at the Department of Public Health, Experimental and Forensic Medicine.
Paolo Cherubini	UNIPV	WP3 Leader	Full Professor of General Psychology
Andrea Pichelli – Director of GLOBEC	UNIPV	Senior adviser	Director of the international relations office GLOBEC, taking care of international projects, cooperation and development, agreements and networks.
Alberto Forte - Coordinator of intl. projects' unit	UNIPV	Administrative coordinator at local level	Coordinator of the international projects' unit at GLOBEC; 10 years' experience in management of Erasmus+ projects and other national and international initiatives
Ricardo Rivero Ortega – Rector	USAL	Closed Council and Plenary Council member	Full Professor of Administrative Law, Rector Magnificus of the University of Salamanca and more than ten times doctor honoris causa by several European and Latin-American universities.
Raul Sanchez Prieto –	USAL	WP5 Leader, ExeCo member	Full Professor of German and Dutch, Head of Department, expert in contrastive linguistics and multilingual education.

Delegate of the Rector for Intl. Networks			
Nicolás Rodríguez García, Vice-Rector for Postgraduate, PhD Studies and Long-Life Learning	USAL	Senior adviser	Full Professor of Administrative Law, Vice rector for Postgraduate, PhD Studies and Long-Life Learning and expert in accrediting postgraduate and PhD studies as well as micro credentials.
José Miguel Mateos Roco – Vice-Rector for Research	USAL	Senior adviser	Full Professor of Applied Physics and Vice rector for Research and Innovation, expert in research organisation and setting up of research infrastructures.
Óscar Lorenzo Sánchez – Delegate of the Rector for Innovation	USAL	WP9 Leader	Full Professor of Botany, Delegate of the Rector for Innovation and Recovery Funds, expert in organising and setting up of innovation infrastructures.
María Teresa Hernández Gallego – Head of the Intl. Office	USAL	Senior adviser	Head of the International Office and responsible for all exchange programmes at the university of Salamanca.
Jukka Kola – Rector	UTU	Closed Council and Plenary Council member	Rector since 2019. Full Professor of Agricultural Economics and Policy.
Piia Björn – Vice-Rector for Education	UTU	ExeCo member	Vice Rector of Education, Development Work, International Affairs, Educational Export, Networks in the Area, Higher Education Pedagogy, Quality Management for Education Development of Educational Structures. Full Professor of Special Education.
Kalle-Antti Suominen – Vice-Rector for Research	UTU	Senior advisor	Vice-Rector for Research and the Development of Research Prerequisites. Full Professor of Physics.
Mika Hannula – Vice-Rector for Partnerships and Strategic Engagement	UTU	Senior advisor	Vice-Rector for Partnerships and Strategic Engagement. Expert in general and change management, industry-university collaboration, learning environments, strategic planning, higher education, ICT and entrepreneurship.
Janne Loikkanen – Head of Intl. Office (acting)	UTU	ExeCo member	Acting Head of the International Office. Experience in student and staff mobilities and mobility agreements
Liisa Järvinen – Project Manager	UTU	WP2 Leader; Administrative coordinator at local level	Project manager with an expertise in international cooperation and mobility

Tora Holmberg – Vice-Chancellor	UMU	Closed Council and Plenary Council member	Vice-Chancellor since 2025. Full professor of Sociology.
Cathrine Norberg – Deputy Vice-Chancellor for Education	UMU	ExeCo member	Deputy Vice-Chancellor for Education on the first- and second-cycle level. Full Professor of English Linguistics.
Ingrid Svensson – Head of International Office	UMU	ExeCo member	Head of International Office. Associate professor of Statistics.
Peter Lexelius – Project Coordinator	UMU	Administrative coordinator at local level	Project coordinator with an expertise in international cooperation.

Outside resources (seconded staff, etc)

NA.

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2.1.4 Cost effectiveness and financial management

As indicated in the preamble of the Renewed Mission Statement¹, the mid-term reporting performed during the pilot phase of the EC2U Alliance was the occasion to internally review and assess all management processes, including financial management and quality management of the activities and deliverables. One of the guiding principles of the EC2U pilot phase was to “*establish an operational Alliance*”: it was concluded in the mid-term report, and recognised by experts from the European Commission, that indeed the “*EC2U Alliance trajectory was perfectly aligned with [this] guiding principle[s]*”.

Taking stock of mid-term assessment, the consolidation phase now aims at **continuously optimizing internal management processes** in order to meet pre-defined deliverables **with always improved quality and cost-effectiveness**. The Alliance has already adapted collegial and agile work processes at all levels, involving the Global and Local Coordination Teams, the ExeCo and the WP Boards, and all Governance bodies (see section 2.2.2). This agile methodology continues to translate, concretely, into shared digital tools, collaborative resources, regular meetings, transparent information sharing and continual communication; among others.

Precise monitoring of expenses and cost-effectiveness (while ensuring quality) are central to the success and sustainability of the Alliance. To facilitate these activities, the Global and Local Coordination Teams use a **Digital Management Platform** (DMP, cf. WP1, task T1.1.2) **to track the overall progress, from budget consumption to milestones and deliverables**. This DMP proved to be successful during the pilot phase to ensure local and global visibility on all administrative and financial operations. It is continued during the consolidation phase and the Local Coordination Team is annually trained to any new features it may offer.

The Global Coordination Team performs a monthly monitoring of progress towards deliverables via the DMP, with an additional monitoring of budget consumption every 3 months (via DMP) and collection of intermediate indicators every 6 months (via DMP), with the full support of the Local Coordination Team. Any anomalous deviation in the budget consumption is rapidly identified to **ensure that results and objectives are achieved in the most cost-effective way**. A specific Critical Risk associated to this aspect has been included in the Risk Management Strategy (section 2.1.5).

Overall budget allocation and cost-efficiency: a brief analysis

In the design of the new work plan, all proposed activities have been allocated the appropriate resources, including human (Administrative staff, Teachers, Researchers, Technicians, etc.) and financial (mobility, “other costs”, etc.). This precise time-bound allocation leads to a well-balanced and cost-effective budget, described in its general characteristics below.

The total budget is €18 000 338 distributed into a requested EU Grant of €14 400 000 and a co-funding from FP Universities of €3 600 338 (corresponding to 20% of the total budget).

The breakdown of total budget according to main cost categories is:

- Direct Personnel costs: €10 023 976 (≈56%)
- Mobility costs (incl. travel, accommodation and subsistence costs): €5 442 670 (≈30%)
- Other Goods, Works and Services: €781 000 (≈4%)
- Sub-contracting costs: €575 100 (≈3%)
- Indirect costs: €1 177 592 (≈7%)

The **main cost categories are Direct Personnel and Mobility**, which are the most efficient in terms of direct contribution of EC2U communities to the Alliance activities.

If one considers the distribution of the EU Grant among the 10 WPs:

- WP1 "Coordination, Governance and Expansion of EC2U Alliance": €3 194 206,32 (≈22%)
- WP2 "Inclusive, Engaged and Mobile EC2U Community": €1 045 281,22 (≈7%)
- WP3 "Digital EC2U Alliance": €1 320 525,97 (≈9%)
- WP4 "Good Health and Well-being": €1 070 920,29 (≈7%)
- WP5 "Quality Education": €1 251 128,02 (≈9%)
- WP6 "Sustainable Cities and Communities": 1 212 968,25 (≈8%)
- WP7 "Peace, Justice and Strong institutions": 1 021 634,45 (≈7%)
- WP8 "EC2U Lifelong Career": €844 600,67 (≈6%)
- WP9 "EC2U Innovation Hub": €891 155,71 (≈6%)
- WP10 "Impact and Dissemination": €2 547 579,10 (≈18%)

This implies that the two WPs related to Management, Impact and Dissemination (WP1 and WP10) correspond to approximately 40% of the EU Grant, while the other 8 WPs concentrate approximately 60% of the EU Grant.

Regarding Staff engagement, a total of **1 918 person-months is engaged** in the work plan and all types of profiles are involved in EC2U activities; by profile:

- "manager": 129 person-months
- "teacher/researcher": 305 person-months
- "administrative": 1 448 person-months
- "technician": 36 person-months

Finally, without counting the various means and occasions where virtual mobility is used (incl. peer-networking, learning and teaching, research, project monitoring, etc.) the total number of physical mobilities is 4 099, that is distributed as follows:

- 1 671 student mobilities
- 2 428 staff mobilities

These numbers show the **drastic increase of mobility** between the pilot and the consolidation phase: student mobility is multiplied by almost 3, and staff mobility is multiplied by 2.

#SFIN-MGT-FMS# #@RSK-MGT-RM@#

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2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

The EC2U consortium

Both the initial EC2U Mission Statement and its renewed version, place at the very centre of the EC2U model for the University of the Future, the unique link existing between the universities and their respective local ecosystem, including cities and citizens. The composition of the pilot consortium reflected this vision, which is further strengthened with the consolidated consortium.

In its new configuration, the EC2U consortium gathers **9 FP Universities** and **63 APs**, creating a community of more than **200 000 students** and more than **25 000 university staff**, which reaches more than **2 000 000 Citizens**.

Table 3 below presents the nine FP Universities and their role within the activities of the Alliance. This table shows the continuing seven pilot FP Universities **joined by two new FP Universities**: 1. the Johannes Kepler University Linz (JKU), Austria, that is going to be already integrated in the consortium as AP during the last year of the pilot phase and is fully integrated as FP from the beginning of the consolidation phase; 2. The ninth FP University, the University of Umeå, joins the consortium before the end of the third year of the consolidation phase. Both new FP Universities **benefit from specific "fast-track to integration"** activities included in WP1 (see section 4) to ensure their efficient and rapid

integration into the consortium. Note that the participation of JKU in the preparation of the new work plan and their commitment as AP in the pilot phase **demonstrates the Alliance's engagement to fast and full engagement** of new FP Universities. The same full support from all EC2U stakeholders is planned for the ninth FP University.

The criteria leading to the expansion of the EC2U Alliance are described under the "Geographical balance" paragraph of this section. The description of FP Universities is at the end of the present section.

Table 3. Description of FP Universities and their roles and responsibilities.

n°	Name	Role	Type of HEI	Country	WP Leadership	WP Co-Leadership	WP partnership
1	University of Poitiers	COO	Comprehensive University	France	1 & 10	-	All
2	University of Coimbra	BEN	Comprehensive University	Portugal	6	4	All
3	Alexandru Ioan Cuza University of Iasi	BEN	Comprehensive University	Romania	4	5	All
4	Friedrich Schiller University of Jena	BEN	Comprehensive University	Germany	7	6	All
5	Johannes Kepler University of Linz	BEN	Comprehensive University	Austria	8	9	All
6	University of Pavia	BEN	Comprehensive University	Italy	3	7 & 8	All
7	University of Salamanca	BEN	Comprehensive University	Spain	5 & 9	-	All
8	University of Turku	BEN	Comprehensive University	Finland	2	3	All
9	University of Umeå	BEN	Comprehensive University	Sweden	-	2	All

The group of 30 pilot APs is expanded to 63 APs, with the integration of new profiles from the public and private sectors: AP1.6 B. Braun Medical; AP2.7 BluePharma; AP3.6 Antibiotice SA Iasi; AP5.7 Linz Center of Mechatronics; AP7.7 Iberdrola; AP8.6 Wärtsilä Finland Oy; AP10 Siemens Healthineers. This **diversity of APs reflects the daily cooperation among FP Universities and their local, regional and national partners from the Knowledge Square**. Each FP University is offering to the EC2U consortium associated partnership with municipalities, local student associations, as well as regional/national/European politico-socio-economic stakeholders from public and private sectors. A European-wide network is also involved with **the continuation of associated partnership from the Coimbra Group of Universities**.

Cooperation arrangements

The EC2U Alliance cooperation arrangements are similar to the working modalities that guided the pilot phase and the preparation of the new work plan: they are **based on a co-creation process and consensus-based working modality, with equality as a guiding principle**. The responsibilities, tasks and decisions are therefore equally shared. This is reflected in the Project management modalities (section 2.1.2), in the EC2U Governance (see section 2.2.2), and in the fact that each FP University is responsible for at least one WP, as described in Table 3 above.

The **co-ownership of EC2U results and outputs is reinforced by the decision to appoint a co-responsible FP University** for each WP that is not concerned with the formal management and monitoring of the EC2U Erasmus+ project (i.e., for WP2 to WP9, as WP1 and WP10 are both monitored by the collegial ExeCo – see section 2.1.2): co-responsibilities are indicated in Table 3. This co-leadership is recognised within the Alliance arrangements by the formal membership of WP Leaders and Co-Leaders to the EC2U Governance (see section 2.2.2).

The **distribution of WP Leadership and Co-Leadership has been decided collegially** with two main guidelines:

- WPs that include the continuation and strengthening of pilot activities could be efficiently managed by the same FP University as in the pilot phase, thus ensuring a rapid start of the new work plan;
- WPs that are fully innovative should be managed by FP Universities that are particularly strong in the related fields: a typical example is WP9 “EC2U Innovation Hub” that is led by the University of Salamanca, currently hosting the secretariat of the European Network of Innovative Higher Education Institutions (ENIHEI);
- The distribution of WP Co-Leadership reflects some of the specific strengths of FP Universities, guaranteeing the total complementarity of the WP Leader/Co-Leader duo.

Of course, at the image of the working modalities that took place during the pilot phase, and independently from the managing activities of the WPs, all FP Universities **equally participate in the implementation** of the work plan, and **equally benefit from the mobility budget** (for students and staff). This also implies that all the **developed platforms and tools are equally shared** within the Alliance: as an example, the Virtual Institutes are not physically located at one specific FP University but are connecting the different teams via the EC2U Connect Centre (WP3).

The 63 Associated Partners also participate in the EC2U activities to make the Knowledge Square a reality. Table 4 below also details AP participation in the different WPs, in coherence with their commitment letters (see Annex of the Renewed Mission Statement¹). This cooperation arrangement between FP Universities and APs ensures that **all major actors from the Knowledge Square are working together and form a single community** that delivers innovative and adaptable tools to local communities and citizens, allowing them **to adapt to a fast-changing society**.

Geographical balance

Figure 2 below locates the nine FP Universities of the EC2U Alliance and the AP University (Ivan Franko University Lviv, Ukraine) on the map of Europe: the **consolidated consortium strengthens an already geographically balanced pan-European campus**, linking together cities and administrative regions from the four geographical regions of Europe (North, South, East and West). The new eighth **FP University, Johannes Kepler University Linz**, located in Austria, provides an easy gateway to the central part of Europe. The **AP University, Ivan Franko University Lviv** located in eastern part of Ukraine, is established in a neighbouring third country, not yet associated to the Erasmus+ programme but part of the EHEA and Bologna Process. As Strategic Partner in the pilot phase, this university had already existing cooperation with EC2U FP Universities: its association to the new EC2U consortium thus **offers immediate strategic cooperation opportunities and potential future geographical expansion** of the EC2U Alliance when eligible.

The selection of the University of Umeå is based on the same criteria that were applied for JKU and Ivan Franko University Lviv, and that were developed during the pilot phase under the deliverables “Political and Financial Sustainability Plan” and “Internationalisation Plan”. The criteria include the adequacy with:

- EC2U mission and vision
- HEI profile
- Local and regional role and impact
- Expansion of geographical coverage.

Hence, geographical diversity of the EC2U Alliance is not the cause, but the effect of existing cooperation among the FP and AP Universities. The expansion of the EC2U Alliance is offering a unique opportunity to develop this cooperation to an unprecedented level and in all missions of the Knowledge Square. The results achieved during the pilot phase demonstrate that the seven pilot FP Universities do complement each other; the integration of two new FP Universities and one AP University is ensuring to the EC2U Alliance the necessary diversity to achieve more than what can be done by individual partners. Particular attention is paid to ensure that all students and staff from new EC2U Universities have equal opportunity to get involved in the Alliance activities.

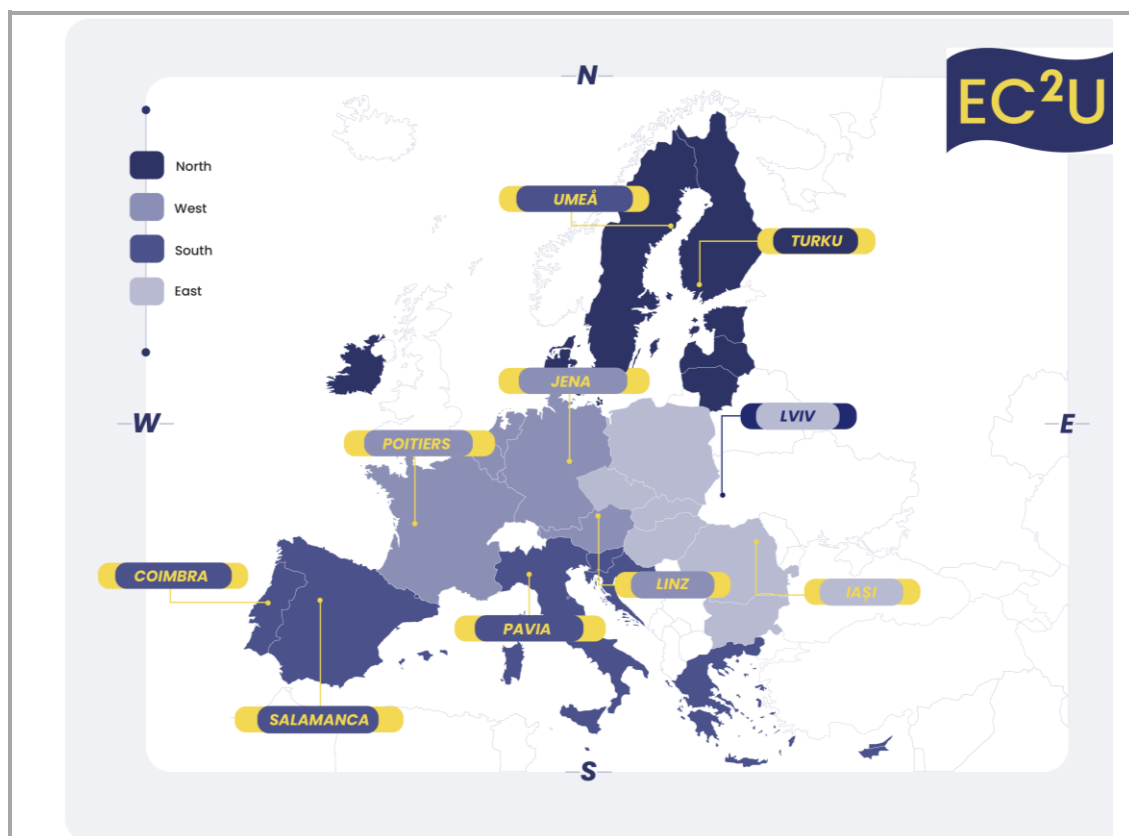


Figure 2. Geographical coverage of the EC2U Alliance.

Description of FP Universities

The University of Poitiers

Founded in 1431, the University of Poitiers (UP) is one of the oldest European universities and, as such, is a founding member of the Coimbra Group of Universities. For more than 580 years, the UP has a major influence on the cultural life of the city and plays a major socio-economic role. Its mission is articulated around the Knowledge Square: disseminating knowledge and culture to the greatest number of citizens, strengthening the cooperation between places of knowledge creation and socio-economic actors, integrating its real estate strategy into the city urban development. Thus, the University's trademark is the promotion of the "university in the city" via the Poitiers Declaration launched in 2016. Below, a few recent initiatives implemented in strategic fields justify its engagement in the EC2U Alliance: UP has defined its strategy based on three UNSDGs: "Good Health and Well-Being", "Quality Education" and "Sustainable Cities and Communities" and made it the central focus of the recently awarded French Excellence project "UP-SQUARED" (2022-2032); The French Excellence project "Dem'UP" (2022-2025), aims at increasing student success through various demonstrators integrating innovative pedagogical practices such as virtual reality/augmented reality, digital simulation, serious games, etc.; Since 2018, 3 of its 42 laboratories/research institutes have been ranked in the top 10 of all French laboratories in terms of cooperation with private sectors; Being awarded with the "DDRS" label (Label for Sustainable Development and Social Responsibility), UP has defined its Sustainable Development Master Plan to implement its commitment to the ecological and energy transition; UP has reinforced its social, psychological and financial support since the different crisis (e.g. COVID, support for refugee students and researchers, more recently for Ukrainian and Russian students and academics) and has also strengthened its physical and mental health service for students, set up a Health and Quality of Life at Work unit for its staff and developed a Gender Equality Plan (GEP) and a Disability Master Plan 2021-2025: "for an inclusive and non-discriminatory university". UP has been also awarded the HRS4R label in 2020; The label "Welcome to France" and the "Welcome Month" are hallmarks of UP as a welcoming and inclusive campus in strong cooperation with student associations and the municipality; the "Good Practice" label awarded by the Erasmus agency, its 100/100 rating in the new ECHE, its position as the leading European university for its success in 2022 E+ MIC projects demonstrate the management capacity of UP with respect to incoming and outgoing mobility of students, researchers and staff.

University of Coimbra

The University of Coimbra - founded in 1290 - is one of the Portuguese universities that most foreigners attract under Erasmus+ Program and a reference in the Portuguese-speaking world. In these countries (more than 250 million inhabitants), UC is considered the Alma Mater of Portuguese language, a role which contributed to being listed as UNESCO World Heritage Site (2013). Our intense cooperation with these countries gives access to networks that can provide significant opportunities for European research and education engagement. Besides having about 20% of foreign students every year (pre-COVID), UC is also an important tourism destination, with half a million tourists every year (pre-COVID), contributing to expertise in sharing of academic heritage buildings to a wider audience and in the preservation and sustainability of these heavily used spaces. We cannot forget our recognized cultural role, which led the World Cultural Council to choose UC to host the 37th WCC Award Ceremony, held last November. Our leading role in research and innovation will contribute to EC2U: UC is the second Portuguese institution with the highest funding obtained in H2020 (EC data); furthermore, in the last two years under Horizon Europe, UC has already been granted with half the funding it had in the last seven years under H2020. UC is also in the top three Portuguese entities with the highest number of patent applications, surpassing traditional supremacy of companies (data: 1st half 2022). In the latest edition of THE Impact Rankings (April 2022), UC repeats the distinction of previous years and is once again the most sustainable Portuguese higher education institution, occupying the 26th position among 1406 institutions worldwide and being the most sustainable HE institution in EU. UC leads the EC2U VI on Sustainable Cities and Communities, an area in which we have a long tradition of research and community engagement; and in SDG 11, UC was the 38th best institution worldwide, the best Portuguese and in the EU top 5 (last THE Impact Rankings). We will also contribute significantly to the VI for Good Health and Well-being, involving the resources of our CoimbraHealth cluster, the largest hospital and health sciences cluster in Portugal.

Alexandru Ioan Cuza University of Iasi

The *Alexandru Ioan Cuza University of Iasi* (UAIC), the first modern university founded in Romania (in 1860), is constantly ranked 1 - 3 among Romanian Universities in terms of research, education and institutional transparency. With over 24.000 students in its 15 faculties, the University's academic offer includes over 200 degrees at Bachelor and Master level and 27 fields of study at the Doctoral level. Research at UAIC is top level, with a large participation in national and international research projects (FP7, Horizon2020, COST, bi- and multi-lateral joint research projects, etc.).

For UAIC, which became highly visible and very active internationally during the past 30 years, joining the EC2U Alliance for designing and achieving its objectives constitutes the opportunity to go beyond the current limits of international academic cooperation, especially with regards to joint management and use of university resources, such as students, researchers and staff, labs and other facilities, but also to new educational and research fields and approaches. UAIC a signatory of the 2016 Poitiers Declaration.

Through its vision and objectives, EC2U perfectly responds to the strategy of UAIC to further integrate its education and research into the life of the city and region of Iasi, meeting the needs and expectations of their citizens. Iasi is a vibrant IT hub with over 23.000 software engineers and IT research and development staff working both for large and medium size IT companies, most of these professionals having graduated from the UAIC. The same goes for the banking and economic sector, as well as for the teaching staff of Iasi and the region (education is the main employer in Iasi). UAIC is committed to capitalize on this momentum and strengthen the cooperation with industry in designing curricula, jointly taught courses, shared research topics, etc; all these will be at the core of the EC2U project.

Friedrich Schiller University of Jena

Founded in 1558, the Friedrich Schiller University of Jena is a broad-based, research-intensive institution with a global reach and a thriving international community of about 18,000 undergraduate and postgraduate students. The University is committed to the freedom of research and teaching and contributes to shape the future by providing solutions for society's greatest challenges. Building on its interdisciplinary research profile, the university translates this commitment in its three profile lines LIGHT - LIFE - LIBERTY into innovative approaches in teaching, research and transfer. With its partners in academia, high-tech industry and top-level non-university research institutions, the University has a strong cooperative network and is the centre of an internationally recognized, vibrant, and productive scientific and economic region in Central Germany. The University cooperates with more than 200 universities and research institutions in over 50 countries. In learning and teaching the University has consistently been rated one of Germany's best universities. The University has been awarded many prestigious national grants from the DFG, the most important German funding organization. It leads a DFG Cluster of Excellence "Balance of the Microverse", 7 DFG-Collaborative Research Centres, 8 DFG Research Units and 8 DFG-Research Training Groups and is partner in the German Centre for Integrative Biodiversity Research, iDiv. As for European funding, the University hosts 14 ERC projects (7 finished), participates in 57 H2020-projects (31 finished) and 11 Horizon Europe projects. The University especially supports young scientists through its Graduate Academy with Graduate Schools and Research Training Groups as accredited members. It is a member of the Coimbra Group, European University Association (EUA), the Euraxess Network and the TASSEP Consortium. The University of Jena contributes significantly to EC2U's UNSDG-oriented teaching and research. The Jena Declaration, initiated by Prof.

Benno Werlen, the UNESCO Chair on Global Understanding for Sustainability at the University of Jena, represents an international network of renowned institutions and individual actors from society and science who call for rethinking current sustainability policy and politics. The University has a Green Office to coordinate sustainability activities, signed the Charta der Vielfalt (German Charter of Diversity) and was again honoured with the Total E-Quality Award.

Johannes Kepler University of Linz

Founded in 1966, the Johannes Kepler University of Linz (JKU) is one of Austria's youngest Higher Education Institutions. As a contemporary, progressive and modern university, the JKU has managed to build and maintain a close interdisciplinary relationship between its four faculties – the Faculty of Social Sciences, Economics and Business, the Faculty of Law, the Faculty of Engineering and Natural Sciences and the Faculty of Medicine - to fulfill today's business and social demands. Research in four cross-faculty, interdisciplinary areas is currently being conducted: "Digital Transformation", "Sustainable Development: Responsible Technologies & Management", "Clinical Ageing Research" and "Healthcare Research". With the founding of the Linz Institute of Technology (LIT) at JKU in 2015, the opportunity was created to finance high risk – high gain projects. In the currently eight LIT Labs, research groups can work together on future topics such as Artificial Intelligence, IT Security, Robopsychology and Future Energy. At the newly established Kurt Rothschild School of Economics and Statistics in 2021, research focuses on Epidemiology & Public Health, the Future of Work, and Data Science. The LIT Open Innovation Center supports targeted, low-threshold knowledge transfer that can be applied directly to industries and businesses. By establishing competency centers such as the Christian Doppler laboratories, as well as spin-off companies, JKU has become an internationally appreciated partner for technologically focused corporations. Research is characterized by an interdisciplinary nature, innovative technical solutions, contemporary research and development results as well as modern alignment. JKU conducts a high level of research, underscored by award-winning faculty members. Two professors have received Austria's most prestigious research award, the Wittgenstein Award, whereas others have been awarded numerous ERC grants as well as several START awards presented to junior researchers. JKU always strives to foster internationalization and to further develop its worldwide network of partnerships and cooperations. Today, 15% of JKU students have an international background and represent over 100 nationalities. 29 anglophone fields of study and 8 joint degree programmes with foreign universities represent a strong foundation to be built upon with the EC2U European University.

University of Pavia

The University of Pavia (UNIPV) is one of the world's oldest academic institutions of higher education founded in 1361. Pavia has been a city-campus since its foundation and continues to offer to its students the experience of studying at one of the 20 University Colleges. Today, it is a comprehensive university, which covers all subject areas and is composed of 18 Departments, offering study programmes at all levels. Areas of academic excellence are medicine, life sciences and humanities/classic studies. UNIPV has been involved in establishing a unique link between universities and their cities since the Pavia Protocol in 2015 and the following Poitiers Declaration in 2016. Indeed, UNIPV is actively involved in City-campus relations continuously investing in and promoting sport activities for all. The educational model is multidisciplinary and attracts professors, researchers and students from around the world, which contribute to make its campus inclusive and international. UNIPV has a very long and successful record of Internationalization, international cooperation globally, and EU funded projects. UNIPV key aims and activities relevant for future activities within the EC2U alliance include:

- reinforcing the existing city-campus model which also combine the unique historical College system, the University/hospitals/research system and the relationship with relevant stakeholders;
- to intensify the quality of education across the Alliance thank to the distance learning centre, the unique Master degree scheme incorporating ad hoc traineeship experience (LM+ program) and the educational programs available for refugees;
- to contribute to the development of Lifelong Programmes and Micro-credentials in line with the UNSDGs goals with an outreach policy linking education, research and the job market.

University of Salamanca

The University of Salamanca (USAL) was founded in 1218 and is one of the three oldest universities in Europe, boasting a wide range of Faculties and Research Institutes in Sciences and Arts. It is the university of reference in its region and beyond, as well as the "Alma Mater" of nearly all historical Latin American universities. It offers a wide range of Studies to about 35,000 pre-graduate, post-graduate, and PhD students every year. More than 3,200 researchers work at USAL in 26 Faculties Research Institutes. USAL is a public institution with an extensive experience and tradition of research in the fields of health sciences, biology, language studies, education, etc. It has 224 recognized Research Groups belonging to the areas of Art and Social Sciences and the Humanities, Natural Sciences, Health Sciences and Engineering. It has been granted a large number of European projects (RTD European Framework Programmes, Horizon Europe, and other European Programmes/Actions like ERASMUS+, LIFE+, Interreg, DAPHNE, COST Actions, etc.). USAL has thus a very extensive experience in the development and management of more than 100 European projects and research networks. USAL is a signatory of

the 2016 Poitiers Declaration. Regarding teaching and research activities, USAL is particularly strong in two areas closely related to the future activities of the Alliance: quality education and health. In both areas, USAL scores very highly in international rankings and can decisively contribute to define new spaces of collaboration among European universities, to harmonise educational and research structures based on best practices, and to export the proposed Alliance model to other parts of Spain and Latin America. Due to its internationalisation activities and close ties in some parts of the world, USAL also reaches out to all continents, particularly to Latin America and East Asia. Therefore, the USAL can actively contribute to shape at a regional, national, European, and global level the Alliance from a European and Iberoamerican perspective. In addition, USAL is designated as the network secretariat of the European Network of Innovative Higher Education Institutions (ENIHEI) and leads the European-Iberoamerican Space for Higher Education.

University of Turku

The University of Turku (UTU) was established in 1920, although its origins reach as far as the Royal Academy of Turku, founded in 1640. Today, UTU has over 22,000 students and over 3,300 staff members (10.7% international, 59.6% female). UTU is a multidisciplinary and internationally competitive university dedicated to high-level scientific research. It is recognised for the quality of its research and teaching, and for its excellent support services. As one of the leading universities in Finland, UTU offers study and research opportunities in eight faculties and five independent units. In the 2023 QS ranking, University of Turku is the 291st best university in the world, and the third in Finland. In the Shanghai Global Ranking of Academic Subjects 2022, UTU was ranked in 24 subjects. UTU is a member of the Coimbra Group and a signatory of the 2016 Poitiers Declaration. Almost 2,300 international students from over 100 countries study annually at the UTU. Since June 2013, the European Commission has awarded UTU the right to use its 'HR Excellence in Research' logo. UTU's strategic research and education profiles for 2021–2030 are: Biodiversity and Sustainability; Future Technologies and Digital Society; Cultural Memory and Social Change; Children, Young People and Learning; Health, Diagnostics and Drug development; Sea and Maritime Studies. These are perfectly in line with the Alliance's aims, and thus highly relevant for the Alliance. Internationality, free, open and effective science, responsibility, co-operation, interaction and equality values are emphasized throughout these strategic aims of the University. UTU has a strong focus on the support of entrepreneurial and innovation actions and city collaboration. This is also highly relevant for the Alliance's future activities bearing in mind the alliance's aspiration to strong collaboration with the city and socio-economic world. The Virtual Institutes and Master Programmes are in line with current expertise of UTU.

UTU is pursuing the goal of applying climate-related actions and the principles of sustainable development as a comprehensive, strategic theme encompassing all levels of the University community. UTU is committed to taking measures to become carbon neutral by 2025. These themes will also be encouraged in the context of EC2U cooperation.

University of Umeå

Umeå University (UMU), established in 1965, is a comprehensive university and one of Sweden's largest higher education institutions with around 38,000 students and 4,600 staff. It offers over 40 undergraduate and Master's degree programmes in a wide range of academic fields, including science and technology, the social sciences, business, health and medicine, and the arts and humanities. In total, the university provides 150 study programmes and 1,800 courses and over 450 courses are taught solely in English. The international students at Umeå University have bestowed the institution with outstanding ratings across various categories in the International Student Barometer (ISB). Umeå University has been ranked first of all participating universities in the world for student satisfaction, living and support. Campus Umeå and the Umeå Arts Campus are close to the city centre and next to one of Sweden's largest and most renowned university hospitals.

Innovative and ground-breaking research, with more than 2,000 researchers belonging to top national and international research teams, has enabled Umeå University to become an international leader in several academic disciplines. In 2020, Emmanuelle Charpentier was awarded the Nobel Prize in Chemistry for her discovery of the gene-editing tool CRISPR-Cas9. The discovery was made during her time as a researcher at Umeå University.

The University has an international atmosphere and centres its work around core academic values. Its tightly knit campus makes it easy to meet, collaborate and share knowledge, something that encourages a dynamic and open culture. Umeå University prides itself in offering a world-class educational and research environment and expanding knowledge of global significance, where the sustainable development goals of Agenda 2030 inspire and motivate. Umeå University has over 800 exchange agreements with universities across the globe and is an active member of several international networks with different specialisations, consisting of higher education institutions, research institutes, and other organisations.

Promoting academic freedom and European values such as human rights, gender equality, inclusiveness, diversity and equity are strategic commitments at the core of the vision and basic values at Umeå University. The University is inspired and propelled by the UN Sustainable Development Goals

in the 2030 Agenda and the European Green Deal, and the green and digital transition has long been in focus for education and research. At present, the University is investing in AI research and education to provide students, partners, and society with knowledge to secure a sustainable future, both locally and globally.

Table 4. Description of all APs and their participation in the EC2U work plan (highlighted in light blue are the new APs)

AP	Name and type of organisation		Main aims and activity
1.1	Grand Poitiers <i>Local Public Body</i>	FR	Grand Poitiers oversees most public services for the residents of the city of Poitiers and its 40 surrounding municipalities. Grand Poitiers participates in the culture and campus life, transfer of knowledge, innovation towards the local and regional socio-economic world and in the organisation of the EC2U Fora.
1.2	Institut des Hautes Etudes et de l'Education et de la Formation (IH2EF) <i>Public Body</i>	FR	IHE2F is the central provider of training and professional development courses for managerial staff belonging to the French Ministries of Education, Youth and Sport and of Higher Education, Research and Innovation. IHE2F contributes to local, national, and European activities and plays an advisory role within the EC2U Governance.
1.3	Erasmus Student Network (ESN) Poitiers <i>Student Association</i>	FR	ESN is the student organization in international higher education. It provides opportunities for cultural understanding and self-development under the principle of SHS: Students Helping Students. ESN Poitiers fully contributes to the sustainable development of the EC2U Alliance, ensuring the Alliance's positive impact on the student community of Poitiers.
1.4	EC2U Students-Poitiers <i>Student Association</i>	FR	EC2U Students-Poitiers is an association that aims at gathering students interested in the EC2U Alliance. It accompanies and offers a frame for students to put in place their projects on sustainability, well-being, quality of education, multilingualism, multiculturalism... It also coordinates student initiatives on a local and European level and reinforces the student network among FP Universities.
1.5	Centre Hospitalier Universitaire (CHU) de Poitiers <i>Public medical & scientific institution</i>	FR	The CHU of Poitiers is a referral centre for the department and the region. The university hospital's project demonstrates its commitment to excellence, through the identification of clinical clusters considered to have development potential, in terms of their capacity to respond to public health issues, the provision of care and therapy, innovation, as well as fundamental and clinical research.
1.6	B. Braun Medical <i>Enterprise</i>	FR	B. Braun Medical is one of the world's leading medical technology companies that, for more than 180 years, aims to protect and improve the health of people around the world. It values sustainability, innovation and diversity by thinking about future generations, respecting different perspectives and by pushing the boundaries of technology in healthcare.
2.1	Camara Municipal de Coimbra <i>Local Public Body</i>	PT	The Municipality of Coimbra aims at improving life and work conditions of all its residents, implementing conditions towards innovation, economic development, sustainability, social services, culture and its intellectual and historical heritage. It participates to develop a European-level network of all Alliance Municipalities, strengthening relations, implementing common projects, increasing collaboration, mutual knowledge and the sharing of good practices, contributing to the strengthening and promotion of mobility and European values within our cities.

2.2	Comissao de Coordenacao e Desenvolvimento Regional do Centro (CCDR) <i>Government Decentralized Agency – Regional Authority / Regional Public Body</i>	PT	The CCDRC main objectives are to implement environmental, land use and urban planning policies as well as regional development policies, to encourage the coordinated action of decentralized regional services and to provide technical assistance to local authorities and their associations. It contributes to the pursuit of the great objectives of regional and national space cohesion and for strengthening competitiveness around the enhancement of regional resources and the promotion of innovation, being the coordinator of Research and Innovation Strategy for Smart Specialization (RIS3) in Centro Region of Portugal.
2.3	Erasmus Student Network (ESN) Coimbra <i>Student Association</i>	PT	ESN Coimbra - a section of the Portuguese network and of the international one - is the key volunteer student organization. It aims at supporting students while on exchange programmes, supplying information and help of any kind that can be voluntarily given by its members, and providing opportunities for self-development and cultural understanding. Besides this support, the ESN also contributes to activities related to culture, sports and campus life.
2.4	Associação Académica de Coimbra (AAC) <i>Student Association</i>	PT	AAC is the oldest student association in Portugal, representative of all UC students. It has an active role not only in the University and in student life, but also in city life in general, with several cultural and sports groups that promote the engagement with multicultural city entities. AAC contributes to engage the UC' student community in EC2U and to help implement its activities.
2.5	Centro Hospitalar e Universitário de Coimbra (CHUC) <i>Medical & scientific institution</i>	PT	CHUC is formed by a network of hospital units, services and technologies structured and integrated to provide high quality and differentiated health care, in a context of training, teaching, research, scientific knowledge and innovation, establishing itself as a national and international reference in areas considered as poles of excellence. It occupies a top position in the Portuguese hospital structure, covering the population of the Central Region.
2.6	Instituto Pedro Nunes (IPN) <i>Private non-profit organisation</i>	PT	IPN aims at leveraging a strong university-enterprise relationship for the promotion of innovation, rigor, quality and entrepreneurship in private and public sector organisations by acting in three complementary areas: research and technological development, consultancy and specialised services; incubation and acceleration of businesses and ideas; highly specialised training and promotion of science and technology. IPN can contribute to identify gaps and to develop strategies in these areas, through its experience and way of acting.
2.7	BluePharma <i>Enterprise</i>	PT	Bluepharma is a privately-owned Portuguese company that has grown, in 20 years, from a manufacturing plant to a pharmaceutical group of 20 companies and more than 750 employees, covering all stages of the pharmaceutical industry value chain. Powered by an innovation and technology driven culture, it offers an integrated approach, providing support on all steps of high potency products development - from R&D to market -, maintaining genuine concerns for sustainable development. It contributes to EC2U in the fields of innovation, internationalisation, partnerships, quality and sustainability.
3.1	Municipiul Iasi <i>Public Body</i>	RO	The Municipality of Iasi provides city services for all its residents and performs activities aiming to ensure and improve the economic, social and environmental well-being. As an EC2U AP, it provides support in the implementation of project activities related to cultural events, well-being and dissemination.
3.2	North-East Regional Development Agency of Romania (ADR North-East) <i>Public Body</i>	RO	The ADR North-East develops strategies (e.g., the regional smart specialisation strategy), attracts resources, identifies and implements financing programmes and offers services to stimulate sustainable economic development of the region. As an EC2U AP, it provides support in the implementation of project activities related to sustainable cities and communities.

3.3	Erasmus Student Network (ESN) Iasi <i>Student Association</i>	RO	ESN Iasi is the local section of ESN. It provides support in integrating international students, it is involved in dissemination and promotion of project activities and, together with the other local EC2U ESN sections, it designs new student initiatives meant to strengthen the EC2U student community.
3.4	Institut Regional de Oncologie Iasi (IRO) <i>Medical & scientific institution</i>	RO	The IRO is a public hospital which provides oncological services for patients from the whole North-East region of Romania and develops and implements cancer screening programmes. Through its dedicated centre, the Institute also focuses on research in translational medicine. The Institute will be a valuable partner of the alliance, given its focus on health and well-being of the community.
3.5	Romanian Agency for Quality Assurance in Higher Education (ARACIS) <i>Public Body</i>	RO	The ARACIS performs the evaluation and accreditation of all higher education study programmes at national level. Within the EC2U Alliance, it provides support in the development of the preparatory steps for the design and implementation of future European diplomas.
3.6	Antibiotice SA Iasi <i>Enterprise</i>	RO	Antibiotice is one of the most important Romanian producers of generic drugs, present in Romania and other 75 countries, ranked first worldwide among the pharmaceutical manufacturers of the Nystatin active ingredient production. A joint-stock company whose main shareholder is the Ministry of Health, it is a company of strategic value for its services to the community.
4.1	Stadt Jena <i>Local Public Body</i>	DE	The Municipality of Jena provides services for all its residents and performs various activities to promote and ensure the economic, social and environmental well-being of the citizens through economic development, social services, the communal education system, culture and care for the intellectual and historical heritage.
4.2	Europäisches Informations-Zentrum (EIZ) <i>Public Body</i>	DE	EIC in the Thuringian State Chancellery is a well-known institution in the European political landscape of Thuringia providing information on major European topics in accordance with the communication priorities of the EU. The main target groups are citizens and in particular the youth.
4.3	Erasmus Student Network (ESN) Jena <i>Student Association</i>	DE	ESN Jena is the local section of ESN. It provides support in integrating international students, it is involved in the promotion and the dissemination of EC2U activities. With the other local EC2U ESN sections, it designs new student initiatives meant to strengthen the EC2U student community.
4.4	Universitätsklinikum (UKJ) <i>Public medical & scientific institution</i>	DE	UKJ is the largest medical centre in Thuringia and the medical school and research centre of the FSU Jena. As the largest employer in the region, its 26 clinical centres and 25 institutes provide care for 53,000 in- and 275,000 outpatients yearly. Students can study medicine, dentistry, molecular medicine and medical photonics. Scientists participate in both fundamental biomedical research and in patient-related clinical research.
4.5	JenaVersum e.V. <i>Network organisation</i>	DE	JenaVersum is the network of science, business and the city in the region of Jena. It is a non-profit association for the promotion of science and research. Stakeholders from the scientific community, business and city spheres interact and collaborate to form the basis for outstanding research findings and innovative developments. It stands for the successful implementation of sustainable goals and ideas to strengthen collaborative research and living.
4.6	medways e.V. <i>Network organisation</i>	DE	medways e.V. is the industry association for medical technology and biotechnology in Jena which supports member companies, research institutes and universities in innovation in the diagnosis and treatment of age-related diseases in the following ways: development and market launch of medical products; project acquisition, partner search, and monitoring; public relations in research and development projects; expert training and education, e.g. on regulatory framework conditions for medical product development.

5.1	Stadt Linz <i>Local Public Body</i>	AT	Linz – Austria's third largest city - is the capital of the region of Upper Austria and the centre of the country's second largest metropolitan area. Once considered a dusty "steel city", Linz went through a remarkable transformation by implementing strict environmental standards and through numerous cultural activities, including the Ars Electronica Festival and the European Capital of Culture in 2009.
5.2	Land Oberösterreich <i>Public Body</i>	AT	Upper Austria is a federal state of Austria and is bordering Germany and the Czech Republic. Through exchanges within the EC2U Network of APs, socio-economic cooperation with other comparable European regions is deepened. The participation of Upper Austria in EC2U activities, such as in WP10, contributes to make the Knowledge Square a reality.
5.3	Erasmus Student Network (ESN) Linz <i>Student Association</i>	AT	ESN Linz is a non-profit association of students that strives to support student mobility. They facilitate integration of international students to the JKU student life on and off campus, they also foster cultural understanding through a mentor programme as well as various activities and events. ESN Linz contributes to the activities related to culture and campus life and to the strengthening of the Knowledge Square.
5.4	ÖH JKU <i>Student Association</i>	AT	ÖH JKU is JKU's Union of Students, the legal representation of all JKU students. It advocates for the students' interests and strives to improve the everyday situation of students through numerous services. It contributes to the activities related to culture and campus life and to the strengthening of the Knowledge Square.
5.5	Kepler Universitätsklinikum GmbH (KUK) <i>Medical & scientific institution</i>	AT	The KUK is Austria's second largest hospital. It provides since 2015 state of the art medical treatment, has established tight links of research collaboration with JKU, and together with the medical faculty successfully explores innovative ways to train medical students.
5.6	Wirtschaftskammer Oberösterreich (WKOÖE) <i>Official board of trade</i>	AT	As the representative body for the interests of local companies, WKÖÖE represents the concerns of its members externally, advocates for business-friendly framework conditions and works together with the specialist groups as part of the social partnership in negotiating collective labour agreements. The participation of the WKÖÖE in EC2U activities contributes to the Knowledge Square.
5.7	Linz Center of Mechatronics (LCM) <i>Enterprise</i>	AT	LCM is where science meets industry. They are committed to successfully transfer the latest mechatronics research findings to the industrial environment in the form of profitable and innovative solutions. LCM has broad experience with cooperative European research projects and offers internships and projects for Master's thesis to students.
6.1	Comune di Pavia <i>Local Public Body</i>	IT	Pavia is the capital of the fertile province of Pavia, one of the 11 provinces of the Lombardy Region, which is known for a variety of agricultural products, including wine, rice, cereals, and dairy products. The city is characterized by the dense presence of both artificial and natural water canals and a rich historical, artistic and monumental heritage.
6.2	Information Centre on Academic Mobility and Equivalence (CIMEA) <i>Association</i>	IT	CIMEA supports academic mobility in all its forms and facilitates the understanding of the components of the Italian and foreign higher education and training systems; promotes the principles of the Lisbon Convention in the field of academic qualification recognition. It is the official Italian centre within the NARIC - National Academic Recognition Information Centres – network of the European Union and the ENIC - European National Information Centres – network of the European Council and of UNESCO.
6.3	S.T.E.P. Erasmus Student Network (S.T.E.P. ESN) Pavia <i>Non-profit organisation</i>	IT	ST.E.P. stands for STudenti Erasmus Pavia and was established in 1992. The association has the task to create and maintain a network between European Universities boosting the mobility of students and developing the figure of the European student. Since its foundation till today, it's a solid institution for both international and local students that want to experience European integration.

6.4	AIIESEC <i>Student Association</i>	IT	AIIESEC is a global platform for youths to explore and develop their leadership potential. It is a non-political, independent, not-for-profit organization run by students and recent graduates of institutions of higher education. The local section in Pavia has been active since the '70s.
6.5	Fondazione I.R.C.C.S. Policlinico San Matteo (IRCCS OSM) <i>Medical & scientific institution</i>	IT	The IRCCS OSM is an institute for scientific hospitalization and treatment among the most important in Europe and it is also a laboratory of clinical experimentation from 1400. It is created upon a Decree Law of the Ministry of Health, and it is an important institution both nationally and internationally, it cooperates with different universities such as Johns Hopkins Medicine International, Irvine University California and Boston University.
6.6	C.U.S. Pavia (Pavia University Sports Centre) <i>Association</i>	IT	The C.U.S. Pavia is an amateur sports association founded in 1967. It is an autonomous entity, which encourages the practice, dissemination and enhancement of physical education and sports activities for the benefit of both university students, and the entire citizenry, and especially young people. It is affiliated with CUSI (Italian University Sports Centre).
6.7	Polo Tecnologico di Pavia <i>Enterprise, technology park</i>	IT	The Technological Pole is an environment that hosts and promotes the growth of entrepreneurial ideas in the area. Born in 2012, it aims at coordinating the internal activities of a Science and Technology Park. It is composed of 3 buildings including offices, laboratories, coworking spaces and a conference centre with high technology equipment.
6.8	Assolombardamonza <i>Network organisation</i>	IT	Assolombarda is an association of companies that operate in Milan and the provinces of Lodi, Monza Brianza and Pavia. It is the most important association in the whole Confindustria System and takes care of around 7000 national and international companies that produce goods and services. It supports the interest of the associated companies when interfacing with institutions and stakeholders and offers consulting services.
7.1	Ayuntamiento de Salamanca <i>Local Public Body</i>	SP	The Municipality of Salamanca is a local public body and competencies in local administration, culture, local economy, etc. As Salamanca is a UNESCO World Heritage city, the Municipality will play an important role in offering students a very safe environment and an excellent university atmosphere, one of the objectives of WP2, as well as promoting an entrepreneurial environment to foster growth in the city, following the aims established by WP6 and WP7.
7.2	Consejería Educacion de la Junta de Castilla y Leon <i>Regional Public Body</i>	SP	The Autonomous Government of the Region of Castile and León is the regional public autonomous Government of the Region of Castile and León with a wide range of competencies, among them culture and universities. The region actively participates in the regulation and accreditation of new degrees and programmes, in financing project-related activities (like students grants and research mobilities). It also contributes to areas related to quality of education under WP5 and will also contribute to fostering WP7 activities.
7.3	Erasmus Student Network Salamanca <i>Student Association</i>	SP	ESN is the student organization in international higher education - Provides opportunities for cultural understanding and self-development under the principle of SHS – Students Helping Students. ESN Salamanca is strongly involved in the EC2U Forum and will provide support for the implementation of WP2 Inclusive, engaged, and mobile EC2U Community the EC2U and in promoting the use of the EC2U Student Card.
7.4	Complejo Asistencial Universitario de Salamanca <i>Medical & scientific institution</i>	SP	The IBSAL was established in 1976 to take care of patients in receipt of Social Security benefits. It was therefore created with the following institutions: Teaching Hospital, Virgen de la Vega Hospital, Virgen del Castañar Hospital, Los Montalvos Hospital and the Specialist Centre of Ciudad Rodrigo. The contribution of the Hospital is highly valuable to achieve the objectives established under WP4 as well as under WP9.

7.5	Parque Científico USAL <i>Research centre</i>	SP	The USAL Science Park aims at contributing to the transfer of knowledge from classrooms and laboratories to society. It was created in 2005 by the USAL as a strategy to strengthen the interaction between the university scientific environment and the industrial fabric, based on a connection between: the University, the Company, and the Public Administration. It actively participates to strengthening the Knowledge Square in the fields of research and innovation. Its input to the Alliance is essential to achieve the implementation of the WP 3 and many other tasks related to WP9 as well as under WP8.
7.6	Camara Oficial de Comercio de Salamanca <i>Official board of trade</i>	SP	The Chamber of Commerce of Salamanca is the official board of trade, a local organization of businesses. It represents Salamanca's economic and business world. It supports activities related to WP6, as well as the Entrepreneurship, Innovation & Transfer Experts' Network of the Alliance.
7.7	Iberdrola <i>Enterprise</i>	SP	Iberdrola is the biggest global energy leader in Spain, opening the path to renewables and smart grids. It has a diversified portfolio of businesses and geographies in many countries in Latin America. Most of the group's long-term investment plan is aligned with the green investment criteria included in the European Union taxonomy. It is a key player to achieve the objectives settled by WP6 as well as any other related to the WP9.
8.1	City of Turku <i>Local Public Body</i>	FI	The City of Turku and University of Turku have signed a Strategic Partnership Agreement, where partners aim to develop the prerequisites for well-being and particularly internationality in the region. The goal of the partnership is to strengthen the expertise capital, prerequisites for successful business life, and competitiveness of the region. There are also plans for multidisciplinary experiments between different actors to reach the sustainable development targets and support the green transition. A good example of work for increased internationality is the EC2U Alliance, in which both the University and the City have an active role. This cooperation fosters the goals set for this strategic partnership and for the EC2U Alliance.
8.2	Varsinais-Suomen Liitto <i>Regional Public Body</i>	FI	The Regional Council of Southwest of Finland has a strong mission in its strategy 2040+: to build sustainable partnerships. Therefore, they are working closely with municipalities, universities, regional development agencies, NGOs and companies, and it acts as a support organization and facilitator for the cooperation. Through this mission, their aim is to speed up the region's green and fair transition, strengthen the joint commitment to the industries' growth targets, open new routes for skilled workers to our region, and build wellbeing and collaboration within all sectors and demographic groups. These goals of the mission support the key topics of EC2U.
8.3	Erasmus Student Network (ESN) Turku <i>Student Association</i>	FI	ESN Uni Turku provides free-time activities mainly for international students. Additionally, they aim at fostering the integration between the exchange students and the local students in Turku and openly welcome all internationally minded students to join in. Many of their active members have been exchange students themselves or are internationally minded people, who enjoy meeting new people, organizing different kinds of events, trips and activities in order to introduce Finnish culture, habits, traditions and student life. Students and mobilities are in the core of the EC2U Alliance and therefore, it is natural to have ESN as an Associated Partner.

8.4	Varsinais-Suomen Sairaanhoidopiirin Kuntayhtymä (TYKS) <i>Medical & scientific institution</i>	FI	TYKS offers extensive specialised health care services to the residents of the region. Additionally, it is responsible for the availability of University Hospital level services in the hospital districts of Satakunta and Vaasa. They have nine Units of Excellence, which aim to strengthen the competitiveness, innovation and research position, and clinical excellence of the university hospital. TYKS offers wellbeing services of the county of Southwest Finland. Their vision is to belong to the community of leading health care researchers and their strategic partner is the University of Turku. Health and well-being are essential themes in EC2U cooperation and therefore, TYKS is a natural AP.
8.5	Turku Science Park <i>Independent and impartial expert company / regional body</i>	FI	The Turku Science Park is a non-profit development company for the entire Turku subregion that works in close cooperation with local, national and international actors in the fields of business and economic development. As Finland's most dynamic business and innovation cluster it stands out with its multidisciplinary focus, boldness and exceptionally strong community spirit. It forms a strong basis for entrepreneurship and innovation, which increases the EC2U cooperation towards local businesses and innovation hubs. In addition, growth companies provide many attractive career and investment opportunities. Furthermore, Turku Science Park is giving guidance and support at every step on the way, whether it is about starting a start-up company or an entrepreneurship career.
8.6	Wärtsilä Finland Oy <i>Enterprise</i>	FI	Wärtsilä Finland Oy is a global leader in innovative technologies and lifecycle solutions for the marine and energy markets. They emphasise innovation in sustainable technology and services to help their customers continuously improve their environmental and economic performance. The University of Turku and Wärtsilä Finland Oy have signed a strategic partnership agreement with the objective of advancing the diverse and sustained collaboration between the parties to strengthen sustainable well-being, competitiveness, and vitality through research, education, and societal interaction. One natural way of deepening the cooperation is via EC2U Alliance. Partnerships have a key role in the development of new innovations and business models. The goal is to launch joint research projects, but also increase the students' professional life contacts through projects, visits, internships, etc.
9.1	Umeå kommun <i>Local public body</i>	SE	Umeå Kommun is a municipality in Västerbotten county, Sweden, employing approximately 13,000 people. Its core values – citizen focus, openness, trust, and a commitment to continuous improvement – guide its efforts to enhance municipal services. The municipality is actively engaged in initiatives for climate neutrality, social sustainability, and sustainable growth. Umeå Kommun is also responsible for key operational areas, including education, healthcare, culture, and environmental protection.
9.2	Region Västerbotten <i>Regional public body / Medical & scientific institution</i>	SE	Region Västerbotten is primarily responsible for health care in the county, but also plays a key role in driving regional development. Region Västerbotten runs the University Hospital of Umeå, which is the largest hospital in northern Sweden with cardiac care and internationally renowned research in the ALS area. The hospital also serves as a teaching facility for Umeå University, with the Faculty of Medicine overseeing its academic responsibilities.
9.3	United Student Unions at Umeå University <i>Student association</i>	SE	The United Student Unions at Umeå University consist of the three student unions at Umeå University: Umeå Student Union, Umeå Student Union of Science and Technology, and Umeå Medical Sciences Student Union. The student unions represent the interests of the students in university bodies and groups relevant for education or being a student, offer welcome and onboarding activities for new students, and organise activities on campus

9.4	Västerbottens handelskammare <i>Official board of trade</i>	SE	Västerbottens handelskammare (the Västerbotten Chamber of Commerce) is an independent and politically independent business organisation with member companies in the Västerbotten county. Its mission is to advocate for its members' interests in areas such as international trade, talent acquisition, and infrastructure development. The chamber is dedicated to fostering an environment that promotes sustainable growth and strengthens the business landscape in Västerbotten.
9.5	Umeå universitet Holding AB <i>Enterprise</i>	SE	Umeå universitet Holding AB is Umeå University's holding company. Together with subsidiaries, associated companies and partners, the company provides an effective innovation support system in all scientific fields and contributes to the commercialisation and exploitation of ideas generated by researchers, students and employees at Umeå University.
9.6	IKSU <i>Non-profit association</i>	SE	IKSU (Idrottsklubben Studenterna i Umeå), founded in 1959, is a sports club and nonprofit organisation in Umeå. The purpose of IKSU is to enable the exercise of sports, outdoor and wellness activities at all levels to develop people positively both physically and mentally as well as socially and culturally. IKSU has four facilities in Umeå, including one located on the main campus of Umeå University.
9.7	Folkuniversitetet <i>Association</i>	SE	Folkuniversitetet is an adult educational association that offers a wide range of adult education in Umeå and all over Sweden. Folkuniversitetet runs numerous internationally-oriented activities such as language courses, courses abroad and projects with an international emphasis. Folkuniversitetet aims to be a natural meeting place for people's free search for knowledge; for learning, cultural experiences and chances for reflection.
10	Siemens Healthineers (SH) <i>Enterprise</i>	DE	SH is a leading worldwide medical technology company. Everyday patients benefit from SH innovative technologies and services in the areas of diagnostic and therapeutic imaging, laboratory diagnostics and molecular medicine as well as digital health and enterprise services. SH highly contributes to the EC2U activities related to the strengthening of the Knowledge Square.
11	Ivan Franko National University of Lviv <i>Public university</i>	UKR	Ivan Franko National University of Lviv -founded in the 17th century- is considered today one of the most prestigious institutions in Ukraine. It gained high international prestige and became a powerful scientific centre. It plays a key role in the EC2U joint activities as a strategic AP.
12	Coimbra Group of Universities <i>NGO – European network of comprehensive universities</i>	BE	Founded in 1985, the Coimbra Group is an association of long-established European multidisciplinary universities of high international standard. The Siemens has an active role in the dissemination of results of EC2U Alliance by promoting the good practices and linking EC2U with other Alliances.

2.2.2 Consortium management and decision-making

The Governance of the EC2U Alliance for the consolidation phase is a continuation of the successful pilot modalities: it is designed to ensure optimal transparent and efficient decision-making. A particular attention is given to conflict resolution and risk management via very regular reporting and communication between all partners. Representatives from all FP Universities and of all profiles (students, staff, senior management) but also from all APs are present in all the governing bodies (see Figure 3), described below:

- **Executive Committee (ExeCo)** is the decision-making body of the EC2U Alliance, and is chaired by the Coordinator General. The ExeCo is also in charge of WP1 and WP10 due to their major role in the management and monitoring of the EC2U Erasmus+ project. Each FP University is represented by one Institutional Representative (e.g., Vice-Rector for International Affairs), one Student Representative and one Administration Representative. The ExeCo is thus composed of 28 people. Members of Global and Local Coordination Teams (see section 2.1.2) are invited to the ExeCo meetings.

The ExeCo meets every two months via online means to monitor general affairs and meets physically (if possible) once a year, at the EC2U Forum, to review the overall progress of the Alliance as well as the reports from the eight other WP Boards in order to take necessary decisions. Additional online ExeCo meetings are organized, if needed, to respond proactively to issues requiring urgent attention, e.g., conflict resolution or actual risk management. In this field, the ExeCo is supported by WP3 with a Conflict Resolution and Risk Management tool (see WP1 activities in section 4).

- **EC2U Council** is the main consultative body to the ExeCo. Its physical meetings are organized in conjunction with each EC2U Forum and thus chaired by the hosting Rector. It is sub-divided into two structures:

- **EC2U Closed Council** is the closed consultative body to the ExeCo. It is composed of the 9 Rectors and the Coordinator General. The ExeCo is invited to all EC2U Closed Council meetings.

- **EC2U Plenary Council** is the extended consultative body to the ExeCo. It is composed of 84 people: the 9 Rectors, the Coordinator General (as WP1 and WP10 Leader), the 8 WP Leaders, the 8 WP Co-Leaders, the Chair and Vice-Chair of the Student Council as well as one Representative from each Associated Partner. The ExeCo is invited to all EC2U Plenary Council meetings to ensure widest dialogue between all partners of the EC2U Alliance.

- **Student Council** is a new governing body, created “by students, with students, for students”. Though the Student Community is already well-represented in the ExeCo, this additional governing body aims at ensuring students’ active involvement and societal engagement by providing them with the opportunity to co-create their Alliance of the future. It is composed of 18 Student Representatives (2 for each FP University, one being already a member of ExeCo), including one elected Chair and Vice-Chair. The Representatives from associated Student Associations (12 in total, c.f. full list of APs in section 2.2.1) are invited to the Student Council meetings that are organised every six months at a different FP University, in conjunction with the EC2U Forum and the EC2U Student Event (see WP2 in section 4).

- **Quality Council** is the independent consultative body to the ExeCo regarding the quality assessment of EC2U processes and outcomes. It is composed of 12 people: 9 internal experts in quality management (one per FP University, typically Heads of quality offices) and 9 recognized experts from outside of the Alliance.

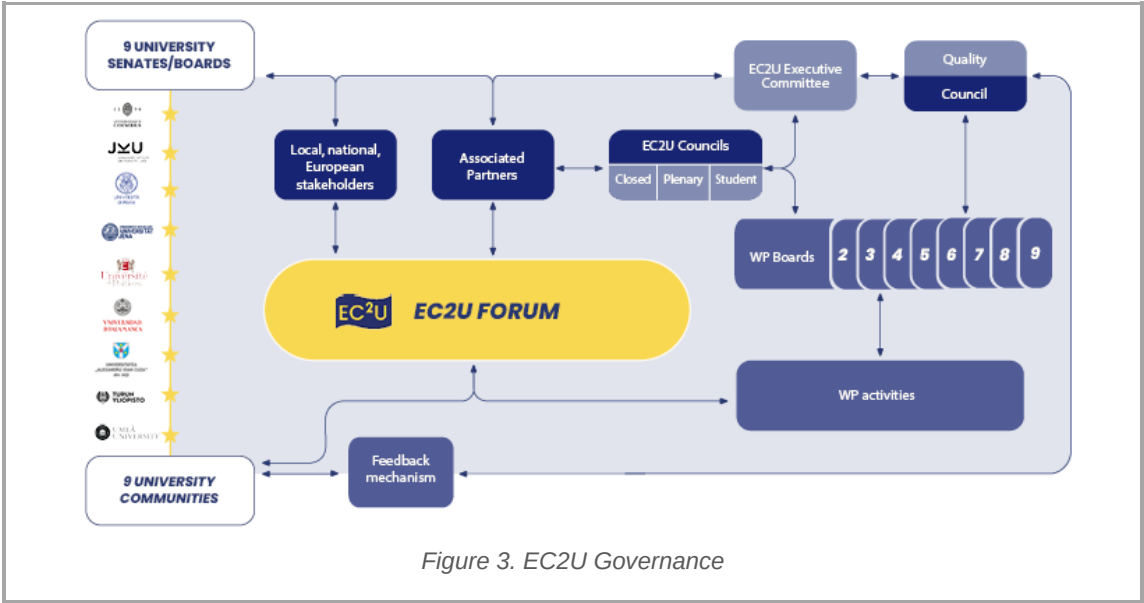
- **Eight WP Boards** monitor WP2-to-9 activities and report to the ExeCo, EC2U Plenary Council and Quality Council. The composition of WP Boards is described in section 2.1.2.

The EC2U Governance is supported by the Global and Local Coordination Teams via the planning and monitoring tools and processes described in section 2.1.2.

Noteworthy, the highest decision-making authorities of the FP Universities are fully engaged in the governing bodies of the EC2U Alliance:

- Rectors are members of the EC2U Closed and Plenary Councils (see above): they meet physically every year during the EC2U Forum and also participate in sessions held throughout the Forum. Additional ad hoc EC2U Closed Council meetings are organised to discuss specific topics of strategic importance.

- Vice-Rectors are involved in the management of the EC2U Alliance (e.g., via exchanges of e-mails with the Global Coordination Team) and are members of the ExeCo.



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3. IMPACT

3.1 Impact and ambition

EC2U: an Alliance fit for impact

The EC2U Universities (both FPs and AP Universities) **share major similarities and fundamental values** with respect to the role of academia in society and its impact on citizen life:

- they have a **long tradition of local and regional impact** (UC since 1290, UAIC since 1860, FSU since 1558, JKU since 1966, UNIPV since 1361, UP since 1431, USAL since 1218, UTU since 1640, UMU since 1965, and Ivan Franko National University of Lviv since 1661);
- they are **comprehensive, education-driven and research-intensive universities with excellent international reputation** and listed in major national and international university ranking systems;
- the global analysis of their research outputs reveals **close disciplinary scopes and strengths**, in particular in the fields of Health and Biology, Energy and Environmental Science, Physics, Chemistry, Social Sciences and Humanities;
- they are very **active in European and international academic cooperation**, with around 500 European and international projects granted during the last 4 years⁸, thus having a first-hand perception and knowledge of the obstacles and potential solutions to reach the European Higher Education and Research Areas objectives;
- they are the main (or the only) **university in their city**, with which they have created a symbiotic link;
- they are very **similar in size**: between 18 000 and 30 000 students (for a total of approximately 200 000 students); between 2 000 and 4 000 teaching/administrative staff (for a total of approximately 25 000 personnel);
- their hosting urban areas are **located far from capital cities** and are medium-sized with **similar number of inhabitants** (approximate numbers for all cities, Coimbra: 220 000, Iasi: 400 000, Jena: 110 000, Linz: 210 000, Pavia: 100 000, Poitiers: 260 000, Salamanca: 230 000, Turku: 200 000, Umeå: 133 000, Lviv: 700 000);
- the **urban population profiles look alike** with strong tertiary activities and a percentage of the population directly related to the university activities (students and staff) ranging between 10 and 25%.

These similarities **provide clear strengths to the EC2U Alliance regarding attractiveness and capacity to act as major global player** in addressing the challenges of the Knowledge Square, as well as socio-economic and environmental crises.

As described in the previous sections, the EC2U Alliance promotes the global United Nations SDGs, by focusing first on a selected four: Good Health and Well-being (SDG #3), Quality Education (SDG #4), Sustainable Cities and Communities (SDG #11) and Peace, Justice and Strong Institutions (SDG #16). The first annex to the Renewed Mission Statement presents **a recent in-depth analysis of the EC2U Alliance research contribution to these SDGs** (analysis performed in cooperation with **Research Intelligence Elsevier**)². The study covers the period 2016-2021, therefore includes the first mid-term of the EC2U pilot phase. In summary, this study highlights the following key findings:

- the main research impact indicators (Field Weighted Citation Impact, Output in Top 10% Citation Percentiles and International Collaboration Indicator) of the EC2U Alliance are well above the average values calculated for the 27 European Member States ("EU27"), all research fields included;
- the same indicators have been calculated for the specific research disciplines contributing to the above-listed SDGs: the positive difference between EU27 and EC2U indicators is even more important for SDG#3; SDG#4, SDG#11 and SDG#16;
- most of the EC2U SDG-related research impact indicators have increased between the 2016-2018 period and the 2019-2021 period, suggesting an already positive influence of the EC2U Alliance.

It is therefore obvious that the **EC2U Alliance has now the critical mass and is intrinsically well equipped to strengthen its impact**. The new EC2U work plan is the perfect opportunity to multiply the Alliance's capacity to **deliver always more significant contributions to the four SDGs in particular, and to all societal challenges in general**. In this context, the EC2U Virtual Institutes have a prominent role by promoting a new type of transnational cooperation scheme that already proved to be successful during the pilot phase. The Alliance is genuinely more than the simple sum of its academic members. It aims at increasing its attractiveness and competitiveness at all levels: local, regional, national, European and global; the Alliance is "Glocal". More, it promotes synergy between all missions of the Knowledge Square, something still too underexploited at the level of classical European funding instruments.

⁸ See Annex with list of previous projects (from 2018 to 2022).

Taking a step back and looking at the Renewed Mission Statement, the ambition of the EC2U Alliance is clear: create a sustainable pan-European Campus that allows seamless mobility and forges communities of knowledge exchange via a network of joint activities that link all aspects of the Knowledge Square. This **ambition drives all EC2U activities in which people are empowered to become actors of change.**

The short and long-term combined

The short-term and long-term impact of the Alliance are very much intertwined. The work plan was constructed with the long-term strategy in mind but the **proposed trajectory has an immediate systemic impact on FP Universities**, their ecosystems, the European Higher Education and Research Areas, and the twin digital and green transitions, as detailed in the following.

WP2 promotes an “inclusive, engaged and mobile community”: institutional practices on inclusive/diverse/green mobility are transformed into **transferable guidelines, tools and services for students and staff** of the EC2U Campus and beyond. “Student Events”, “Student Challenges”, “EC2U Science Contests”, “EC2U Mobile Application” are a few examples of immediate-impact events and tools, the latter having been already qualified by external experts as a *“truly excellent student app designed to make students feel quickly at home in the various cities of the Alliance. This app could serve as a useful model in wide range of European projects”* (c.f. Final Review of EC2U Progress Report, December 2022).

WP3 pursues the development of the digital environment of the EC2U Alliance by continuing the operationalisation of the EC2U Connect Centre, as a joint digital infrastructure, and by developing new use cases and tools. For example, the EC2U Connect Centre **accompanies the FP Universities in the roll out of Erasmus Without Paper and the European Student Card, as immediate structural institutional transformations.** Furthermore, WP3 fosters innovative and immersive digital pedagogies. WP3 thus aims at creating a European Digital Alliance to support the **sharing of practices, resources, solutions and ideas with an innovative approach among all levels** of the academic community. The EC2U Digital Campus fosters creativity and capacity to think, teach and learn “out of the box” by bringing together people and resources, tools and activities from the EC2U members.

The SDG-based WP4-5-6-7 strengthen/create **Joint Master's Programmes (JMPs) characterized by innovative inter-disciplinary and flexible/“à-la-carte” curricula that ensure highly skilled workforce** for the European labour market. Support to graduates throughout their study paths and transition to the professional world is guaranteed via strong interactions with the Alliance APs from public and private sectors. The relevance of the first three JMPs (“Lifelong Well-being and Healthy Ageing”, “European Languages, Cultures and Societies in Contact” and “Sustainable Cities and Communities”) is demonstrated by their accreditation and launch during the pilot phase. The new JMP in “Peace, Justice and Strong Institutions” finds its relevance in the current European and international geopolitical contexts as it aims at providing innovative, multidisciplinary and practical training for students to learn: a) the nature of conflicts and the role of justice instruments and processes to deal with conflicts; b) peace building using disciplines of diplomacy and mediation; and c) innovative approaches and frameworks that contribute to strong institutions and the revitalisation of civil society in the EU and beyond. In addition, the four **Virtual Institutes are catalysts for knowledge and talent circulation** with a focus on early career researchers via the “PhD Networks”. The Virtual Institutes also **foster social and technological innovation to build a more sustainable future with and for citizens** of the associated cities.

WP8 is centred around the **development of strategic, interactive and shared actions under the global umbrella of Lifelong Learning (LLL)** to support personal careers and to consider the needs of job market. By adopting a perspective of LLL and personal careers, EC2U students, graduates and post-graduates are equipped to face the challenges of a society that is constantly changing. WP8 identifies subjects/topics taking into account the challenges in education and the job market and describes their contents following the micro-credential Union Standard Elements. The Alliance emphasizes **the importance of credential recognition, in line with the EU approach to micro-credentials.** Micro-credential courses are opened to all EC2U students, personnel and citizens. The courses take into account inclusion and socialization. WP8 also recognizes the importance of academic careers: a new joint EC2U umbrella structure for **doctoral training is established with the goal of making doctoral training more attractive and visible within and outside academia.**

WP9 launched a brand new “EC2U Innovation Hub” by first focusing on individual talent development through the continuation of the successful pilot Entrepreneurial Academy. The latter **ensures entrepreneurship and innovation capacities and competences of the future work force** as well as creating awareness and alertness among individuals on the various entrepreneurial opportunities in their surroundings. Secondly, WP9 **fosters joint capacity building in the field of innovation and transfer** via the design of a common Innovation-based framework to improve the state-of-play of innovation and transfer across the Alliance. This framework is supported by the Entrepreneurship, Innovation & Transfer Experts Network (EITEN) as a facilitator to the future pan-European interconnection of the different regional “Innovation Valleys”.

EC2U impact on its ecosystem

A differentiating factor of the EC2U Alliance is the deep link that all FP Universities have with their respective cities. As a positive collateral impact of EC2U, the pilot phase has seen the creation of strong and sustainable inter-connections among the associated municipalities. Of course, all Universities inherently allow for knowledge accumulation and cross-fertilisation of ideas, but the **transnational cooperation with municipalities allows EC2U to go beyond usual practices, by directly contributing to the economic, social, local, and regional development**. To give but a few concrete examples: the pilot EC2U Think Tanks have gathered a diversity of stakeholders, including citizens, to develop guidelines/recommendations/policy papers that answer local and global societal challenges. The new work plan intensifies this unprecedented impactful activity under WP10. Similarly, the future Covenant of Mayors (WP6) is focused on Climate Change by providing solutions to the needed green transition via collaborative exchanges between academia and public entities (see section 4).

The contribution to regional development is further **guaranteed by the effective participation of APs from the private and socio-economic sectors including SMEs and large-scale companies** (AP1.6 B.Braun Medical; AP2.7 BluePharma; AP3.6 Antibiotice SA Iasi; AP5.7 Linz Center of Mechatronics; AP7.7 Iberdrola; AP8.6 Wärtsilä Finland Oy; AP10 Siemens Healthineers). This allows the consolidation of EC2U activities, for instance by providing professional opportunities to graduates from EC2U JMs and EC2U PhD Networks, and by participating in activities led by the Virtual Institutes. A typical example is the integration of the Research University Hospitals to the consortium, which is providing an unprecedented dimension to the Virtual Institute for Good Health and Well-being.

EC2U as a model for the future

The EC2U Alliance is perfecting its model for the University of the Future by continually challenging the European Higher Education and Research Areas, with the objective of **sharing its results and outputs with the wider community**. A most recent example is the **participation of EC2U in the 2022 pilot call for the European Degree label under the Erasmus+ programme**, in direct collaboration with other Alliances (ED-AFFICHE proposal with Una Europa, 4EU+, CHARM-EU, EU-CONEXUS and Unite!, see section 1.3) to examine, test, and facilitate the implementation of a future European Degree. Additionally, the new work plan incorporates a significant number of activities leading to the **creation and dissemination of joint guidelines, recommendations, and reports on particularly relevant topics** for other Alliances in particular but also individual Universities in general; these include (non-exhaustive list): inclusive/diverse/green mobility best practices, immersive digital pedagogy, identification and resolution of accreditation barriers for joint degrees, implementation of micro-credentials, joint and quality-based doctoral training, etc.

The EC2U Alliance strives to **develop a framework that is long lasting and transferable to other Higher Education Institutions and Alliances**. With this ambition in mind, EC2U openly shares best practices via open multiplier events such as the annual EC2U Forum that includes a recurring Higher Education Round Table: the EC2U Alliance nurtures its pioneering spirit **in coherence with the objectives of the European Strategy for Universities and the New European Innovation Agenda**.

Overall, the impact of the EC2U Alliance is multi-fold, and it is given a specific attention via the Quality and Impact Monitoring Mechanism that regularly measures and evaluates the Alliance's impact via specific KPIs (section 1.2) and a variety of feedback and analysis mechanisms that are based on pilot practices (e.g. Quality Assurance Plan and pilot mechanism for collecting feedback from students and staff) but also new practices identified in the relevant literature and other Alliances/Universities.

In the end, the impact on the different target groups is summarised in the Table 5 below.

Table 5. Benefits and impact on target groups.

Target groups	Impact and benefits
Students	- Contribution to bottom-up decision-making processes where the voice of students is heard and taken into consideration with the implementation of activities - More accessible mobility and peer-to-peer networking - Communication and relationship skills - Creation of a common culture around shared values and strengthening of a European identity - Intercultural exchanges and learning opportunities - Multilingualism - Adaptation capacity to new environments - New skills and competences – and notable gateways into professionalization - Cooperation opportunities with local and European stakeholders - Access to a network of researchers, academic staff, and stakeholders
Staff (Administrative and technical)	- Contribution to bottom-up decision-making processes - More accessible mobility and peer-to-peer networking

personnel, Teachers, Researchers)	- Creation of a common culture around shared values and strengthening of a European identity - Intercultural exchanges and learning opportunities - Multilingualism - Learning and professional opportunities in education and research - Adaptation capacity to new environments - Cooperation opportunities with global and local stakeholders - Access to a network of researchers, academic staff, and local stakeholders - Skill acquisition and competencies development - LLL and adaptation - Potential consolidation and improvement of procedures, practices
APs	- Contribution to bottom-up consultative bodies and to the future of the Alliance - Networking and collaboration/participation in joint projects - Intercultural exchanges - Visibility and increased credibility - Strengthening of trust-based relationships with local, global stakeholders - Sharing of expertise and collaborative practices - Pooling of resources and open dialogue with a wide range of stakeholders
Other Alliances and Higher Education policymakers	- Networking and collaboration/participation in joint projects - Sharing of expertise and collaborative practices - Concrete guidelines to solve current challenges of European Higher Education and Research Areas
Citizens	- Creation of a common culture around shared values and strengthening of a European identity - Intercultural exchanges and LLL opportunities - Multilingualism - New skills and competences – and notable gateways into professionalization - Cooperation opportunities with local and European stakeholders - Access to a network of researchers, academic staff, and stakeholders

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3.2 Communication, dissemination and visibility

EC2U: a dissemination-oriented Alliance

The EC2U Alliance fully recognises the importance of communication and dissemination, not only for the visibility of the Alliance, but also for its sustainability. Therefore, communication and dissemination are further intensified in the consolidation phase, building upon the already successful activities led during the pilot phase. In the consolidation phase, activities related to **communication and dissemination are centrally coordinated to ensure efficiency and coherence**: to this end, they are led primarily by WP10 'Impact and dissemination' which has specific sets of activities devoted to the dissemination of results and good practices, as well as communication activities related to EC2U events and opportunities. Note that WP1 is politically guiding the dissemination and communication activities, via the Executive Committee that is supervising both WP1 and WP10.

In the continuation of the pilot phase, **the EC2U Alliance has a well-defined, comprehensive Communication Strategy**, taking into full consideration the Internal, Intra-Alliance, and Extra-Alliance target groups (see detail below). This strategy is focused on **spreading core values and key messages, effectively reaching audiences** via specific communication channels, and finally **continually evaluating and improving** communication methods. Regarding the latter, communication activities and results are regularly analysed (notably via KPIs), and are subject to annual internal reports in which the impact of communication campaigns and potential improvements are evaluated.

Concretely, the EC2U Communication Strategy incorporates a wide range of activities that facilitates internal, Intra- and Extra-Alliance communication, including the regularly updated Communication Plan and the evolution of the visual identity, if needed.

Internal communication

The target group is the people involved in the management and governance of the EC2U Alliance, including Communication Teams, Global and Local Coordination Teams, WP Leaders/Co-Leaders and their board fellows, etc.

The objectives of internal communication are to ease the workflow across the EC2U Alliance and ensure transparent communication for the success of all EC2U activities and opportunities.

With regards to internal organisation, communication and dissemination are **developed on the basis of subsidiarity**: when necessary, actions are designed and implemented at the level of FP Universities, under the guidance of the Global Coordination Team. Hence, all FP Universities have an equal role in

communication and dissemination, like for any other EC2U activity. Communication-related **activities are facilitated by shared tools and services**, which include interactive communication platforms, as well as specific communication tools such as an editorial calendar, and online toolbox (providing templates, tutorials, flowcharts, etc.). Indeed, the objective here is to empower people involved in the management and governance of the EC2U Alliance to communicate on EC2U and its activities. This further ensures a coherent image/branding of the Alliance with regards to the intra- and extra-Alliance target groups. More specifically, to support the EC2U Communication Strategy in its entirety, needed resources are provided globally and locally; Briefly:

- **Human resources** are instrumental to the proper implementation of all communication and dissemination activities. The Global Coordination Team includes one Global Communication Coordinator. The latter interacts continually with a network of Local Communication Officers, with a minimum of one Officer from each FP University. Their role is to facilitate communication activities: the Global Communication Coordinator is thus in capacity to focus on the visibility of the Alliance as a common structure, while the Local Communication Officers make sure that the communication strategy is adapted to their local communities.
- **Financial resources** are crucial to carry out the planned communication and dissemination activities. The Local Communication Teams each have a budget of €28 000; the Global Coordination Team has a budget of €40 000.

The Global and Local Communication Teams meet online once a month to discuss burning topics, upcoming events, digital campaigns, etc. and actions to be implemented in each FP University to promote the EC2U Alliance at different levels. An in-person/hybrid meeting is also organised during each EC2U Forum to gather and brainstorm on specific subjects.

Intra-Alliance communication

The target groups are Students, Researchers, Teachers, as beneficiaries to EC2U activities

The objectives of intra-Alliance communication are to increase the notoriety of the EC2U Alliance and target groups participation to EC2U activities and events.

With regards to intra-Alliance communication activities, **an inclusive approach is adopted to ensure the related target groups truly feel involved in the EC2U Campus**. With this in mind, the Communication Teams fully support the communication related to WP activities and events. Concrete examples concern the promotion of the Joint Master's Programmes (in WP4-5-6-7), or the EC2U Student Events (WP2). The live-streaming and recording of relevant activities and events enable post-dissemination on specific communication channels (see below) thus providing another **opportunity to multiply the Alliance impact and intensify its visibility and long-term resonance** within academic communities.

In the new work plan, the Communication Strategy also extends its activities to incorporate the growing academic community. For example, the consolidation phase brings forth the efforts of the EC2U Alliance to communicate with researchers across Europe. A privileged approach is the **enhanced Science and scientific communication that is based on Open Science principles** and notably follow the FAIR principles (Findable, Accessible, Interoperable, Reusable).

Last but not least, the EC2U Alliance is **continuing its focus on peer-to-peer communication**, with in particular the formalisation of the EC2U Ambassador Programme. This programme was informally launched during the pilot phase and is about including students in the communication strategy, "with students, for students". Specific resources are now allocated to this activity **to ensure the full involvement of students** in the visibility and sustainability of the EC2U Alliance.

Communication to intra-Alliance target groups is facilitated by existing means of communication set up in FP Universities, including digital and physical communication tools. Importantly, the physical presence of EC2U actors on each campus makes it possible to establish a direct link with this audience.

Extra-Alliance communication

The target groups are the general public, APs, local, national, regional stakeholders, other Alliances, etc.

The objectives of extra-Alliance communication are to further **democratise EC2U events and outputs, via dynamic content, attractive format and wide distribution**, such as:

- The creation of **Institutional Awareness Campaigns** that aim at accessibly communicating on the benefits for each target group within a growing EC2U Alliance;
- A dedicated **audio-visual campaign on United Nations SDGs** whose goal is to explain the actions of FP Universities in responding to relevant issues related to the four guiding SDGs (SDG #3, SDG #4, SDG #11, SDG #16);
- **Science and scientific campaigns** to international teams of researchers guided by Open Science principals, core to the EC2U research activities.

Communication channels

The **EC2U website** (<https://ec2u.eu>) was developed under the pilot phase: it is the primary source of information and services for students, staff, researchers, citizens, and other stakeholders, the global target audience of this tool. It was qualified by external experts as “truly excellent” (c.f. Final Review of EC2U Progress Report, December 2022). The EC2U website structure is built: 1. **to inform** users about the global activity of the Alliance, 2. **to share news and events** with the global target audience, and 3. **to disseminate the results** of the main actions and policies of the Alliance. Content is managed by the Global and Local Communication Teams. Thanks to specific templates, each WP Board can suggest content to the Communication Teams for the creation of webpages and news articles. WP3 fully supports the development and implementation of the EC2U website.

The **EC2U social media** accounts were created during the pilot phase to achieve the following objectives to: 1. **raise awareness** of the Alliance and its actions, 2. **generate social gathering** and 3. **interact with the community**. Therefore, an EC2U account was opened on 5 different platforms (Facebook, Instagram, Twitter, LinkedIn, and YouTube), reaching different target groups through different editorial approaches. The Communication Teams may consider the opening of new accounts on new platforms to broaden and reach new target groups.

Dissemination

WP10 is also centred around dissemination as a whole and in particular, the sharing of global results (research findings, reports, tools, events, learning material, etc.), best practices, and experiences. Dissemination activities **encourage stakeholders to engage in officially planned initiatives but also to foster new initiatives**. The dissemination strategy of EC2U is structured in three different types of actions: 1. Open provision of the Alliance results, 2. Open EC2U multiplier events and 3. External peer networking events.

The **open provision of results** is key to EC2U and is achieved by different means:

- On the **EC2U website**, via the “Shared Documents” webpage, where deliverables, tools, reports are accessible to the general public;
- On the dedicated **“Erasmus+ Project Results” platform** serving as a database providing descriptions, results and contact information of all projects funded under the Erasmus+ programme. This platform is open to the general public. The outcomes of the EC2U Alliance are published when relevant on the EC2U Alliance that is already in place and is regularly updated.
- A **yearly EC2U public report** is addressed to the wider audience. It provides the main achievements and highlights of the past year, key facts and figures, and the upcoming events of the Alliance.

The **open EC2U multiplier events** are efficiently complementing the communication strategy and WP10 is making use of these opportunities:

- The **annual EC2U Forum** is flagship dissemination and impact event or “third space” that was successfully tested during the pilot phase and is continued during the consolidation phase. It has indeed demonstrated its capacity to transfer results and benefits to a wide range of stakeholders, incl. the APs and local communities. Best practices and experiences are also shared via Higher Education Round Tables and Citizen Science sessions;
- An **International scientific conference on SDGs** is organised for the first time at the end of the consolidation phase at one of the FP Universities with the objective of gathering EC2U and international scientific experts to present advancements towards the SDGs within the four Virtual Institutes. Collected recommendations should give rise to international projects within the EC2U Virtual Institutes, in cooperation with international partners when relevant.

The European and international visibility of the EC2U Alliance is **fostered via the active participation of the Alliance and its key staff members** (section 2) in external peer networking events. These events are organised by the European Commission or other Alliances: the EC2U Alliance was represented in 15 of such events during the first half of the pilot phase and this practice will be continued.

Finally, the **visibility of the EU funding is ensured** with the presence of the logo accompanied by the text “Co-funded by the Erasmus+ programme of the European Union” on all printed communication materials and results, on the EC2U website, and on working document templates. Additionally, any communication activity related to the EC2U Alliance indicates the following disclaimer “The content of these [appropriate description] represents the views of the author only and his/her sole responsibility. The European Commission and the Agency do not respect responsibility for use that may be made of the information it contains.”.

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3.3 Sustainability and continuation

During the pilot phase, the first EC2U Erasmus+ project aimed at creating the building blocks of a long-term Alliance as well as at testing and benchmarking innovative concepts. Many of the successful pilot activities are intensified during the consolidation phase and are complemented by innovative new

activities, as described in the previous sections. In other words, **the EC2U Alliance is continuing its trajectory towards the “EC2U model for the University of the Future”**.

In view of the preparation of the new Erasmus+ project, the Executive Committee (ExeCo) decided to create, early 2022, an ad hoc Strategy Task Group (STG), composed of the seven Vice-Rectors for International Affairs, the EC2U Coordinator General and the EC2U General Administrative Coordinator. The objectives of the STG were to: 1. reflect on the broad lines of the future work plan and 2. perform an active search for new Partner Universities under the consolidation phase (the latter led to the integration of Johannes Kepler University Linz as a new FP, and the Ivan Franko University of Lviv as a new AP). Following the interactions between the STG and the EC2U Closed Council (composed of the EC2U Rectors) in 2022, it was unanimously recognised by all parties that the conditions for the sustainability of **all EC2U outputs and innovative results are bound to the financial and political sustainability of the Alliance itself**. These conditions are reviewed here, taking into account the still uncertain evolution of the European Universities initiative, beyond the consolidation phase. This review is also incorporating elements from the discussions currently unfolding under the **sub-group to the ERA Forum in charge of Action 13 of the ERA Policy Agenda 2022-2024** that aims to “Empower Higher Education Institutions to develop in line with the ERA, and in synergy with the European Education Area” via inter-alia recommendations for a policy approach to “consolidate the European Universities initiative and establish a European Excellence Initiative”⁹ (referred as “ERA Forum Action 13” below). This review also builds on a **study published in mid-January 2023 at the request of the European Parliament (CULT Committee)** on “The European Universities Initiative: first lessons, main challenges and perspectives”¹⁰ (referred as “EP study on pilot Alliances” below).

Political sustainability

As indicated in the Renewed Mission Statement, the geographical expansion of the EC2U Alliance is already becoming a reality with:

- The **integration of two new FP Universities**: the Johannes Kepler University Linz, Austria, from the beginning of the consolidation phase and the University of Umeå, Sweden, later during the consolidation phase, with specific activities for fast-track integration;
- The **integration of a new AP University**: the Ivan Franko University of Lviv, Ukraine.

The consolidation phase is also characterized by a thematic extension, with the selection of a fourth SDG, and the implementation of new cooperation activities in capacity-building areas such as **Digital Education, Lifelong career (incl. Doctoral Training and Micro-credentials), Innovation and Transfer**. In other words, the consolidation is not a simple continuation of the pilot phase: it is a true progression towards the “EC2U model for the University of the Future”. As such, the **geographical expansion and the thematic extension demonstrate the true engagement of FP Universities and already provide a significant part of the mid- to long-term political sustainability of the Alliance**.

Another important element deals with the possibility, when appropriate, to provide a specific **legal statute to the Alliance**, as a tool for moving away from a project-based approach, among other potential benefits. Noteworthy, the EP study on pilot Alliances indicates that the creation of such legal entity could have a significant impact on the long-term sustainability of the European Universities initiative. The EC2U Governance is carefully following the discussions currently developed among all Alliances, via the FOREU2 subgroup on the “Alliances’ Legal Entity” and the future results of the projects selected under the 2022 pilot call for the Alliances’ legal statute, before taking any decision.

Financial sustainability

In the pilot phase, the FP Universities committed to support the Alliance activities by significant co-funding in addition to the European grant. This co-funding corresponded to the initial investment needed to launch an operational and sustainable Alliance. Now, in the consolidation phase, the **FP Universities continue to co-fund the Alliance development and have devised a threefold financial strategy** for the next period or “consolidated phase”.

First, during the pilot phase, a **Political and Financial Sustainability Plan** has been prepared (as a specific deliverable), after a mapping of internal and external funding instruments (another specific deliverable) that already support or could further support EC2U activities. This mapping is an added value to the consolidation phase as a database in the active search for future financial support.

Second, **new APs from private sectors** (AP1.6 B.Braun Medical; AP2.7 BluePharma; AP3.6 Antibiotice SA Iasi; AP5.7 Linz Center of Mechatronics; AP7.7 Iberdrola; AP8.6 Wärtsilä Finland Oy; AP10 Siemens Healthineers) are joining the EC2U consortium to fully engage in the activities of the consolidation phase:

⁹ https://research-and-innovation.ec.europa.eu/strategy/strategy-2020-2024/our-digital-future/european-research-area_en

¹⁰ <https://research4committees.blog/2023/01/18/publication-the-european-universities-initiative-first-lessons-main-challenges-and-perspectives/>

their participation could lead, in the mid and long term to additional financial support either in the form of direct contribution or participation to joint proposals submitted to a diversity of European and international funding instruments.

Third, in order to foster its international attractiveness and potential associated extra-resources, the EC2U Alliance has also already delivered its **Internationalisation Plan** during the pilot phase. It is composed of an updated mapping of all the components of internationalisation at EC2U members, including: 1. the existence of international campuses/offices and the number of enrolled international students; 2. the participation to international projects; 3. the membership to international networks and cooperation frameworks. This in-depth mapping allowed the identification of **joint global regions of interest** and recommendations for the internationalisation of the EC2U Alliance. The collected information should also serve the sustainability of the EC2U Alliance and allow foreseeing **synergies with European and non-European sources of funding**. Nevertheless, this EC2U financial strategy cannot be isolated from the potential evolutions of the European Universities initiative and associated regulatory and financial frameworks. The EC2U Governance, via its Associated Partner Coimbra Group (Co-Chair of the sub-group in charge of ERA Forum Action 13), is particularly interested in the upcoming discussions between the European Commission, the Members States and the Higher Education sector, where concepts inspired from existing Institutionalised Partnerships or COFUND could become potential instruments to provide long-term financial support to Alliances. Of course, such evolution would have an impact on both political and financial dimensions of the Alliances.

Priorities for the future

The EC2U model for the University of the Future is intimately **linked to the responsibility and accountability dimensions of the University towards society**. In the pursued trajectory, all activities combining a **humanistic, citizen-centred, and sustainability-oriented approach** should remain the priority, for their capacity to transform the Knowledge Square into a reality. The possibility to maintain these activities is very much depending on the available resources; the most resource-demanding actions are:

- The EC2U challenge-based Joint Master's Programmes
- The EC2U Virtual Institutes
- The EC2U Entrepreneurial Academy

These activities are at the crossroad of education, research and innovation: the development of a genuine synergy between the different European funding instruments (Erasmus+, Horizon Europe, EIT, etc.) should help their long-term sustainability. If the Alliance could maintain these activities beyond the consolidation phase, it would have truly achieved its motto: **Empower. Connect. Collaborate. Unite.**

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4. WORK PLAN, RESOURCES AND TIMING

4.1 Work plan

The new EC2U work plan is capitalising on the success of the pilot phase and is intensifying the progress made towards the general objectives and priorities of the call (c.f. section 1.1). The work plan is composed of ten Work Packages (WPs) that are described in section 1.1 and listed below: WP1-2-3-4-5-6-10 correspond to the intensification and deepening of pilot WPs, while WP7-8-9 focus on innovative activities in new thematic areas and/or new missions from the Knowledge Square.

The core activities and articulation between the 10 WPs (both thematic and operational links) are illustrated in Figure 4.

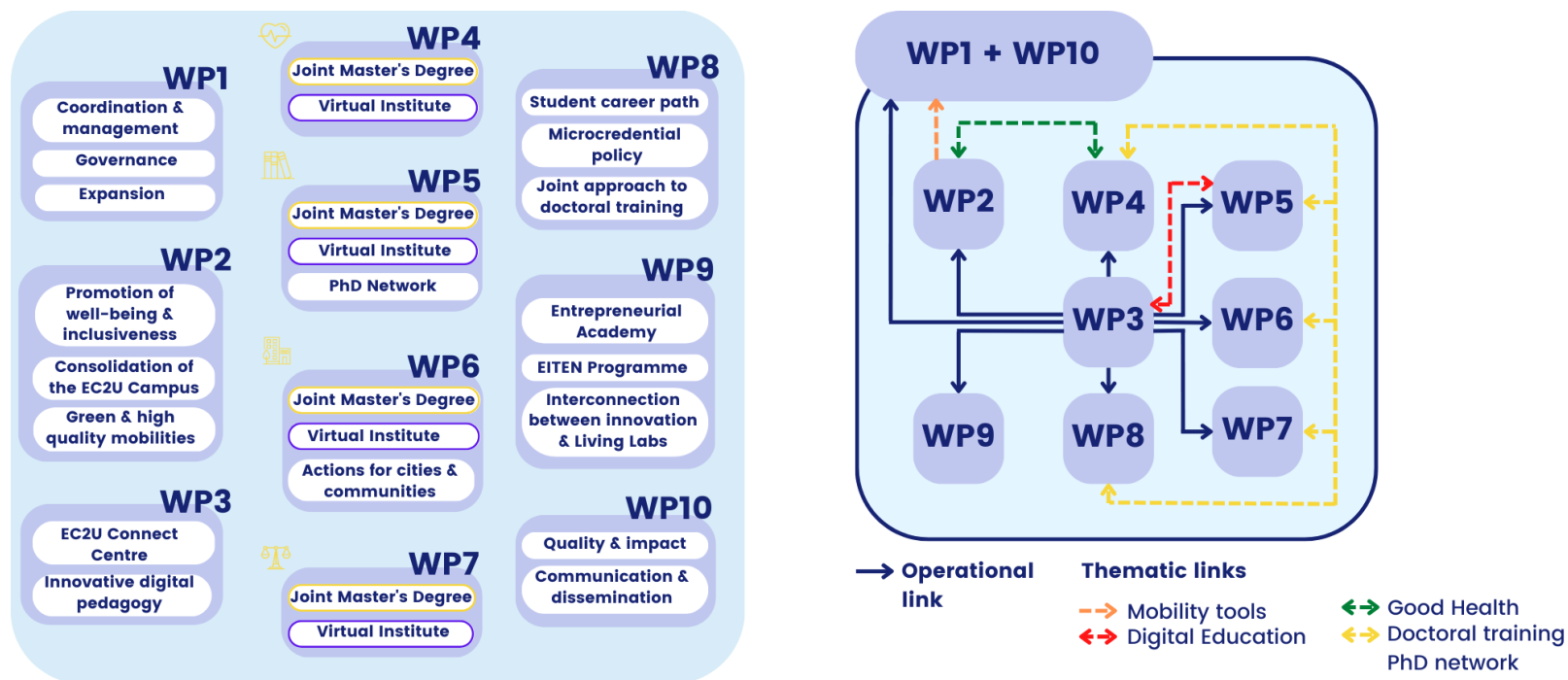


Figure 4. Core activities and articulation of Work Packages (from left to right)

4.2 Resources and timing

Subcontracting (n/a for prefixed Lump Sum Grants)

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?)
WP2	S2.1	Consolidate and expand the use of EC2U Mobile Application	Update of the EC2U mobile application “EC2U-My Mobile Tutor” and expansion of app to additional FPs. <i>Task: T2.2.3</i> <i>BEN: UTU</i>	€67 100	The EC2U App My Mobile Tutor (mmt.ec2u.eu), EC2U-MMT, was developed during the EC2U Alliance’s pilot phase and is currently used in all seven FP Universities. This product includes, firstly, a user-friendly mobile interface for students and staff to get the basic information about services, activities, events and facilities at the EC2U university and city where they are located, and secondly, an admin tool for the dedicated personnel of EC2U Alliance to update and maintain the content of their respective university and city. During the preparation of the pilot phase, an analysis of the FP Universities showed that none of them had the in-house skills/resources to develop the EC2U version of MMT: it was	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.

					thus included in the pilot work plan as “sub-contracting” and appeared as such in the Grant Agreement.	
WP3	S3.1	Technical support of the EC2U Connect Centre	IT Design and Development: technical project of the digital infrastructure <i>Task: T3.1.2</i> <i>BEN: UNIPV</i>	€125 000	Design and development of the digital infrastructure: the technologies used for the digital infrastructure of EC2U are not available at FP Universities. UNIPV will subcontract the technical design of specific digital tools (T3.1) as well as the technical support of the EC2U Connect Centre to third parties but will keep the full property of the infrastructure. Subcontracting will also involve the technical maintenance of the already existing infrastructure developed during the pilot phase.	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.
WP3	S3.2	Training on EC2U Connect Centre	Design and development of training materials <i>Task: T3.2</i> <i>BEN: UNIPV</i>	€25 000	The Alliance will need an expert in training on the digital infrastructure who is part of the developers' team. This task will be subcontracted to an external vendor with consolidated expertise in research infrastructure development in cooperation with non-academic partners like NGOs and private businesses, also involved	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.

					in the development of the digital infrastructure.	
WP3	S3.3	Research Workspace	Community development of researchers and support in the development of project proposals involving also non academic third parties; social impact assessment and ethical guidance for researchers <i>Task: T3.2.4</i> <i>BEN: UNIPV</i>	€50 000	The Alliance is not in capacity to develop the digital environment for researchers to support matchmaking for project applications, impact assessment of research, dissemination and ethical training (with a specific focus on gender gap). This will be subcontracted to an external vendor with a consolidated expertise in research infrastructure development in cooperation with non-academic partners like NGOs and private businesses.	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.
WP3	S3.4	EC2U Knowledge Hub	Interactive search tool for educational offer personalization, mobility planning, leveraging the Academic Courses and other shared datasets maintained on the EC2U Knowledge Hub. Source scouting, application integration for the development of a Job and Training opportunities Dataset, fostering opportunities for local private and public sectors. <i>Task: T3.2.5</i> <i>BEN: UNIPV</i>	€163 000	The Alliance, not having sufficient in-house skills, the decision is taken to subcontract technical developers for the matchmaking interface for the Research Workspace, the Interactive search tool for educational offer personalization and mobility planning, the application integration for the development of a Job and Training opportunities Dataset and, the Graph driven textual analysis tool. UNIPV will therefore	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.

					bring on contractors for coding activities on behalf of the Alliance but will keep full property of the products and full rights for sharing and disseminating the tools among the EC2U partners in perpetuity and without any additional fee.	
WP3	S3.5	Graph-Driven semantic classification and search engine for the harmonisation of policies	Production of taxonomies Graph Driven textual analysis Graph driven textual analysis tool <i>Task: T3.2.6</i> <i>BEN: UNIPV</i>	€145 000	The Alliance will need a subcontractor to develop taxonomies for the Graph driven textual analysis tool of documents on the career of the researchers in the Alliance. The subcontractor will act as liaison between the WP3 team and the third party vendors, for the development of the Natural Language Processing tool. The integration between subcontractors and subcontracted products and the University personnel is a guarantee for the best outcome and the technical maintenance of the digital infrastructure.	Public procurement process is carried out to guarantee the most advantageous combination of cost quality and sustainability.
Other issues: <i>If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.</i>			N/A			

Timetable

ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4				YEAR 5				YEAR 6			
	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4
T1.1																								
T1.2																								
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T9.1																								
T9.2																								
T9.3																								
T10.1																								
T10.2																								
T10.3																								

T10.4																							
T10.5																							
T10.6																							
T10.7																							

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5. 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.
N/A

#\$DEC-LAR-DL\$#

6. Annex 1: The Joint Mission Statement

ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

	Estimated EU contribution										
	Estimated eligible lump sum contributions (per work package)										Maximum grant amount ¹
	WP1 Coordination, Governance and Expansion of EC2U Alliance	WP2 Inclusive, Engaged and Mobile EC2U Community	WP3 Digital EC2U Alliance	WP4 SDG #3 “Good Health and Well-Being”	WP5 SDG #4 “Quality Education”	WP6 SDG #11 “Sustainable Cities and Communities”	WP7 SDG #16 “Peace, Justice and Strong Institutions”	WP8 EC2U Lifelong Career	WP9 EC2U Innovation Hub	WP10 Impact and Dissemination	
Forms of funding	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
	a	b	c	d	e	f	g	h	i	j	k = a + b + c + d + e + f + g + h + i + j
1 - UP	987 128.32	92 745.81	91 736.76	129 556.11	141 664.00	137 332.72	112 231.00	93 778.26	111 103.37	839 500.10	2 736 776.45
2 - UC	238 110.33	70 517.67	61 906.47	96 461.68	102 882.42	322 704.22	73 449.41	64 513.80	81 838.91	208 356.76	1 320 741.67
3 - UAIC	167 209.18	54 825.77	47 669.74	228 183.91	92 548.98	85 221.76	56 696.09	44 459.80	61 784.92	202 491.56	1 041 091.71
4 - UNI JENA	376 320.92	92 285.34	86 540.83	122 267.03	134 374.92	130 043.64	347 900.97	83 417.34	108 447.17	229 761.49	1 711 359.65
5 - JKU	333 822.93	86 246.48	77 635.28	103 303.08	115 410.97	111 079.69	85 977.96	286 518.08	100 054.62	222 348.70	1 522 397.79
6 - UNIPV	253 577.96	82 987.64	726 464.99	102 867.87	114 975.76	110 644.48	102 576.83	66 116.20	92 514.74	213 362.55	1 866 089.02
7 - USAL	264 665.52	75 734.03	66 307.08	93 469.16	330 243.73	101 245.78	76 144.05	66 592.12	173 524.20	215 089.07	1 463 014.74
8 - UTU	328 080.23	414 866.30	85 895.42	106 367.99	118 475.88	114 144.60	89 042.87	79 241.00	90 012.70	226 172.35	1 652 299.34
9 - Grand Poitiers											
10 - IH2EF											
11 - ESN Poitiers											
12 - EC2U StPoitiers											
13 - CHU DE POITIERS											
14 - B.BRAUN											
15 - CMC											
16 - CCDRC											
17 - ESN Coimbra											
18 - AAC											
19 - CHUC EPE											
20 - IPN											
21 - BLUEPHARMA											
22 - Municipiul Iasi											
23 - ADR North-East											
24 - ESN Iasi											
25 - IRO IASI											
26 - ARACIS											
27 - ANTIBIOTICE SA											
28 - STADT JENA											
29 - EIZ ERFURT											
30 - ESN Jena e.V.											
31 - UKJ											
32 - JenaVersum e.V.											
33 - medways e.V.											
34 - STADT LINZ											
35 - Land OOE											

	Estimated EU contribution										
	Estimated eligible lump sum contributions (per work package)										Maximum grant amount ¹
	WP1 Coordination, Governance and Expansion of EC2U Alliance	WP2 Inclusive, Engaged and Mobile EC2U Community	WP3 Digital EC2U Alliance	WP4 SDG #3 “Good Health and Well-Being”	WP5 SDG #4 “Quality Education”	WP6 SDG #11 “Sustainable Cities and Communities”	WP7 SDG #16 “Peace, Justice and Strong Institutions”	WP8 EC2U Lifelong Career	WP9 EC2U Innovation Hub	WP10 Impact and Dissemination	
	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	Lump sum contribution	
Forms of funding	a	b	c	d	e	f	g	h	i	j	k = a + b + c + d + e + f + g + h + i + j
36 - ESN Linz											
37 - ÖH JKU											
38 - KEPLERUNIKLINIK											
39 - WKOOE											
40 - LCM											
41 - SETTORE CULTURA											
42 - CIMEA											
43 - STEP ESN Pavia											
44 - AIESEC Pavia											
45 - IRCCS OSM											
46 - C.U.S. PAVIA											
47 - Polo PV											
48 - ASSOLOMBARDA											
49 - Aytosalamanca											
50 - C.EducaciónJCyL											
51 - ESN ESPANA											
52 - CAUS											
53 - PC USAL											
54 - COCISSA											
55 - IBERDROLA											
56 - CITY OF TURKU											
57 - VS-Liitto											
58 - ESN Uni Turku											
59 - TYKS											
60 - TSCP											
61 - Wartsila FIN											
62 - SH											
63 - IFNUL											
64 - CG											
65 - UMU	245 290.93	75 072.18	76 369.40	88 443.46	100 551.36	100 551.36	77 615.27	59 964.07	71 875.08	190 496.52	1 086 229.63
66 - IKSU											
67 - Region Västerbotten											
68 - UMEA KOMMUN											
69 - Umeå studentkår											
70 - UMU HOLDING											
71 - Västerbottens Handelskammare											
72 - Folkuniversitetet											
Σ consortium	3 194 206.32	1 045 281.22	1 320 525.97	1 070 920.29	1 251 128.02	1 212 968.25	1 021 634.45	844 600.67	891 155.71	2 547 579.10	14 400 000.00

¹ The 'maximum grant amount' is the maximum grant amount fixed in the grant agreement (on the basis of the sum of the beneficiaries' lump sum shares for the work packages).

DATA SHEET

1. General data

Project summary:

Project summary
The European Campus of City-Universities, or EC2U, is a multi-cultural multilingual Alliance of engaged, education- and research-driven European universities. Its ambition is to strengthen a pan-European Campus that empowers its community of over 200000 students, 25000 staff, and 2million citizens to become actors of change. To do so, EC2U increases cooperation, challenge-based, and innovative approaches to co-create joint activities. These activities are guided by 4 United Nations Sustainable Development Goals (SDGs): Good-Health & Well-Being; Quality Education; Sustainable Cities & Communities; Peace, Justice & Strong Institutions; allowing EC2U to lead relevant actions that respond to societal needs. EC2U's key activities include: - 4 Joint Master's Programmes (1 per SDG) with flexible, multi-disciplinary learning paths and embedded mobility schemes - 4 Virtual Institutes (1 per SDG) that increase cooperation in education, research and innovation, via educational offers, joint research projects, and networks of experts - Global/local activities allowing students and staff to fully-enjoy their campus life, via inclusive and well-being-oriented actions - Lifelong Learning to support student, staff, and citizen employability by micro-credential recognition - Capacity-building for talent development through entrepreneurial opportunities. All EC2U activities have a unique mobility component that fosters intercultural learning, peer-to-peer exchange, and a shared sense of European identity. The EC2U Community also benefits from a growing ecosystem of global and local stakeholders (such as cities, higher education regulatory bodies, private sector entities, student associations), which provides a sustainable participatory network. By 2030, EC2U reaches a new model of education, exchange, and learning that acts with and for its community. In other words, EC2U will Empower. Connect. Collaborate. Unite.

Keywords:

- Active citizenship, inclusive, culture, sport, innovative mobility, multilingual, intercultural, innovative curricula, inter-disciplinary, SDG 3-4-11-16, doctoral training, entrepreneurship, LLL

Project number: 101124589

Project name: European Campus of City-Universities

Project acronym: EC2U

Call: ERASMUS-EDU-2023-EUR-UNIV

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

Type of action: ERASMUS Lump Sum Grants

Granting authority: European Education and Culture Executive Agency

Grant managed through EU Funding & Tenders Portal: Yes (eGrants)

Project starting date: fixed date: 1 November 2023

Project end date: 31 October 2027

Project duration: 48 months

Consortium agreement: Yes

2. Participants

List of participants:

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount	Entry date	Exit date
1	COO	UP	UNIVERSITE DE POITIERS	FR	999859608	2 736 776.45		
2	BEN	UC	UNIVERSIDADE DE COIMBRA	PT	997826391	1 320 741.67		
3	BEN	UAIC	UNIVERSITATEA ALEXANDRU IOAN CUZA DIN IASI	RO	999887738	1 041 091.71		

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount	Entry date	Exit date
4	BEN	UNI JENA	FRIEDRICH-SCHILLER-UNIVERSITÄT JENA	DE	999868726	1 711 359.65		
5	BEN	JKU	UNIVERSITÄT LINZ	AT	999892976	1 522 397.79		
6	BEN	UNIPV	UNIVERSITÀ DEGLI STUDI DI PAVIA	IT	999893752	1 866 089.02		
7	BEN	USAL	UNIVERSIDAD DE SALAMANCA	ES	999846610	1 463 014.74		
8	BEN	UTU	TURUN YLIOPISTO	FI	999903064	1 652 299.34		
9	AP	Grand Poitiers	Grand Poitiers Communauté Urbaine	FR	910872875	0.00		
10	AP	IH2EF	Institut des Hautes Etudes de l'Education et de la Formation	FR	903924086	0.00		
11	AP	ESN Poitiers	Erasmus Student Network Poitiers	FR	884166253	0.00		
12	AP	EC2U StPoitiers	EC2U Students- Poitiers	FR	884193510	0.00		
13	AP	CHU DE POITIERS	CENTRE HOSPITALIER UNIVERSITAIRE DE POITIERS	FR	963664446	0.00		
14	AP	B.BRAUN	B. BRAUN MEDICAL CHASSENEUIL	FR	883715785	0.00		
15	AP	CMC	CAMARA MUNICIPAL DE COIMBRA	PT	987818028	0.00		
16	AP	CCDRC	COMISSAO DE COORDENACAO E DESENVOLVIMENTO REGIONAL DO CENTRO	PT	955664468	0.00		
17	AP	ESN Coimbra	ESN Coimbra- Erasmus Student Network	PT	884086616	0.00		
18	AP	AAC	AAC -Associação Académica de Coimbra	PT	925419868	0.00		
19	AP	CHUC EPE	UNIDADE LOCAL DE SAUDE DE COIMBRA EPE	PT	944023692	0.00		
20	AP	IPN	INSTITUTO PEDRO NUNES ASSOCIACAO PARA A INOVACAO E DESENVOLVIMENTO EM CIENCIA E TECNOLOGIA	PT	999578502	0.00		
21	AP	BLUEPHARMA	BLUEPHARMA - INDUSTRIA FARMACEUTICASA	PT	952690545	0.00		
22	AP	Municipiul Iasi	MUNICIPIUL IASI	RO	998884758	0.00		
23	AP	ADR North-East	AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST	RO	986565370	0.00		
24	AP	ESN Iasi	Asociatia pentru sustinerea proiectului Erasmus+	RO	905993969	0.00		
25	AP	IRO IASI	INSTITUTUL REGIONAL DE ONCOLOGIE IASI	RO	911325574	0.00		
26	AP	ARACIS	AGENTIA ROMANA DE ASIGURARE A CALITATII IN INVATAMANTUL SUPERIOR ARACIS	RO	939300083	0.00		
27	AP	ANTIBIOTICE SA	ANTIBIOTICE SA	RO	893573701	0.00		
28	AP	STADT JENA	STADT JENA	DE	927217278	0.00		
29	AP	EIZ ERFURT	EIZ Europäisches Informations-Zentrum in der Thüringer Staatskanzlei	DE	937228066	0.00		
30	AP	ESN Jena e.V.	Erasmus Student Network Jena e.V.	DE	936704848	0.00		
31	AP	UKJ	UNIVERSITÄTSKLINIKUM JENA	DE	998511114	0.00		
32	AP	JenaVersum e.V.	JenaVersum e.V.	DE	883918612	0.00		
33	AP	medways e.V.	medways e.V.	DE	968713975	0.00		
34	AP	STADT LINZ	STADT LINZ	AT	941627404	0.00		
35	AP	Land OOE	AMT DER OBERÖSTERREICH LANDESREGIERUNG	AT	998381910	0.00		
36	AP	ESN Linz	Erasmus Student Network Linz / ÖH Refi	AT	883821030	0.00		
37	AP	ÖH JKU	Österreichische Hochschüler_innenschaft an der Johannes Kepler Universität Linz	AT	883821321	0.00		
38	AP	KEPLERUNIKLINIK	KEPLER UNIVERSITÄTSKLINIKUM GMBH	AT	918260007	0.00		
39	AP	WKOÖE	WIRTSCHAFTSKAMMER OBERÖSTERREICH	AT	999728755	0.00		
40	AP	LCM	LINZ CENTER OF MECHATRONICS GMBH	AT	996537940	0.00		
41	AP	SETTORE CULTURA	COMUNE DI PAVIA	IT	937104391	0.00		

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount	Entry date	Exit date
42	AP	CIMEA	ASSOCIAZIONE CIMEA	IT	948603741	0.00		
43	AP	STEP ESN Pavia	Studenti Erasmus Pavia	IT	900558089	0.00		
44	AP (IO)	AIIESEC Pavia	AIIESEC Italy (Local committee of Pavia)	IT	883736446	0.00		
45	AP	IRCCS OSM	FONDAZIONE IRCCS POLICLINICO SAN MATTEO	IT	999582285	0.00		
46	AP	C.U.S. PAVIA	C.U.S. PAVIA, A.S.D.	IT	893908254	0.00		
47	AP	Polo PV	POLO TECNOLOGICO DI PAVIA SRL	IT	883824910	0.00		
48	AP	ASSOLOMBARDA	ASSOCIAZIONE INDUSTRIALE LOMBARDA DEI TERRITORI DI MILANO LODI MONZA E BRIANZA PAVIA	IT	923375981	0.00		
49	AP	Aytosalamanca	AYUNTAMIENTO DE SALAMANCA	ES	928351693	0.00		
50	AP	C.EducaciónJCyL	CONSEJERIA DE EDUCACION DE LA JUNTA DE CASTILLA Y LEON	ES	944318281	0.00		
51	AP	ESN ESPANA	FEDERACION ERASMUS STUDENT NETWORK ESPANA	ES	940134865	0.00		
52	AP	CAUS	Complejo Asistencial Universitario de Salamanca	ES	883872440	0.00		
53	AP	PC USAL	FUNDACION PARQUE CIENTIFICO DE LA UNIVERSIDAD DE SALAMANCA	ES	941418563	0.00		
54	AP	COCISSA	CÁMARA OFICIAL DE COMERCIO, INDUSTRIA Y SERVICIOS DE SALAMANCA	ES	884208157	0.00		
55	AP	IBERDROLA	IBERDROLA SA	ES	998885340	0.00		
56	AP	CITY OF TURKU	TURUN KAUPUNKI	FI	993966082	0.00		
57	AP	VS-Liitto	VARSINAIS-SUOMEN LIITTO	FI	950866460	0.00		
58	AP	ESN Uni Turku	Erasmus Student Network University of Turku ry	FI	883772433	0.00		
59	AP	TYKS	VARSINAIS-SUOMEN SAIRAANHOITOPIIRIN KUNTAYHTYMA	FI	999495858	0.00		
60	AP	TSCP	BUSINESS TURKU OY AB	FI	950541316	0.00		
61	AP	Wartsila FIN	WARTSILA FINLAND OY	FI	998907553	0.00		
62	AP	SH	SIEMENS HEALTHCARE SAS	FR	890689988	0.00		
63	AP	IFNUL	IVAN FRANKO NATIONAL UNIVERSITY OF LVIV	UA	967410489	0.00		
64	AP	CG	COIMBRA GROUP ASBL	BE	947388816	0.00		
65	BEN	UMU	UMEA UNIVERSITET	SE	999881821	1 086 229.63	1/5/2025	
66	AP	IKSU	Idrottsklubben Studenterna i Umeå	SE	873970874	0.00	1/5/2025	
67	AP	Region Västerbotten	REGION VASTERBOTTEN	SE	996375659	0.00	1/5/2025	
68	AP	UMEA KOMMUN	UMEA KOMMUN	SE	999651446	0.00	1/5/2025	
69	AP	Umeå studentkår	Umeå studentkår	SE	873942550	0.00	1/5/2025	
70	AP	UMU HOLDING	Umeå University Holding AB	SE	887560962	0.00	1/5/2025	
71	AP	Västerbottens Handelskammare	Handelskammarens Service, AC län AB	SE	874169336	0.00	1/5/2025	
72	AP	Folkuniversitetet	Folkuniversitetet Stiftelsen kursverksamheten vid Umeå universitet	SE	872865753	0.00	1/5/2025	
Total						14 400 000.00		

Coordinator:

– UNIVERSITE DE POITIERS (UP): from 18 October 2023 to present

3. Grant

Maximum grant amount, total estimated eligible costs and contributions and funding rate:

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
14 400 000.00	14 400 000.00

Grant form: Lump Sum

Grant mode: Action grant

Budget categories/activity types: Lump sum contributions

Cost eligibility options: n/a

Budget flexibility: No

4. Reporting, payments and recoveries

4.1 Continuous reporting (art 21)

Deliverables: see Funding & Tenders Portal Continuous Reporting tool

4.2 Periodic reporting and payments

Reporting and payment schedule (art 21, 22):

Reporting					Payments	
Reporting periods			Type	Deadline	Type	Deadline (time to pay)
RP No	Month from	Month to				
					Initial prefinancing	30 days from entry into force/ financial guarantee (if required) – whichever is the latest
1	1	24	Additional prefinancing report	60 days after end of reporting period	Additional prefinancing	60 days from receiving additional prefinancing report/ financial guarantee (if required) – whichever is the latest
2	25	48	Periodic report	60 days after end of reporting period	Final payment	90 days from receiving periodic report

Prefinancing payments and guarantees:

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
Prefinancing 1 (initial)	5 760 000.00	n/a	1 - UP	n/a
			2 - UC	n/a
			3 - UAIC	n/a
			4 - UNI JENA	n/a
			5 - JKU	n/a

Prefinancing payment		Prefinancing guarantee		
Type	Amount	Guarantee amount	Division per participant	
			6 - UNIPV	n/a
			7 - USAL	n/a
			8 - UTU	n/a
			65 - UMU	n/a
Prefinancing 2 (additional)	5 760 000.00	n/a	1 - UP	n/a
			2 - UC	n/a
			3 - UAIC	n/a
			4 - UNI JENA	n/a
			5 - JKU	n/a
			6 - UNIPV	n/a
			7 - USAL	n/a
			8 - UTU	n/a
			65 - UMU	n/a

Reporting and payment modalities (art 21, 22):

Mutual Insurance Mechanism (MIM): No

Restrictions on distribution of initial prefinancing: The prefinancing may be distributed only if the minimum number of beneficiaries set out in the call conditions (if any) have acceded to the Agreement and only to beneficiaries that have acceded.

Interim payment ceiling (if any): 100% of the maximum grant amount

No-profit rule: n/a

Late payment interest: ECB + 3.5%

Bank account for payments:

FR7610071860000000100278758

Conversion into euros: n/a

Reporting language: Language of the Agreement

4.3 Certificates (art 24): n/a

4.4 Recoveries (art 22)

First-line liability for recoveries:

Beneficiary termination: Beneficiary concerned

Final payment: Coordinator

After final payment: Beneficiary concerned

Joint and several liability for enforced recoveries (in case of non-payment):

Limited joint and several liability of other beneficiaries — up to the maximum grant amount of the beneficiary

Joint and several liability of affiliated entities — n/a

5. Consequences of non-compliance, applicable law & dispute settlement forum

Applicable law (art 43):

Standard applicable law regime: EU law + law of Belgium

Dispute settlement forum (art 43):

Standard dispute settlement forum:

EU beneficiaries: EU General Court + EU Court of Justice (on appeal)

Non-EU beneficiaries: Courts of Brussels, Belgium (unless an international agreement provides for the enforceability of EU court judgements)

6. Other

Specific rules (Annex 5): Yes

Standard time-limits after project end:

Confidentiality (for X years after final payment): 5

Record-keeping (for X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Reviews (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Audits (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Extension of findings from other grants to this grant (no later than X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)

Impact evaluation (up to X years after final payment): 5 (or 3 for grants of not more than EUR 60 000)



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