EUROPEAN EDUCATION AND CULTURE EXECUTIVE AGENCY (EACEA)

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

GRANT AGREEMENT

Project 101124794 — NEOLAiA

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':

UNIVERSIDAD DE JAEN (UJA), PIC 999849423, established in CAMPUS LAS LAGUNILLAS SN EDIFICO B1 VICERRECTORADO DE INVESTIGACION DESAR TECN E INNOVACION, JAEN 23071, Spain,

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

2. **UNIVERSITAET BIELEFELD (UNIBI)**, PIC 999854370, established in UNIVERSITAETSSTRASSE 25, BIELEFELD 33615, Germany,

3. **OSTRAVSKA UNIVERZITA (OU)**, PIC 998738870, established in DVORAKOVA 7, OSTRAVA 701 03, Czechia,

4. **UNIVERSITATEA STEFAN CEL MARE DIN SUCEAVA (USV)**, PIC 999522339, established in STRADA UNIVERSITY 13, SUCEAVA 720229, Romania,

5. **SIAULIU VALSTYBINE KOLEGIJA (SKV)**, PIC 949026467, established in AUSROS AL. 40, SIAULIAI 76241, Lithuania,

6. **UNIVERSITA DEGLI STUDI DI SALERNO (UNISA)**, PIC 999899184, established in VIA GIOVANNI PAOLO II 132, FISCIANO SA 84084, Italy,

7. **OREBRO UNIVERSITY (ORU)**, PIC 999650088, established in FAKULTETSGATAN 1, OREBRO 70182, Sweden,

8. **UNIVERSITE DE TOURS (UT)**, PIC 999867271, established in RUE DU PLAT D ETAIN 60, TOURS 37020, France,

9. **EDEX - EDUCATIONAL EXCELLENCE CORPORATION LIMITED (UNIC)**, PIC 999577726, established in MAKEDONITISAS AVENUE 46, NICOSIA 1700, Cyprus,

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 action[1]

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)

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[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
NEOLAiA is transforming regional connectivity by embracing (i) digital transformation, through (ii) inclusion and diversity in a context of (iii) enhanced mobility. These are the 3 key NEOLAiA pillars that support our alliance, founded in 2019 by young dynamic universities from 9 European countries. We see our role within small and mid-sized cities with the potential to boldly transform the European higher education system and society, from a bottom-up perspective, bringing sustainable innovations for social and economic prosperity not only to our regions, but to the EU as a whole and beyond. Our vision and premise are predicated on strong values as a European University, firmly supported in its three core missions of (i) educating our citizens for an informed, inclusive and diverse union of nations; (ii) researching for new knowledge creation with purpose and, (iii) engaging with our societies, giving them voice in a context of increased dilemmas, between an inequitable globalization model and towards an unknown future. We have concluded in our 3.5 years of alliance that there is an extensive area of progress to be made. We strive to address these needs and to materialize this vision by (i) transforming higher education for students, academics and staff, through innovative and interactive experiences that are relevant to our regions, their interconnectedness and improved ability to face shared challenges. We will achieve this by (ii) working collaboratively towards a fully integrated and inclusive alliance of regions based on novel transnational European legal entities and by (iii) enacting our activities on regionally-rooted education, research and societal engagement to improve our communities mutual collaboration, understanding and wellbeing. Our current and future endeavors will lead NEOLAiA to experiment and cooperate with the broader goal of building a truly integrated European University that best serves the present and future needs of its communities.

Keywords:

  – Digital Transformation; Diversity and inclusion; Enhanced Mobility; Global health; Regional Connectivity

Project number: 101124794

Project name: NEOLAiA – Transforming Regions for an Inclusive Europe

Project acronym: NEOLAiA

Call: ERASMUS-EDU-2023-EUR-UNIV

Topic: ERASMUS-EDU-2023-EUR-UNIV-2

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 January 2024

Project end date: 31 December 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	UJA	UNIVERSIDAD DE JAEN	ES	999849423	2 131 578.00
2	BEN	UNIBI	UNIVERSITAET BIELEFELD	DE	999854370	1 711 273.00
3	BEN	OU	OSTRAVSKA UNIVERZITA	CZ	998738870	1 453 528.00
4	BEN	USV	UNIVERSITATEA STEFAN CEL MARE DIN SUCEAVA	RO	999522339	1 224 365.00
5	BEN	SKV	SIAULIU VALSTYBINE KOLEGIJA	LT	949026467	917 637.00

N°	Role	Short name	Legal name	Ctry	PIC	Max grant amount
6	BEN	UNISA	UNIVERSITA DEGLI STUDI DI SALERNO	IT	999899184	1 585 254.00
7	BEN	ORU	OREBRO UNIVERSITY	SE	999650088	2 134 357.00
8	BEN	UT	UNIVERSITE DE TOURS	FR	999867271	1 655 728.00
9	BEN	UNIC	EDEX - EDUCATIONAL EXCELLENCE CORPORATION LIMITED	CY	999577726	1 584 681.00
10	AP	Macrosad S.C.A.	Macrosad S.C.A.	ES	941604609	0.00
11	AP	Innovasur	Innovaciones Tecnológicas del Sur SL	ES	937054048	0.00
12	AP	DIPUJAEN	DIPUTACION PROVINCIAL DE JAEN	ES	998911336	0.00
13	AP	UNZE	JAVNA USTANOVA UNIVERZITET U ZENICI UNIVERSITAS STUDIORUM ZENICAENSIS	BA	971954454	0.00
14	AP	BIELEFELD	STADT BIELEFELD	DE	933990206	0.00
15	AP	BETHEL	Stiftung Bethel	DE	900231393	0.00
16	AP	NaUKMA	NATIONAL UNIVERSITY OF KYIV-MOHYLA ACADEMY	UA	955856431	0.00
17	AP	CODECACY	CODECA - CENTER FOR SOCIAL COHESIONDEVELOPMENT AND CARE LIMITED	CY	892188250	0.00
18	AP	CARDET	CARDET CENTRE FOR THE ADVANCEMENT OF RESEARCH & DEVELOPMENT IN EDUCATIONAL TECHNOLOGY LIMITED	CY	999738552	0.00
19	AP	CYENS CoE	CYENS CENTRE OF EXCELLENCE	CY	906763761	0.00
20	AP	BGKU	BORYS GRINCHENKO KYIV UNIVERSITY	UA	967966493	0.00
21	AP	Teen Enterprise	Teen Enterprise	CZ	886958980	0.00
22	AP	VIRTUALREAL	VIRTUAL REAL LIFE s.r.o.	CZ	901067145	0.00
23	AP	CENTRUMNAROVINU	Centrum Narovinu, o.p.s.	CZ	886953742	0.00
24	AP	ADRNORDEST	AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST	RO	986565370	0.00
25	AP	TUM	UNIVERSITATEA TEHNICA A MOLDOVEI	MD	997958020	0.00
26	AP	CYFNU YFCNU	CHERNIVTSI NATIONAL UNIVERSITY YURIY FEDKOVYCH	UA	999501387	0.00
27	AP	CCI SV	CAMERA DE COMERT SI INDUSTRIE SUCEAVA	RO	954736469	0.00
28	AP	SMM	LIETUVOS RESPUBLIKOS SVIETIMO, MOKSLO IR SPORTO MINISTERIJA	LT	937840136	0.00
29	AP	APSKRITASIS	Siauliai jaunimo organizaciju asociacija "Apskritasis stalas"	LT	905913071	0.00
30	AP	RUMAI	SIAULIU PREKYBOS PRAMONES IR AMATU RUMAI	LT	940751300	0.00
31	AP	CIU	CAUCASUS INTERNATIONAL UNIVERSITY LLC	GE	934254531	0.00
32	AP	012Factory	012factory Spa Società Benefit	IT	930944212	0.00
33	AP	COFINDUSTRIA	ASSOCIAZIONE INDUSTRIALI DELLA PROVINCIA DI SALERNO	IT	942961251	0.00
34	AP	BIMED	BIENNALE DELLE ARTI E DELLE SCIENZE DEL MEDITERRANEO	IT	933464854	0.00
35	AP	ALBANIANUNI	UFO	AL	919766417	0.00
36	AP	SKR	SVERIGES KOMMUNER OCH REGIONER	SE	998829371	0.00
37	AP	OREBROSTUDENT	Örebro studentkår	SE	886816681	0.00
38	AP	SCB	STATISTISKA CENTRALBYRAN	SE	995812089	0.00
39	AP	REGIONOREBROLAN	OREBRO LANS LANDSTING	SE	968737740	0.00
40	AP	ADEB	Association pour le développement de l'enseignement bi/plurilingue	FR	886788260	0.00
41	AP	LESTUDIUM-IAS	LE STUDIUM, AGENCE REGIONALE DE RECHERCHE ET D'ACCEUIL INTERNATIONAL DE CHERCHEURS ASSOCIES	FR	952518564	0.00
42	AP	CENTREVDLOIRE	REGION CENTRE-VAL DE LOIRE	FR	948882228	0.00
43	AP	SSU	SUMY STATE UNIVERSITY	UA	986104232	0.00
44	AP	OETKER	Kommanditgesellschaft	DE	883578336	0.00
Total						14 398 401.00

Coordinator:

    –   UNIVERSIDAD DE JAEN (UJA)

3. Grant

Maximum grant amount, total estimated eligible costs and contributions and funding rate:

Maximum grant amount (Annex 2)	Maximum grant amount (award decision)
14 398 401.00	14 398 401.00

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)	5 759 360.40	n/a	1 - UJA	n/a
			2 - UNIBI	n/a
			3 - OU	n/a
			4 - USV	n/a
			5 - SKV	n/a
			6 - UNISA	n/a
			7 - ORU	n/a
			8 - UT	n/a
			9 - UNIC	n/a
Prefinancing 2 (additional)	5 759 360.40	n/a	1 - UJA	n/a
			2 - UNIBI	n/a
			3 - OU	n/a
			4 - USV	n/a
			5 - SKV	n/a
			6 - UNISA	n/a
			7 - ORU	n/a
			8 - UT	n/a
			9 - UNIC	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 condititions (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:

ES3230670109311150652129

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 2018/1046[4] 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

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[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 2017/1371[5] and Article 1 of the Convention on the protection of the European Communities' financial interests, drawn up by the Council Act of 26 July 1995[6], 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 2988/95[7].

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 **101124794 — NEOLAiA** ('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

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[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 grant[8] 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.

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[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':

- **Macrosad S.C.A. (Macrosad S.C.A.)**, PIC 941604609

- **Innovaciones Tecnológicas del Sur SL (Innovasur)**, PIC 937054048

- **DIPUTACION PROVINCIAL DE JAEN (DIPUJAEN)**, PIC 998911336

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[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."

- **JAVNA USTANOVA UNIVERZITET U ZENICI UNIVERSITAS STUDIORUM ZENICAENSIS (UNZE)**, PIC 971954454

- **STADT BIELEFELD (BIELEFELD)**, PIC 933990206

- **Stiftung Bethel (BETHEL)**, PIC 900231393

- **NATIONAL UNIVERSITY OF KYIV-MOHYLA ACADEMY (NaUKMA)**, PIC 955856431

- **CODECA - CENTER FOR SOCIAL COHESIONDEVELOPMENT AND CARE LIMITED (CODECACY)**, PIC 892188250

- **CARDET CENTRE FOR THE ADVANCEMENT OF RESEARCH & DEVELOPMENT IN EDUCATIONAL TECHNOLOGY LIMITED (CARDET)**, PIC 999738552

- **CYENS CENTRE OF EXCELLENCE (CYENS CoE)**, PIC 906763761

- **BORYS GRINCHENKO KYIV UNIVERSITY (BGKU)**, PIC 967966493

- **Teen Enterprise (Teen Enterprise)**, PIC 886958980

- **VIRTUAL REAL LIFE s.r.o. (VIRTUALREAL)**, PIC 901067145

- **Centrum Narovinu, o.p.s. (CENTRUMNAROVINU)**, PIC 886953742

- **AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST (ADRNORDEST)**, PIC 986565370

- **UNIVERSITATEA TEHNICA A MOLDOVEI (TUM)**, PIC 997958020

- **CHERNIVTSI NATIONAL UNIVERSITY YURIY FEDKOVYCH (CYFNU YFCNU)**, PIC 999501387

- **CAMERA DE COMERT SI INDUSTRIE SUCEAVA (CCI SV)**, PIC 954736469

- **LIETUVOS RESPUBLIKOS SVIETIMO, MOKSLO IR SPORTO MINISTERIJA (SMM)**, PIC 937840136

- **Siauliai jaunimo organizaciju asociacija "Apskritasis stalas" (APSKRITASIS)**, PIC 905913071

- **SIAULIU PREKYBOS PRAMONES IR AMATU RUMAI (RUMAI)**, PIC 940751300

- **CAUCASUS INTERNATIONAL UNIVERSITY LLC (CIU)**, PIC 934254531

- **012factory Spa Società Benefit (012Factory)**, PIC 930944212

- **ASSOCIAZIONE INDUSTRIALI DELLA PROVINCIA DI SALERNO (COFINDUSTRIA)**, PIC 942961251

- **BIENNALE DELLE ARTI E DELLE SCIENZE DEL MEDITERRANEO (BIMED)**, PIC 933464854

- **UFO (ALBANIANUNI)**, PIC 919766417

- **SVERIGES KOMMUNER OCH REGIONER (SKR)**, PIC 998829371

- **Örebro studentkår (OREBROSTUDENT)**, PIC 886816681

- **STATISTISKA CENTRALBYRAN (SCB)**, PIC 995812089

- **OREBRO LANS LANDSTING (REGIONOREBROLAN)**, PIC 968737740

- **Association pour le développement de l'enseignement bi/plurilingue (ADEB)**, PIC 886788260

- **LE STUDIUM, AGENCE REGIONALE DE RECHERCHE ET D'ACCEUIL INTERNATIONAL DE CHERCHEURS ASSOCIES (LESTUDIUM-IAS)**, PIC 952518564

- **REGION CENTRE-VAL DE LOIRE (CENTREVDLOIRE)**, PIC 948882228

- **SUMY STATE UNIVERSITY (SSU)**, PIC 986104232

- **Kommanditgesellschaft (OETKER)**, PIC 883578336

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/EC[11]

-    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:

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[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).

- 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).

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 2015/444[12] 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).

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[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).

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

ARTICLE 15 — DATA PROTECTION

15.1 Data processing by the granting authority

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 2018/1725[13].

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 2016/679[14]).

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

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[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).

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

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):

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:

$\Big\{$total accepted EU contribution for the beneficiary

minus

{prefinancing and interim payments received (if any)}$\Big\}$.

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:

{final grant amount

minus

{prefinancing and interim payments made (if any)}}.

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:

$$\left\{ \left\{ \frac{\text{total accepted EU contribution for the beneficiary}}{\text{total accepted EU contribution for the action}} \right\} \times \text{final grant amount for the action} \right\}$$

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 2015/2366[15] 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.

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[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).

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).

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 883/2013[16] and No 2185/96[17]

- 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

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[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).

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 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 2988/95[18]).

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,

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[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).

- 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.

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 1182/71[19], 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:

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[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).

- 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.

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   For the granting authority
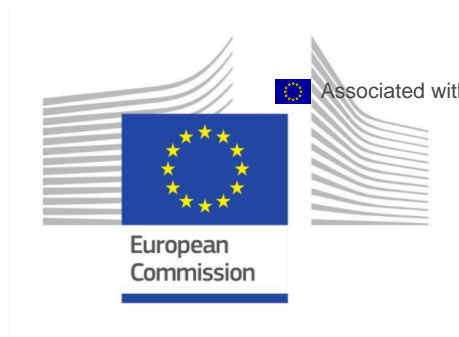
ANNEX 1

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:	101124794
Project name:	NEOLAiA – Transforming Regions for an Inclusive Europe
Project acronym:	NEOLAiA
Call:	ERASMUS-EDU-2023-EUR-UNIV
Topic:	ERASMUS-EDU-2023-EUR-UNIV-2
Type of action:	ERASMUS-LS
Service:	EACEA/A/01
Project starting date:	fixed date: 1 January 2024
Project duration:	48 months

TABLE OF CONTENTS

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.*
NEOLAiA is transforming regional connectivity by embracing (i) digital transformation, through (ii) inclusion and diversity in a context of (iii) enhanced mobility. These are the 3 key NEOLAiA pillars that support our alliance, founded in 2019 by young dynamic universities from 9 European countries. We see our role within small and mid-sized cities with the potential to boldly transform the European higher education system and society, from a bottom-up perspective, bringing sustainable innovations for social and economic prosperity not only to our regions, but to the EU as a whole and beyond. Our vision and premise are predicated on strong values as a European University, firmly supported in its three core missions of (i) educating our citizens for an informed, inclusive and diverse union of nations; (ii) researching for new knowledge creation with purpose and, (iii) engaging with our societies, giving them voice in a context of increased dilemmas, between an inequitable globalization model and towards an unknown future. We have concluded in our 3.5 years of alliance that there is an extensive area of progress to be made. We strive to address these needs and to materialize this vision by (i) transforming higher education for students, academics and staff, through innovative and interactive experiences that are relevant to our regions, their interconnectedness and improved ability to face shared challenges. We will achieve this by (ii) working collaboratively towards a fully integrated and inclusive alliance of regions based on novel transnational European legal entities and by (iii) enacting our activities on regionally-rooted education, research and societal engagement to improve our communities mutual collaboration, understanding and wellbeing. Our current and future endeavors will lead NEOLAiA to experiment and cooperate with the broader goal of building a truly integrated European University that best serves the present and future needs of its communities.

LIST OF PARTICIPANTS

PARTICIPANTS					
Grant Preparation (Beneficiaries screen) — Enter the info.					

Number	**Role**	**Short name**	**Legal name**	**Country**	**PIC**
1	COO	UJA	UNIVERSIDAD DE JAEN	ES	999849423
2	BEN	UNIBI	UNIVERSITAET BIELEFELD	DE	999854370
3	BEN	OU	OSTRAVSKA UNIVERZITA	CZ	998738870
4	BEN	USV	UNIVERSITATEA STEFAN CEL MARE DIN SUCEAVA	RO	999522339
5	BEN	SKV	SIAULIU VALSTYBINE KOLEGIJA	LT	949026467
6	BEN	UNISA	UNIVERSITA DEGLI STUDI DI SALERNO	IT	999899184
7	BEN	ORU	OREBRO UNIVERSITY	SE	999650088
8	BEN	UT	UNIVERSITE DE TOURS	FR	999867271
9	BEN	UNIC	EDEX - EDUCATIONAL EXCELLENCE CORPORATION LIMITED	CY	999577726
10	AP	Macrosad S.C.A.	Macrosad S.C.A.	ES	941604609

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
11	AP	Innovasur	Innovaciones Tecnológicas del Sur SL	ES	937054048
12	AP	DIPUJAEN	DIPUTACION PROVINCIAL DE JAEN	ES	998911336
13	AP	UNZE	JAVNA USTANOVA UNIVERZITET U ZENICI UNIVERSITAS STUDIORUM ZENICAENSIS	BA	971954454
14	AP	BIELEFELD	STADT BIELEFELD	DE	933990206
15	AP	BETHEL	Stiftung Bethel	DE	900231393
16	AP	NaUKMA	NATIONAL UNIVERSITY OF KYIV-MOHYLA ACADEMY	UA	955856431
17	AP	CODECACY	CODECA - CENTER FOR SOCIAL COHESIONDEVELOPMENT AND CARE LIMITED	CY	892188250
18	AP	CARDET	CARDET CENTRE FOR THE ADVANCEMENT OF RESEARCH & DEVELOPMENT IN EDUCATIONAL TECHNOLOGY LIMITED	CY	999738552
19	AP	CYENS CoE	CYENS CENTRE OF EXCELLENCE	CY	906763761
20	AP	BGKU	BORYS GRINCHENKO KYIV UNIVERSITY	UA	967966493
21	AP	Teen Enterprise	Teen Enterprise	CZ	886958980
22	AP	VIRTUALREAL	VIRTUAL REAL LIFE s.r.o.	CZ	901067145
23	AP	CENTRUMNAROV	Centrum Narovinu, o.p.s.	CZ	886953742
24	AP	ADRNORDEST	AGENTIA PENTRU DEZVOLTARE REGIONALANORD-EST	RO	986565370
25	AP	TUM	UNIVERSITATEA TEHNICA A MOLDOVEI	MD	997958020
26	AP	CYFNU YFCNU	CHERNIVTSI NATIONAL UNIVERSITY YURIY FEDKOVYCH	UA	999501387
27	AP	CCI SV	CAMERA DE COMERT SI INDUSTRIE SUCEAVA	RO	954736469
28	AP	SMM	LIETUVOS RESPUBLIKOS SVIETIMO, MOKSLO IR SPORTO MINISTERIJA	LT	937840136
29	AP	APSKRITASIS	Siauliai jaunimo organizaciju asociacija "Apskritasis stalas"	LT	905913071
30	AP	RUMAI	SIAULIU PREKYBOS PRAMONES IR AMATU RUMAI	LT	940751300
31	AP	CIU	CAUCASUS INTERNATIONAL UNIVERSITY LLC	GE	934254531
32	AP	012Factory	012factory Spa Società Benefit	IT	930944212
33	AP	COFINDUSTRIA	ASSOCIAZIONE INDUSTRIALI DELLA PROVINCIA DI SALERNO	IT	942961251
34	AP	BIMED	BIENNALE DELLE ARTI E DELLE SCIENZE DEL MEDITERRANEO	IT	933464854
35	AP	ALBANIANUNI	UFO	AL	919766417

PARTICIPANTS

Grant Preparation (Beneficiaries screen) — Enter the info.

Number	Role	Short name	Legal name	Country	PIC
36	AP	SKR	SVERIGES KOMMUNER OCH REGIONER	SE	998829371
37	AP	OREBROSTUDENT	Örebro studentkår	SE	886816681
38	AP	SCB	STATISTISKA CENTRALBYRAN	SE	995812089
39	AP	REGIONOREBROL	OREBRO LANS LANDSTING	SE	968737740
40	AP	ADEB	Association pour le développement de l'enseignement bi/plurilingue	FR	886788260
41	AP	LESTUDIUM-IAS	LE STUDIUM, AGENCE REGIONALE DE RECHERCHE ET D'ACCEUIL INTERNATIONAL DE CHERCHEURS ASSOCIES	FR	952518564
42	AP	CENTREVDLOIRE	REGION CENTRE-VAL DE LOIRE	FR	948882228
43	AP	SSU	SUMY STATE UNIVERSITY	UA	986104232
44	AP	OETKER	Kommanditgesellschaft	DE	883578336

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	Project Management	1 - UJA	255.00	1	48	D1.1 – Project Management Framework D1.2 – Intermediate report on NEOLAiA governance, quality assurance and risk management D1.3 – Final report on NEOLAiA governance, quality assurance and risk management
WP2	Improving Teaching and Learning	8 - UT	293.00	1	48	D2.1 – Report on planing teaching and learning activities D2.2 – Intermediate Report on setting up teaching and learning activities D2.3 – Final repport on setting up teaching and learning activities
WP3	Diversity and Inclusion - Overcoming barriers to participation	2 - UNIBI	167.00	1	48	D3.1 – NEOcharter D3.2 – D&I Needs analysis D3.3 – NEObest practice examples
WP4	Enhanced Mobility	3 - OU	221.00	1	48	D4.1 – NEOLAiA mobility programme online guide D4.2 – Initial Report on setting up the Mobility Support Team D4.3 – NEOLAiA mobility final programme online guide & final assessment report
WP5	Increasing Regional Research Impact	7 - ORU	195.00	1	48	D5.1 – White paper: High-quality research with regional impact

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
						D5.2 – Work plan and organizational structure D5.3 – Intermediate report on High-quality research with regional impact
WP6	Entrepreneurship - NEOLAiA Capabilities for the Society of Tomorrow	4 - USV	218.00	1	46	D6.1 – NEOLAiA Entrepreneurship Charter D6.2 – Final report for organization and integration of support system for entrepreneurship D6.3 – Standard operational TAFE procedure
WP7	Towards a plurilingual and intercultural European University	1 - UJA	129.00	1	46	D7.1 – Accreditation course training materials D7.2 – Language policy white paper D7.3 – Final report on and intercultural and plurilingual NEOLAiA European University
WP8	Adopting and Sustaining Open Science	6 - UNISA	238.00	1	48	D8.1 – Inital Report on the NEOLAiA Open Science Policy D8.2 – Intermediate Report on the NEOLAiA Open Science Policy D8.3 – Conclusion Report on the NEOLAiA Open Science Policy
WP9	Digital Transformation	9 - UNIC	206.00	1	48	D9.1 – Foundations of achieving digital transformation: Overview and methodological insights D9.2 – Achieving Digital Transformation Intermediate Report D9.3 – Final report on Achieving Digital Transformation

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	Sustainability and Dissemination	5 - SKV	115.00	1	48	D10.1 – Plan for Communication and Dissemination D10.2 – Executive report on NEOLAiA Gateway implementation D10.3 – Final Alliance sustainability and financial plan

Work package WP1 – Project Management

Work Package Number	WP1	Lead Beneficiary	1. UJA
Work Package Name	Project Management		
Start Month	1	End Month	48

Objectives

With a view to its future in the framework of the European Universities Initiative (EUI), NEOLAiA will implement governance and management structures that respond to the growing interconnectedness of its partners aiming at:
● Ensuring effective decision-making and well-coordinated functioning of the project's Governing Bodies, by maintaining regular meetings and exchanges with the most senior
leadership (Rectors and Vice-rectors) and operational leaders within the alliance (Work Package Leaders and specialists) (T1.1);
● Striving for an inclusive governance, by adopting Consultative Bodies that assure a full participation of all stakeholders with regular bottom-up initiatives, more streamlined and inclusive cross-border administrative processes (T1.2);
● Supporting the daily management of the project by setting up a common Project Management Framework and assuring a quarterly internal reporting on management (T1.3);
● Sustaining the highest quality assurance and risk management throughout the project's lifetime, by assuring quarterly discussions at EC meetings and by developing a Quality Monitoring Plan (QMP) based on partner and third-party input (T1.4);
● Supporting the enhancement of institutional cooperation, by addressing and reducing existing cross-border administrative barriers and obstacles to cooperation, promoting all types of mobility within the alliance, and particularly, streamlining common provision of shared human resources. This will be accomplished by experimenting with legal entities such as the
European Grouping of Territorial Cooperation (EGTC) or other future cross-border legal personalities, under which the Key and Human Resources Hub would be founded with a view
to a future full-fledged NEOLAiA integration as a fully-transnational legal-entity-based European University (T1.5);
● Monitoring, managing and evaluating processes and outputs throughout the project's lifetime, by building an ecosystem of governing and consultative bodies, as well as project
management and risk assessment tools (T1.1 to T1.5).

Description

1.1 Coordination of the Project governance
COO - ORU
BEN - All partners

https://neolaiacampus.eu/governance-structure/
The Coordinating Institution (CI) will be in charge of officially representing the NEOLAiA alliance and its members. It will be the unique contact point for the European Commission.
The joint governing bodies will be primarily responsible for the strategic guidance and monitoring of work progress, and for the achievement of the WP objectives, outcomes and deliverables at the legal, financial, budgetary and administrative levels. The following bodies will be created at a decision-making level:
Governing Board (GB): This body is composed of university Rectors, and it will meet once every quarter. Vice-Rectors will be consulted before GB meetings and asked to share their overall vision on matters related to training, research, administration, finance and student-related issues. GB meetings will be organized back-to-back with meetings of the Steering
Committee.
The GB is in charge of strategic guidance.
Steering Committee (SC): It will meet once a month to organize and supervise the project activities, ensuring that the activities are carried out and completed to the highest standards and in accordance with the project objectives and planning. The External Advisory Board will be invited once a year to SC meetings.
At the implementation level, the alliance will have the following bodies:
Executive Committee (EC): This body is composed of work package leaders (WPLs) with one optional additional person per partner university, who will meet once a month. It will be responsible for the process, progress, deliverables and impacts of the project, with support from the consultative bodies (EAB, SRTAG and SAG, as described in 1.2). The EC

reports once a year to the SC on the progress of the project. The EC collects and forwards the outcomes, deliverables and reports to the SC for validation.

• The statutes of the joint governing bodies will be defined in the Consortium Agreement (CA), which will be signed before the official start of the project. The SC, in coordination with the GB, will uphold the Consortium Agreement (CA) and the Grant Agreement (GA), and will ensure their effective implementation within the alliance, including budget follow-up, cost control, and GA amendments (when necessary). The CA, based on the Development of a Simplified Consortium Agreement (DESCA)model and in force from the beginning of the project, will lay down the detailed rules for decision-making and dispute resolution. In particular, the CA will decide on the rights and obligations of each partner, as well as on the voting rules and the specific issues to which the decision-making powers of the partners are applicable. Partners should constantly refer to the CA with regard to the following administrative and legal aspects: management structure, decision-making processes, liabilities, defaults and remedies, confidentiality, disputes, IPR, affiliated entities, etc.

Leadership by women will be encouraged in all governance bodies, as will all types of diversity, including the representation of minorities, in order to ensure min. gender parity (50%) representation, as well as a focus on ensuring minority group representation.

The structure and roles of these bodies will be reviewed yearly as part of task 1.4 to ensure inclusive and adaptable governance. For a large structure such as NEOLAiA, involving a variety of stakeholders and partners, it is important to ensure that the governance structure is representative and inclusive. Thus, every year, feedback will be collected from all partners (including from consultative bodies, students, staff, teachers and researchers) to assess whether changes to the governance structure are needed in order to improve representation and management. This feedback will be assessed by the SC in order to identify and implement potential improvements within the governance structure.

1.2 Running the consultative bodies for the project
COO - UJA
BEN - All partners

https://neolaiacampus.eu/governancestructure/
The following bodies will be created at a consultative level:
External Advisory Board (EAB): This body will meet twice a year, and it will include a minimum of one representative from each partner region representing socio-economic agents, local authorities, university staff, academics or students from other universities external to the alliance, AP representatives and a minimum of 2 participants from non-EU countries to provide an external perspective. The EAB will audit the compliance of the alliance's activities with the policy objectives of the European Higher Education Area and issue recommendation reports to the SC for further development.
Staff, Researchers and Teachers Advisory Group (SRTAG): This body is composed of 1 staff member and 2 researchers/faculty elected from each partner university. It will meet at the beginning of each academic semester to formulate ideas and recommendations to the SC. The SRTAG will coordinate staff, researcher and teacher involvement in the NEOLAiA project and will ensure that input and feedback are analyzed and transferred to the SC for implementation. The SRTAG will be involved in the project WPs on a regular basis. This body will be coordinated with the work of the Pedagogical Hub (2.1 in WP2 and 3.1 in WP3).
Student Advisory Group (SAG): This body will be composed of students enrolled at NEOLAiA partner universities and selected from each partners' student network. It will provide bottom-up advice from students on their specific needs and concerns. The SAG will meet every quarter and participate in the plenary partnership meetings held once a year together with other governing bodies.
As in all previous bodies, leadership by women will be encouraged in all governance bodies, as will all types of diversity, including the representation of minorities, in order to ensure min. gender parity (50%) representation, as well as a focus on ensuring minority group representation.
The structure and roles of these bodies will be reviewed yearly as part of task 1.4 to ensure inclusive and adaptable governance.

1.3 Daily management of the project
COO - UJA
BEN - All partners

This task is supervised by the Coordinating Institution (CI) and will be supported by the Overall Project Manager (OPM). It
consists of setting up the Project Management Framework (PMF), and it will include the following elements:
● Project Management Procedures Manual: A quick guide explaining financial and managerial procedures;
● Template documents: For timesheets, mobility cost reporting form, quarterly finances reporting
●Budget execution dashboard: An Excel application to monitor and control budget execution per partner and per work

package; ● Deliverable monitoring: An Excel application automatically generating alerts allowing for simple control of due tasks and responsibilities for each partner;
● Data management plan: A document including information on data which will identify all data collected, processed and/or generated by the project, analyze their main generators and users, and define how data is handled and stored during and after the project;
● Key performance indicators dashboard: A Excel application to measure the completion level of the project' milestones;
● Tutorials: Workshops facilitating the fast and effective induction of newcomers to the Project Management Framework. The daily project management will also include the organization of transnational project meetings: scheduling, travel arrangements, agenda, minutes, etc. NEOLAiA project partners will meet physically at least twice a year for the SC meetings.
The EC meetings will be held back-to-back during these events or online. Internal and external reporting will be done every 3 months and will include:
● Monitoring budget execution: Budget revision; recording, verification and validation of expenses;
● Reporting to work package leaders: Periodically reporting work progress. Reporting blocking factors, risks, and needs immediately whenever they occur;
● External reporting: To the European Education and Culture Executive Office (EACEA) led by the CI.

1.4 Quality assurance and risk management
COO - UJA
BEN - All partners

Quality assurance and monitoring are incumbent on the EC through all WPLs since their operational and day-to-day responsibilities allow them to more effectively identify and troubleshoot quality assurance issues in their respective WPs. Thus, every month at EC meetings, WPLs will address troubleshooting quality assurance issues, so that they can efficiently react to them and assure the timely completion of any task or deliverable. As a key quality assurance tool, the EC will develop a Quality Monitoring Plan (QMP) sustained on the results of evaluation tools, such as online questionnaires to partners and third parties involved in the project, focusing on;
● The quality of communication among partners;
● The added- value and contribution alignment of the project to national and EU objectives;
● The presentation of final results at a partner evaluation workshop during the final plenary meeting;
● The preparation of evaluation reports.
An external consultant will support the EC by conducting an external auditing of the project. This will provide an expert overview on how successfully NEOLAiA has met the envisioned goals described in its Mission Statement.

Risk Management:
Several risks related to the objectives of the proposal have already been identified. The CI, supported by the OPM, will strive to troubleshoot any critical risks that may have a negative impact on the project and, as part of its duties, will take appropriate actions to mitigate any such risks.
The Risk Management Plan (RMP) will be delivered at the beginning of the project and reviewed each year. Each WPL will report to the OPM any risks that may arise and affect the fulfillment of their WP objectives. In the case of major risks (those with medium to high impact and likelihood as explained in 2.1.5), the SC will be consulted to advise the alliance on appropriate risk mitigation actions to be implemented by the respective WPLs with support of the OPM. For minor risks (those with medium or low likelihood), the EC, together with the OPM, will try to find the most appropriate mitigation measures to reduce their impact on the project. Once the project starts, the RMP set out in the proposal will be updated continuously throughout the project duration. The identified risks (be they major or minor risks) will be reviewed, assessed, prioritized and
monitored by the CI and the incumbent WPLs (without a need to meet as an EC). Once risks are mitigated, the results will be evaluated and lessons learned will be integrated into the RMP. For a large structure like NEOLAiA, involving a full range of stakeholder types and numerous partners, it is important to ensure that the governance structure is representative and inclusive. Thus, every year, feedback will be collected from all partners (including feedback from consultative bodies, students, staff, teachers, and researchers) to assess whether changes to the governance structure are needed in order to improve representation and management. This feedback will be assessed by the SC to identify and implement potential improvements within the alliance's governance structure.

1.5 Piloting and upscaling the NEOLAiA Human and Key Resources Hub (HKRH)
COO - UJA
BEN - All partners
Considering the increasing complexity of NEOLAiA's cross-border processes and cooperation under the framework of the European Universities Initiative (EUI), already well underway within the past 3,5 years of NEOLAiA existence, we foresee the creation of the NEOLAiA Human and Key Resources Hub (HKRH) as an opportunity to boldly push for

existing transnational legal personalities. Such is the case of the existing European Groupings of Territorial Cooperation (EGTC) or other novel legal personalities aimed at boosting regional connectivity, and at addressing or reducing existing cross-border administrative barriers to cooperation. NEOLAiA will research on the most suitable formats for legal personalities.

With a view to the continuous integration of its 9 partner universities into a future full-fledged European University as envisioned by the European Commission, NEOLAiA sees the NEOLAiA Human and Key Resources Hub (HKRH) as a transversal structure within the alliance and instrumental to achieve efficiencies and mobility amongst international partners.

The HKRH will have the capacity to hire external services to focus on the 3 key NEOLAiA Pillars: Diversity & Inclusion, Digital Transformation and Enhanced Mobility. It will serve as a sandbox structure to experiment with increasingly efficient and barrier-free administrative processes, through the flexible allocation of key resources required within the alliance. Another goal of the HKRH in its sandbox function is to pilot and administer further experimentation on the integration of future key resources that are transversal and shared amongst NEOLAiA partners, be it of temporary or recurrent nature (required for specific projects or on a per-need basis). The piloting implementation and maturation of the HKRH will be set in 3 phases to allow for bold experimentation and incremental improvements without affecting the normal functioning of the alliance in its current setup. In this manner, it will have the potential to become the basis (if successful) of its future legal structure.

1.6 Piloting and upscaling the external Officer role for each of the 3 key NEOLAiA Pillars
COO - UJA
BEN - All partners

In order to assure that activities and projects pertaining the 3 key NEOLAiA Pillars are implemented and sustained in time with the highest quality and adoption levels, it is important to assure that an external auditing figure verifies in an independent manner the yearly status and advances in each of these 3 key areas (Digital Transformation, Diversity & Inclusion and enhanced Mobility).

The 3 key pilot and upscaling phases will be structured as follows:

● Phase 1 (M0-M18): Piloting with the recruitment of the external Officer for Diversity and Inclusion key NEOLAiA Pillar 1 (NP1): An external D&I Officer will be a new shared key transversal resource appointed under the HKRH legal personality. This new auditing role will be external to the alliance and hired on a regular basis to audit the D&I orientation and measures within the Alliance based on the NEOcharter (T3.1). The D&I Officer role is:
1) to develop an auditing instrument on D&I activities conducted through all WPs on a yearly basis from the end of year two onwards and
2) to write a yearly report about the outcome of this auditing. The report is the basis for the external auditing function of the WP3 team (T3.6).
The WP3 leader will in turn share at EC quarterly meetings the reflections from this D&I Officer report, as well as to advise on further measures to improve the D&I activities. The scouting and selection of the D&I Officer by the Alliance will take place between M1 and M18. WP3 Leader will pre-select 3 candidates, who will be vetted for final selection through a screening by the Steering Committee.
● Phase 2 (M18-M48): Upscaling HKRH functions with the remaining 2 key NEOLAiA Pillar Officer roles (for Digital Transformation and Mobility): Upon the successful assessment and implementation of this external figure for the D&I pillar that will be transversal to the alliance, the HKRH will expand it to the other 2 key NEOLAiA Pillars, appointing their own respective external officers whose role will similarly offer external auditing to the quality and sustainability of these 2 areas of action (Digital Transformation and Mobility);
● Phase 3 (M30-M48): HKRH as a sandbox for NEOLAiA's broader integration as future fully-transnational legal entity-based European University: NEOLAiA sees its role within the EUI as a laboratory for bold experimentation towards an increasingly integrated and united EEA. The 2 initial stages of piloting and upscaling of the HKRH will allow NEOLAiA to experiment and create a more solid base for new shared structures, improving them with time and boldly pushing for a future fully-transnational legal-personality-based European University.
Progresses and obstacles found in the 3 phases of the HKRH will be reported in the regular EC and SC meetings, by each of the 3 key NEOLAiA PIllar WPLs, ensuring a bottom-up accountable reporting on the 3 key pillars' long-run sustainability.

Work package WP2 – Improving Teaching and Learning

Work Package Number	WP2	Lead Beneficiary	8. UT

Work Package Name	Improving Teaching and Learning	
Start Month	1	**End Month** 48

Objectives

Teaching is widely established as one of the three core missions of HEIs (Teaching, Research and Societal Engagement). Correspondingly, WP Teaching and Learning and its initiatives
will operationalize this mission for NEOLAiA as a European University. To achieve a politically, economically and scientifically engaged community of European citizens who are fully able to participate in their societies and economies, NEOLAiA sees its role as an active contributor to the achievement of global educational goals such as: a) The UN SDG4 "Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all", as well as b) Two of the European Council's (EC) recommendations to a "European space of learning which benefits all learners, academics and other education staff who can move freely to study and work across the EU" and to "contribute to the vitality of [our] regions and communities,
helping to overcome disadvantage and geographic disparities" (18.1.2022 COM (2022)17 final, pp. 1 and 8) "on building bridges for effective European higher education cooperation".

By pursuing these global educational goals, the Teaching and Learning WP will thus aim at:

● Promoting a sense of European identity and cooperation in HEIs for a common economic and societal development strongly rooted in a regional perspective, by creating joint
collaboration structures that promote institutional cooperation in teaching and learning (T2.1 - NEOLAiA Pedagogical Hub);
● Facilitating international mobility and student-centric teaching and learning activities, by setting-up and deploying international joint degrees (T2.3 - NEOLAiA joint degrees) and short programmes (T2.2 - NEOLAiA Focus Academy and T2.4 - NEOLAiA Summer Schools);
● Reaching out to society and "strengthen the European dimension in higher education and research", as argued in the European Strategy for Higher Education by promoting the use
of inclusive and barrier-free digital research dissemination content (T2.5 - NEOTeAch) and;
● Promoting and instilling a mind-set for lifelong learning in its regional communities aimed at future-proof and market-oriented employability, in line with the Council of the European Union (EU) 16 June 2022 recommendation on a European approach to micro-credentials for lifelong learning and employability, by deploying flexible and stackable upskilling/reskilling education micro-credentials and certification (T2.6).

Description

2.1 Launching the NEOLAiA Pedagogical Hub
COO - UT
BEN - All partners
AP - Macrosad, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Örebro Student Union, The Swedish Association of Local Authorities and Regions (SALAR), 012 Factory, Albanian University, Confindustria Salerno, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Association pour le développement de l'enseignement bi/plurilingue (ADEB), Sumy State University (SumDU). Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts , Caucasus International University.
The Pedagogical Hub will serve the purpose of reducing existing administrative barriers and obstacles that may impact the optimal development of NEOLAiA programmes and PhD mobility. It will provide a common digital platform shared by all the NEOLAiA partners for pedagogical activities, blending synchronous and asynchronous participation formats.

Structure:
The Pedagogical Hub will blend synchronous and asynchronous participation, which will alternate on a regular basis.
Synchronous activities will be pursued through:
a) Remote meetings every 3 months
b) Remote workshops every 6 months.
Between meetings, the interaction will be asynchronous, in order to facilitate the continuation of the work done in the previous meetings and to highlight new activities that need to be addressed in the following meeting.
The Pedagogical Hub will include 3 fora, and each NEOLAiA partner will nominate a forum coordinator. Each NEOLAiA partner will contribute with their representatives (at least 1 academic staff member, 1 administrative staff member, 1 student) to the fora.

1- Teaching and Learning Forum: This forum will provide a platform for organizing workshops and discussing pedagogical issues that arise from everyday practice, resulting in a collaborative space where NEOLAiA university stakeholders (students, researchers, teachers and staff) can address obstacles and share best practices. The topics will include: pedagogical methods (e.g. inclusive learning – see WP3 - active learning methodology – see NEOTeAch(T2.5) –, pedagogy by project or teaching with serious games), evaluation (e.g. student peer assessment), teacher training, remote learning/teaching support, design and also degree quality assessment. Regarding this assessment, a framework will be established within the Forum to evaluate the quality of the NEOLAiA degrees and short programmes (T2.2 - Focus Academy), Summer Schools (T2.4), as well as NEOLAiA micro-credentials and digital badges (T2.6).

2. Administration and Organisational Forum: This Forum will be a place where the students, researchers, teachers and staff from NEOLAiA universities will share experiences and discuss solutions to common problems, such as degree accreditation, ECTS, harmonization of structures, academic calendars, securing diplomas and certifications, issuing some of the NEOLAiA certificates with Blockchain technology (see WP9 T9.3), logistics and organisational solutions. The NEOLAiA Digital Passport Platform (T9.1) will be set up and managed through this Forum.

3. PhD Students Collaboration Forum: This forum will promote and facilitate mobility and exchange opportunities for doctoral students via, among other, research residencies and internships across the alliance, the sharing of offers for supervised research, lab practice opportunities and doctoral school training (WP5 T5.4 NEOLAiA Mentorship Programme and WP4 T4.8 Young Researcher Programme).

Target:
The first two fora will be opened to students, administrative and academic staff from the alliance's member universities. The third forum will be public, offering the possibility to students from other universities to participate.

2.2 Piloting and sustaining the NEOLAiA Focus Academy
COO - UJA
BEN - All partners
AP - Macrosad, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Örebro Student Union, The Swedish Association of Local Authorities and Regions (SALAR), 012 Factory, Albanian University, Confindustria Salerno, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Association pour le développement de l'enseignement bi/plurilingue (ADEB), Sumy State University (SumDU). Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts , Caucasus International University

The NEOLAiA Focus Academy will revolve around the creation of a cross-sectional educational programme involving a number of courses that identify the impact of the 3 key NEOLAiA Pillars on European regions and explore how European values can be pursued through these pillars. This student-centred approach will help students to identify and tackle existing barriers, empowering them to have a positive impact on their regions and to contribute to a stronger and more balanced European Union. Some of these courses are already taking place in pilot form(https://neolaiacampus.eu/focus-academy/).

Content:9 English-taught short courses applying a blended teaching methodology will be created with a focus on a particular NEOLAiA Pillar and will have an overall duration of 3 ECTS / 75 hrs of student work. An expert from each university will contribute to the course design, defining an agreed programme, preparing the materials in conjunction with specialized teachers, and selecting tutors to oversee students during the online programme and the subsequent workshops.

Structure:
All the courses will be blended, as they will mix a virtual component with a physical mobility.

Virtual component:
Large cohorts: (made available to all students synchronously): A 1-hr online conference (TED Talk-type event).
Small cohorts: 1 to 3 students from each university in the alliance. Each group will be supervised and assessed by one member of the teaching team: a 25-hr online component involving various asynchronous activities that include interactions among students, in addition to self-paced learning; a 5-hr online discussion seminar/workshop.
Individual work: The course will involve 44 additional hours of student work (self-paced learning, recommended reading, essay preparation, exams, etc.).
Physical mobility : Courses will also be held on campus as a continuation of each of the 9 short courses, with the best students selected from each of the 9 cohorts. This physical mobility will last between 5 and 30 days and could be funded through Erasmus funding for blended mobility (Key Action 1). Each university will have the choice to propose a blended intensive program or simple blended mobility (T4.5 in WP4).
Targets: The NEOLAiA alliance as a whole: Enhancing the identity of the alliance, with its focus on the 3 key NEOLAiA Pillars;

The students: Sparking students' interest, giving them the tools to address the NEOLAiA Pillars as a way to approach global challenges from a regional perspective;

The regions: In each region where the 9 NEOLAiA universities are located, we draw on an international force of students and researchers who will reflect on the perspectives and impacts of the NEOLAiA Pillars on each of the regions, facilitating interaction across different and diverse EU regions facing similar challenges.

2.3 Designing and piloting NEOLAiA multiple and joint degrees

COO - UNISA

BEN - All partners

AP - Macrosad, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Örebro Student Union, The Swedish Association of Local Authorities and Regions (SALAR), 012 Factory, Albanian University, Confindustria Salerno, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Association pour le développement de l'enseignement bi/plurilingue (ADEB), Sumy State University (SumDU). Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts , Caucasus International University

Each degree course will be organized in a global learning environment, where the diverse cultural background of students is combined with mobility and the input of teachers from different countries to result in a unique learning and life experience. The courses aim at preparing graduates to draw on a solid knowledge base, a multicultural attitude and the advanced skills that are necessary to fully contribute to European progress in the three NEOLAiA Pillars (NPs) (NP1- Digital Transformation, NP2- Diversity & Inclusion and NP3- Enhanced Mobility).

The 3 NEOLAiA degrees are:

● Artificial Intelligence and Social Robotics Applied to "Global Health" (Master) [NEOLAiA Pillar 1 DigitalTransformation (NP1), NEOLAiA Pillar 2 Diversity and Inclusion (NP2) and NEOLAiA's Key Application Area of Global Health (NKAA)]

● Inclusion Studies (Master) [NP1, NP2]

● Science, Management and Politics for Leaders in the "Global Health" Industry (Bachelor) [NP1, NP2,NKAA]

The path towards joint degrees:

The complexity in establishing joint degrees requires a well-planned and phased integration process. For this reason, this path will be organized in 2 main stages:

1) Initially, partners will focus on providing multiple (e.g. dual/triple) degrees, which are more feasible in the short-term.

2) At a subsequent stage, the integration process will shift towards a focus on achieving joint degrees. This will involve:

a) Accreditation-related implications of the joint degrees, including credit alignment. These will be taken into consideration to develop a feasibility plan, with a particular focus on infrastructure and resource planning to support the degrees (classroom utilization, student accommodation availability, technological requirements, etc.).

b) A Flexible Learning and Assessment Pedagogical Model/Framework will be adopted. Specifically, the model will provide detailed frameworks and guidelines for:

● Research-based learning curriculum;

● Online teaching/learning and blended learning;

● Alternative methods of assessment, including learner-centred models, reflexive learning strategiesand intercultural challenges.

c) An evaluation of the Flexible Learning and Assessment Pedagogical Model frameworks. This will be conducted by both the students and the instructors, facilitating review that will enable improvements in all 3 multiple/joint degrees.

d) Once the above models/guidelines are finalized, a number of courses addressing the 3 key NEOLAiA Pillars and Key Application Areas will be developed and offered to students. These courses will potentially lead to stackable micro-credentials that can be assembled into short-cycle qualifications (T2.6).

e) A broad dissemination campaign will be implemented in the 9 partner regions so that prospective students can be informed about those degrees.

The choice of the 3NEOLAiA degrees is closely connected with the NEOLAiA Pillars and the NKAA, which in turn are relevant both to the European Strategy for Universities and to the UN SDG agenda points. In addition, these degrees have also been chosen due to their high degree of compatibility with the partners' resources, which will facilitate their implementation. The 3 degrees are organized so that every NEOLAiA Pillar and NKAA is covered at both Master and Bachelor levels. Master's degree in Artificial intelligence and Social Robotics Applied to "Global Health" (Connected to NP1,NP 2 and NKAA of Global Health)

Content: This degree focuses on research into AI applications, such as facial recognition, speech recognition, translation (Data Mining, Mathematics, Engineering, Robotics) and the implications of these applications in diverse fields (ethics, politics, education, communication). It will also explore the main research trends in Social Robotics, as well as its outcomes in human–robot interaction (HRI) and in diverse applications related to the Global Health sector (NKAA). Strongly linked with NP1, this degree will also address important questions related to NP2 as AI and Social Robotics can be both discriminatory and inclusive.

● Student selection: Selection will be carried out based on academic records at the university level. A broad based outreach campaign will be implemented in the 9 partner regions so that prospective students can be informed about the structure and content of this degree. Particular emphasis will be placed on identifying potential students who have excelled in STEM, as well as students who have stood out due to the number and quality of the extra-curricular activities related to Technology/Engineering/Health in which they have been
involved throughout their educational career.

● Number of expected students: 50 per cohort. Duration of the degree: 2 years. Master's degree in Inclusion Studies (Connected to NP1, NP2 and NP3)

● Content: This degree will cover all key areas of concern related to diversity and inclusion (NP2), such as
disability, ethnic and religious minorities, immigration, social, cultural or political backgrounds. This programme will also consider other aspects of diversity, such as gender- and age-related discrimination, with specific actions on gender policy implementation. A particular academic strand will also be devoted to gender preference and sexual identity inclusion for LGTBQ+ minorities in diverse cultural or international settings. In connection with NP1, special attention will be paid to the effects of digitalization on the inclusion and mobility of people with special needs.

● Student selection: Selection will be carried out based on academic records at the university level, as well as performance and participation in extracurricular activities related to NP1 and NP2. A broad-based outreach campaign will be implemented in the 9 partner regions so that prospective students can be informed about the structure and content of this degree, particularly those students who have excelled in Bachelor's degrees related to Arts and Humanities, Health Sciences, and Psychology.

● Number of expected students: 50 per cohort. Duration of the degree: 2 years Bachelor degrees in Science, Management and Politics for Leaders in the Global Health Industry (Connected to NP1, NP2 and NP3 and NKAA)

● Content: The COVID pandemic has highlighted the importance of educating a generation of leaders and decision-makers in the NEOLAiA KAA of Global Health, with global, comprehensive and transversal training.
It has also accelerated the links between digitalisation (NP1) and health, raising new technological, legal and ethical questions. It has emphasized how the most vulnerable people were the most greatly affected, forcing new approaches to diversity and inclusion (NP2). In the post-COVID world, decisions in complex, dynamic
environments that affect open and interdependent systems must be crafted based on multifaceted and holistic training. The content of this degree will therefore be cross-sectional and revolve around the management, analysis and administration of political environments and systems, as well as foundations, principles and tools of scientific analysis and development, all of them applied to the Global Health industry.

● Student selection: Selection will be carried out based on academic records, while also considering assessment criteria from local or national student competitions related to Social Sciences, Economics, Politics, and Experimental Sciences.

● Number of expected students: 75 per cohort. Duration of the degree: 3/4 years. The curriculum will include one 3-year track and one 4-year track so that students can select one of the two tracks at the beginning of the degree.

Structure of the three degrees:
The degrees will be organized so that students can choose among 2 or more tracks. Tracks will be connected to at least 2 different NEOLAiA partners so that students can select universities and their specialization tracks before entering the programme. NEOLAIA partners institutions will progressively establish cooperation with other universities, particularly with universities that are associated partners in the alliance, so that students may opt to enrol in multiple or joint European or international degrees also delivered by those universities or to participate in courses provided jointly with them.

2.4 Designing and piloting the NEOLAiA Summer School in Humanities and Social Sciences
COO - OU
BEN - All partners
AP - Macrosad, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Örebro Student Union, The Swedish Association of Local Authorities and Regions (SALAR), 012 Factory, Albanian University, Confindustria Salerno, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Association pour le développement de l'enseignement bi/plurilingue (ADEB), Sumy State University (SumDU). Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts , Caucasus International University

Joint Summer Schools provide students with new and highly specialized content, combining both learning and networking in a multicultural environment that stimulates cultural awareness and fulfilling NEOLAiA's vision to transform regional connectivity through education. These are essential elements to build a cohesive NEOLAiA community for both students and teachers.
The NEOLAiA Summer School in Humanities and Social Sciences will be implemented as a joint venture of the 9 NEOLAiA partner universities. It will be held twice during the project period, at the University of Ostrava and at the University of Tours. During 2 weeks, the NEOLAiA Summer School will introduce the participants to the latest trends and findings in Humanities and Social Sciences. The NEOLAiA Summer Schools will be organised in synergy with the

NEOLAIA "Open Science" Festival that will be open to the community beyond the host university, communicating the latest research results to the general public, and testing potential ground and interest in citizenscience (WP8).
Content:
● Cross-cultural and interdisciplinary approaches to Humanities and Social Sciences;
● Recent research methodologies (multimodal discourse analysis, research methods for digital humanities such as data mining and visualization of the data, etc.);
● Innovative formats to present research results (e.g. new digital tools, approaches combining sciences and arts, outreach to wider audiences, especially for geographically or socially distant publics, etc.).
The above topics within Humanities and Social Sciences are closely connected with WP8 (Adopting and Sustaining Open Science), as well as with WP3 (Diversity and Inclusion) and WP7 (Towards a Plurilingual and Intercultural European University). The joint Summer School also aims to gauge the students' interest in current topics within these fields in order to gradually build paths to new and innovative NEOLAiA joint degree programmes.
The Summer School programme equips students with competencies that are relevant for their involvement in research and for the constant evolution of the European job market. It will tackle issues such as cultural heritage, nationality perception, media ethics, social inclusion, ecology and ecological transition as well as mental health concerns (among others). It will employ digital technologies and innovative approaches in research and the presentation of research results, as well as focus on the 3 key NEOLAiA Pillars. It will finally include a variety of hands-on activities in international teams, whose results will be presented in accessible formats, not only across the NEOLAiA universities, but also to the general public in their regions (e.g. digital interactive maps).
● Student selection: Although NEOLAiA Summer Schools primarily target students and teachers within the NEOLAiA alliance, they will also be open to students from other universities, particularly NEOLAiA associate partner universities.
● Number of expected students: 40 students per Summer School are expected.

2.5 Piloting and upscaling science knowledge dissemination with the NEOTeAch
COO - UT
BEN - All partners
AP - Macrosad, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Örebro Student Union, The Swedish Association of Local Authorities and Regions (SALAR), 012 Factory, Albanian University, Confindustria Salerno, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Association pour le développement de l'enseignement bi/plurilingue (ADEB), Sumy State University (SumDU). Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts , Caucasus International University

NEOteAch programmes are bottom-up initiatives co-led and co-constructed by students and their teachers, aiming at building and disseminating among students and the general public the latest academic findings through digital educational and informational materials (podcasts, videos and other formats on webpages and social media platforms). The implementation of this task will be based on the experience already acquired at the University of Tours (https://newteach.univ-tours.fr/les-faclabs/).
NEOTeAch aims to build a critical database pertaining to the key NEOLAiA Pillars where each partner university can add its relevant findings and content (be it research or other academic findings) and disseminate them in an inclusive and massive way to the general public.
Innovative pedagogy:
Through the production of digital resources, students from Bachelor degree level to PhD will acquire a field-specific and technical knowledge while directly creating learning content. The development of digital projects provides students with additional benefits, such as allowing them to be trained in project management, in the logic of pedagogy by project. During the development of their project, the students bring their technical knowledge (photography, video edition or computing) and/or acquire new skills (Desktop Publishing, Computer-Aided Design, script-writing, and multimedia production and post-production). The process of co-conception modifies the relation between students and university staff, as both act as co-creators of pedagogic digital resources. Thus students become actors of their own training, while conceiving specific pedagogical resources adapted to their needs and to society at large.
Research dissemination – Common digital heritage:
The NewTeAch programme also allows students to discuss, appropriate and disseminate the latest research results.
The digital resource created can become itself a pedagogical resource used not only by other NEOLAiA university stakeholders, but also by any teacher or student constituting parts of a common digital heritage. As an outreach tool, these resources are intended to be disseminated to the general public.
Because of its dissemination, knowledge sharing and societal outreach role within the NEOLAiA alliance, this initiative assumes a key transversal role across the NEOLAiA project. Not only does it create and disseminate content within all fields of research, but it also reinforces NEOLAiA's focus on open science and dissemination (WP8 and WP10). To ensure the best possible dissemination, the teaching materials will be produced in at least two languages (in English and in the local language - WP7).

2.6 Designing and piloting NEOLAIA Microcredentials and Digital Badges for Lifelong Learning
COO - ORU
BEN - All partners
AP - Macrosad, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Örebro Student Union, The Swedish Association of Local Authorities and Regions (SALAR), 012 Factory, Albanian University, Confindustria Salerno, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Association pour le développement de l'enseignement bi/plurilingue (ADEB), Sumy State University (SumDU). Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts , Caucasus International University

Interlinked with its core societal engagement mission, NEOLAIA sees itself as an essential actor in widening access to education for its regional populations, providing continuous opportunities for knowledge acquisition and reskilling for employability and personal development. Promoting flexible lifelong learning opportunities will be key to bridge the accessibility barriers between higher education and the general public, in particular, in NEOLAiA's non-metropolitan regions. Micro-credentials certify the learning outcomes of short-term learning experiences; for example, a short course or training. They offer flexible and targeted knowledge, promoting skill and competence acquisition for personal and professional development, in complement with traditional degrees (see the Council of the European Union (EU) 16 June 2022 recommendation on a European approach to micro-credentials for lifelong learning and employability).
The NEOLAiA micro-credentials will focus on future-proof employability competencies and will be closely linked to Masters and Bachelors degrees. Micro-credentials will be organized so that participants obtain certifications and, when applicable, stackable ECTS credits that allow students to build credits upon completion of a specific number of micro-credentials into larger macro-credentials or degree programmes. The duration of the micro-credentials is variable according to the topic and learning outcomes. They can be delivered online or in face-to-face modes.
Digital badges recognize soft skills and competencies that are not certified by academic degrees, in order to promote employability and reskilling of our lifelong learners towards the NEOLAiA Pillars, regional resilience and preparedness for our Shared Challenges (SC).The NEOLAiA Digital Badges will allow, for example, recognising mobility, student involvement in the NEOLAIA Student Network, or attendance in any activities linked to tasks in the NEOLAiA project, allowing the identification and recognition of the acquired skills.
Design:
Guidelines and flexible quality assurance will be established in order to help the NEOLAIA teachers and staff to develop NEOLAIA Micro-credentials and Digital Badges.

Work package WP3 – Diversity and Inclusion - Overcoming barriers to participation

Work Package Number	WP3	Lead Beneficiary	2. UNIBI
Work Package Name	Diversity and Inclusion - Overcoming barriers to participation		
Start Month	1	End Month	48

Objectives

One of NEOLAiA's 3 key NEOLAiA Pillars (NP2) is focused on Diversity and Inclusion (D&I), a cross-sectional dimension that will be embedded in various activities throughout the whole
alliance. This will require an active advisory role from this WP in enabling internal and societal awareness on topics of D&I such as best practices and barriers to participation, in particular by under-represented groups in the regions where the alliance is present. NEOLAiA's vision for an inclusive European University starts at its campuses, permeating into its surrounding communities in a step-by-step approach aiming at:
● Aligning and setting in motion within the alliance a set of common D&I values and principles based on European directives, by establishing a common framework (T3.1 NEOcharter);
● Bringing the NEOcharter to life within the alliance in a sustainable manner through continuous improvement, reflecting on the current best practices, by mapping current NEOLAiA D&I
practices towards tackling barriers in different dimensions, as defined by EU policies (T3.2 NEObest);
● Enhancing the skills of NEOLAiA stakeholders (students, researchers, faculty, and staff) on tackling barriers to participation and inclusion, through training to empower primarily
underrepresented (student) groups suffering from these barriers (T3.3 NEOstaff and T3.4 NEOmentors);
● Bringing D&I to life in on our campuses and beyond, by reaching out to our communities through a combined offer

of lifelong learning content on sustainable D&I principles and practices for underrepresented groups suffering from regionally identified barriers to participation (T3.5 NEOlife);
● Advising all alliance stakeholders on how to sustain effective D&I practices (D&I NEOad) in the various WP activities and throughout the project lifetime by offering D&I orientation and implementation practices, training and certification (T3.4) as a cross-structural commitment of the alliance (T3.6).
● Educate users on the importance of D&I in the metaverse and on promoting a culture of respect and tolerance within the digital realm.

Description

3.1 Designing a charter for D&I Values and policies within the alliance (D&I NEOcharter)
COO - UNIBI
BEN - All partners

In pursuit of the NEOLAiA vision for a diverse and inclusive European University, this WP will establish key principles and policies for equity and participation shared by all partners and internal stakeholders (students, researchers, faculty and staff).
The NEOcharter addresses this key endeavour, by focusing on implementation guidelines to address existing barriers of accessibility and participation in reference to the Erasmus+ and European Solidarity Corps Inclusion frameworks. It reflects on these within an academic context (be it on-campus or digitally based). Furthermore, this measure aligns with the UN Sustainability Goals SDG 4 (Quality Education) and SDG 10 (Reduced Inequalities).
Key to understanding D&I challenges and setting in place adequate D&I policies is the identification of objective underrepresented groups suffering from barriers to participation. With this goal in mind, NEOLAiA launched in 2022 a thorough research survey (Needs Analysis Survey) to all alliance members and regions, on their concrete underrepresented
groups that might be particularly benefited in their regions by the action of NEOLAiA universities.
The results of this Needs Analysis Survey identified several key underrepresented groups as affected by barriers to participation: suffering from (1)Socio-economic barriers (first generation academics, refugees), 2. Barriers due to physical disabilities, and 3. Barriers due to age (senior age). In case of the barriers 1 and 3, they were chosen as they were seen as particularly challenging by all the alliance members and as not appropriately covered yet. Barrier 2 was chosen as a contrasting case as all of the alliance members reported overperforming in this barrier (the goal in this case is then to assure that their metrics are indeed reliable).
The NEOcharter focuses on a combination of top-down and bottom-up approaches investigating barriers to participation and accessibility to academic offers, and is based on three steps:
    1) Collection and analysis of EU documents and jurisdiction related to D&I (approach: top-down) (2) Needs analysis amongst the alliance partners based on online data collection via a questionnaire and interviews on barriers to D&I and underrepresented groups of students / staff / teachers (approach: bottomup) (3) In-person exchange with internal stakeholders, students, local experts and diverse regional stakeholders about key elements in the NEOCharter:
● (1) and (2) are digitally conducted by the WPLs and transferred into a presentation as an informal basis for further discussions with the university stakeholders cross-nationally.
● (3) UNIBI shares the presentation on (1) and (2) with a local group of experts and stakeholders in several onsite meetings, one at each of the 9 university campuses. The goal is to draft a first version of the NEOCharter. A first version of the NEOCharter will be prepared following the above exchanges considering the above-mentioned partner input.
A final charter document will be published upon:
● Discussion and revision by D&I experts particularly from Bielefeld University, representatives of different student organizations, as well as institutional stakeholders such as municipality representatives and underrepresented groups. D&I experts from the other alliances are also welcome to participate in this discussion digitally;
● Final revision by the WPL based on the afore-mentionedexperts' feedback;
● Digital dissemination of the charter among alliance members. Partners can add further remarks for future iterations, as this is intended to be a working document and living charter.
● The final version of the charter is presented to each of the 9 partner Rectors for approval.
● The document is then translated by each university homepage in the national language and afterwards published on the homepage as a joint self-commitment in the area of D&I. There, the document can be accessed and further commented on in an online forum by every visitor of the website. The WP10 Leader broadly disseminates the charter via their online channels (e.g. NEOletter, NEOlogue). This happens in combination with the gathered D&I best practices (T3.2 NEObest). The NEOcharter will be a guiding instrument used by the appointed D&I officer (WP1), for setting up yearly D&I auditing processes (T1.5). The D&I officer develops an auditing instrument for D&I based on the NEOcharter (M18-24) and runs the audit yearly (M25-28 and M37-40).

3.2 Mapping D&I practices within the alliance (D&I NEOBest)
COO - UNIBI
BEN - All partners

Bringing the charter to life is key to assure the sustainability and continuous improvement of D&I practices within the alliance
institutions and its communities. By doing so, this measure addresses SDG 3 (Good Health and Well-Being), SDG 4 (Quality
Education) and SDG 5 (Gender Equality). NEObest is a collection of best practice examples that offer solutions for overcoming onsite and digital barriers to access and inclusion (including software solutions and digital accessibility) from
every NEOLAiA University. They are documented and collected into a database through the following steps:
● Phase 1: Examples gathered during the NEOCharter discussions taking place onsite at every alliance university (T3.1);
● Phase 2: Examples categorized in the database by keyword, images and types to facilitate search and benchmarking;
● Phase 3: Further example collection performed once a year through follow-up questionnaires to D&I Experts of all alliance members. Therefore, the database grows continuously over the years. This D&I database supports D&I dissemination and training activities to NEOLAiA partners in particular WPLs (T3.3 D&I NEOtrain and NEOtrans), bringing the NEOcharter to life as a framework. Other dissemination channels to the general public and
communities will include the NEOletter (newsletter), NEOmap (digital accessibility app/website with information on barrier free navigation on NEOLAiA campuses) and the NEOlogue (podcast).

3.3 D&I upskilling for NEOLAiA staff
This task will thus aim at developing NEOLAiA staff skills and awareness of barriers to participation and inclusion of the above-mentioned under-represented groups. This upskilling will be based on the NEOCharter principles, NEOBest practices and existing local expertise. Training will take place in M25-29 as one-week on-site workshops at Bielefeld, for every alliance member separately to focus on the particular local and institutional challenges. Follow-up online exchanges will take place after on-site training. This will ensure alignment with the UN SDG 4 and SDG 17 (Partnerships for the Goals) as lifelong learning opportunities and D&I multi-stakeholder cooperation in higher education amongst NEOLAiA partners. The training will take place biannually, as an annual rotation between NEOStaff and D&I Mentors workshops. Therefore, the next series of on-site workshops
takes place in M53-57. D&I Ambassadors: Upon training completion, staff will be expected to become D&I Ambassadors at their home institutions, championing D&I best practices and disseminating the knowledge on D&I acquired in the trainings. A micro-credential on D&I may be awarded upon training completion, through an individual training report on each participant's personal experiences and activities. These training reports will then be disseminated throughout the alliance institutions by the WP10 team (Sustainability and Dissemination).

3.4 D&I training for NEOLAiA students (D&I Mentors)
COO - UNIBI
BEN - All partners

At a student level, besides the NEOCharter, NEOBest practices and local expertise, one-week training will be provided to all students as D&I Mentors (T3.3). This training supports SDG4 (Quality Education) by ensuring peer and lifelong learning opportunities within higher education. Student selection will be based on criteria that prioritises their social engagement and representative functions (e.g., student union involvement), particularly incentivizing students from underrepresented groups to join these mentor courses. These one-week courses, which are based on barrier-free ideas, will take place from M30-34 for groups of 5-10 students.
Topics will include: (1) Solutions to tackle barriers to inclusion provided by the NEOCharter and the best practices (NEOBest); (2) Conflict resolution and D&I, led by the Conflict Academy of UNIBI; (3) Networking at home institutions and communities for tackling barriers affecting underrepresented groups; (4) Finding and approaching mentees, among other.
After the on-site course phase, each student is expected to find at least two students impacted by particular barriers and to both mentor and receive reverse-mentoring from them for one year, based on the D&I skill they acquired. A micro-credential on D&I may be awarded upon training completion, through an individual training report for the mentors on each participant's personal experiences and activities. These training reports will then be disseminated throughout the alliance institutions by the WP10 team (Sustainability and Dissemination).

3.5 Reaching out to the community (D&I NEOLife)
COO - UNIBI
BEN - All partners

NEOLAiA envisions D&I not only as an internal pillar, but as a societal challenge.This task will focus on assuring that

the training and awareness developed and sustained inside the alliance are spread beyond it towards its surrounding communities. NEOLife focuses on living and reflecting on D&I practices targeting the general public by leveraging on-site based initiatives to raise awareness and bring changes to the mind-set of alliance members (students, teachers, researchers and staff), local stakeholders, as well as the general population. By doing so, this activity aligns with the SDG 4 (UN Sustainability Goals) since the activity supports learning opportunities, as well as systemic developments in the areas of cultural and inclusive awareness within higher education and its regions. Examples of community stakeholders and groups targeted in NEOlife are: heads of local companies, municipal staff or representatives of locally underrepresented groups, arts and culture. D&I NEOLife activities will be located at the campuses of the alliance but open to the participation of the community. Onsite events will consist of a part (1) streamed and recorded for the NEOLAiA homepage, and a part (2) open only to on-site participation. These events are initiated and coordinated by UNIBI, but based on the collective input from the alliance partners and their communities.

● (1) A representative or a group of representatives, involved in D&I create an individualized session on that topic (content and mode free of choice; for example, a dancing performance of a minority group, cultural gastronomy with/ for participants, associations for civic engagement, music concerts by a band with special needs, discussion amongst children). Selection of the host/hosting group is done collectively by this WP team and the alliance partner that organizes the on-site event.

● (2) After the event, the participants discuss with the hosts their experiences and thoughts on D&I related to their own lives. These regular exchanges serve as a basis for further ideas on how to bring D&I into life in a larger context, serving through their regularity as a basis for local D&I Networks. Events will rotate amongst alliance members, taking place every 2 weeks (average: 3 events per partner/year). Event announcements, promotion and streaming towards the community will be assured through online dissemination channels by WP10 (Sustainability and Dissemination). As an element for lifelong learning, event participants may be awarded a microcredential if they take place in at least 15 on-site or online synchronous events. Event and micro-credential administration will be the responsibility of this WP team.

3.6 Advising NEOLAiA for sustainable D&I implementation (D&I NEOAd)
COO - UNIBI
BEN - All partners

To enable the NP2, we must ensure that D&I policies are effective and sustainable will require both an internal D&I advisory role by this WP team (towards other WPs), as well as an auditing role of an external D&I Officer, who will audit the reporting and provide expertise opinion on the quality of D&I within the alliance as a whole from a reporting and Project Management level(WP1 T1.5).

This task pertains specifically to the advisory role of this D&I WPL towards its WPL counterparts. It will deepen the impact of the D&I auditing and increase the sustainability of D&I measures by offering a stable support structure to all WPLs, on which they can rely for implementing and improving D&I measures. The D&I WPL will provide continuous on-demand advice to all WPs through online and on-site meetings. This advisory focuses on the preparation and the postprocessing for the yearly audit provided by the external D&I Officer (D&I WPL ensures that WPLs can get direct support whenever faced with particular challenges in the area of D&I.

3.7 Creating a more inclusive metaverse: D& I practices
COO - UNIBI
BEN - All partners

This research-based task will foster a broad reflection about D&I in the metaverse. It will focus on diversity and inclusion practices that should be taken into consideration when creating metaverses. Its goal is to broadly research the importance of D&I within the metaverse and to promote a culture of respect and tolerance within this realm. Closely connected with WP9 (T9.2, T9.3), It will investigate topics such as the inclusive design of participants' avatars; digital inequality (i.e. geographic and socio-economic barriers to students access to key equipment and high-speed internet required for virtual learning environments); representation of underrepresented groups in virtual spaces; active listening and empathetic probing in virtual spaces and online communities.

Creating a more inclusive metaverse requires a multifaceted approach that addresses a range of issues related to D&I. The knowledge deriving from these issues will be based on researching aspects such as inclusion-sensitive options for avatars, creativity and tools for moderation and community management within the metaverse. The research results will be transferred into a roadmap document. Also, they will be disseminated among NEOLAiA staff and teachers as well as to the broader metaverse community through an online workshop and a series of three online articles/posts.

Work package WP4 – Enhanced Mobility

Work Package Number	WP4	Lead Beneficiary	3. OU
Work Package Name	Enhanced Mobility		
Start Month	1	End Month	48

Objectives

In pursuit of its ambition to transform European regions for an inclusive Europe, NEOLAiA will foster inclusive and value-adding mobility opportunities, expanding on traditional modes of academic exchange and internationalization through innovative blended and virtual formats as a fully inclusive, culturally diverse, integrated and transversal element that runs seamlessly through the whole academic experience, for students, researchers, teachers and university staff. The initiatives in this WP will aim specifically at:
● Reducing barriers to mobility by providing increasingly frictionless international experiences to all NEOLAiA students (T4.6, T4.7), teachers (T4.5 COIL), researchers (T4.8), and staff
(T4.3), through a shared recognition of international mobility outcomes in T4.1 and T4.4;
● Ensuring that both physical and virtual mobility contribute effectively to the development of cultural awareness and intercultural skills among NEOLAiA students, teachers, researchers, and staff by providing tools to monitor, sustain and continuously improve processes, results and their positive impact. Integrating this intercultural awareness in the competency and career plans for students, researchers, teachers and staff (T4.2);
● Fostering inclusive, resilient and sustainable modes of mobility and networking at home, through the NEOLAiA Virtual Mobility programme offering (T4.5);
● Laying solid foundations to build international cooperation among NEOLAiA teams and harmonizing processes essential for a) educational and research collaboration, as well as for b)
student, researcher, teacher and staff mobility (T4.1, T4.3).
● Facilitating the implementation and continuous development of innovative and inclusive mobility formats (T4.3), with a comprehensive NEOLAiA virtual mobility study and training offer for students, researchers, teachers, staff, as well as welcoming citizens to benefit from the international NEOLAiA lifelong learning offer and activities in virtual mobility formats (T4.5).

Description

4.1 Launching the NEOLAiA Mobility Support Team
COO - OU
BEN - All partners
AP - Diputación de Jaén, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Albanian University, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Sumy State University (SumDU), Caucasus International University.

To ensure the successful coordination, implementation, sustainability and growth of the various mobility schemes, we will launch the NEOLAiA Mobility Support Team. It is composed of 9 members, each representing a NEOLAiA university, and will coordinate the support of all mobility activities for students, teachers, researchers, staff, and citizens within this WP, as well the support of related tasks in other WPs.
The team members will liaise in a matrix-like manner, interconnecting staff and academics responsible for different aspects of academic mobility at participating universities, involving them as needed and coordinating their efforts. Each coordinator will share best practices and responsibilities, developing flexible collaboration models learned in the preparation and pilot phases. The team will be responsible for:
a) Creating opportunities for exchanging information and ideas aiming at increasingly frictionless processes such as credit recognition for student exchanges;
b) Coordinating the new mobility scheme pilot initiatives and;
c) Producing a NEOLAiA mobility programme online guide (D7), published after incorporating the lessons learned from the first pilots.
The online guide will provide general methodological support to staff and academics, as well as being a source of essential information for students. The support provided by the NEOLAiA Mobility Support Team will include virtual and on-site workshops, discussion sessions, as well as job-shadowing stays organized at different locations within the NEOLAiA alliance. The Mobility Support Team will draw heavily upon the digital opportunities brought by the 'Erasmus Without Paper' initiative and will explore the potential of the European student card initiative within the NEOLAiA alliance (https://europeanstudentcard.eu/european-student-card-initiativeaccording-to-the-european-commission-website/).

4.2 Piloting the monitoring of cultural awareness in mobility
COO - UNISA
BEN - All partners
AP - Diputación de Jaén, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Albanian University, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Sumy State University (SumDU), Caucasus International University.

International mobility is a unique opportunity for professional and personal development through the exposure and interaction with diverse cultural realities, improving employability and fostering a culture of cooperation, essential for common understanding and value-sharing between countries. To guarantee that both physical and virtual mobility contribute effectively to the development of cultural and intercultural skills among NEOLAiA students, teachers, researchers, and staff, common standards will be designed and piloted for pre-departure, mid-term, post-mobility monitoring and training for cultural awareness in students, and for monitoring and recognizing cultural awareness in mobility for teachers, researchers, and staff.

Monitoring cultural awareness in students:
Pre-departure sessions will focus on mapping students' cultural awareness and intercultural skills before they depart from their home university. These sessions will provide students with tools for exploring new cultures and enhancing their intercultural competencies while studying or working physically and virtually abroad. Mid-term online reflection sessions will be implemented in the form of interactive workshops, connecting students on mobility with their coordinators from their home institutions. A post-mobility survey on cultural awareness will determine the progress students have made during the mobility period, including their personal reflections on their mobility experience. Students with
experience in mobility will be invited both to collaborate on the design of the standards and to co-facilitate the sessions. The findings from all the phases of the cultural awareness support will then translate into improved pre-departure training as well as enhanced tutoring and care for students during their mobility programmes.

Monitoring cultural awareness in teachers, researchers, and staff:
International mobility of teachers, researchers, and staff will be recognized in their career plans and assessment as part of the teachers, researchers, and staff professional development. Cultural awareness and intercultural skills are acknowledged as competences necessary in the agendas for which teachers, researchers, and staff are responsible and for the professional roles they play in all university activities. The reflection on the cultural experiences in physical and virtual mobility will be addressed in post-mobility
sessions and in the career plan assessment interviews at the workplace.

4.3 Launching and sustaining the NEOLAiA Staff Mobility for Training
COO - OU
BEN - All partners
AP - Diputación de Jaén, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Albanian University, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Sumy State University (SumDU), Caucasus International University.

Pursuing the aspirations of the EUI in HEI and building on the existing programme of Staff Mobility for Training in Erasmus+, NEOLAiA Mobility Scheme activities are designed to be instrumental in building international teams across universities, enhancing their expertise, and thus in renovating the supportive processes necessary for a close and effective collaboration. This activity targets NEOLAiA expert staff in a wide range of offices and agendas, building the NEOLAiA Staff Training Expert Team, who will co-design and coordinate the NEOLAiA Staff Training Scheme, fostering the professional development of this comprehensive target group.
Each university will appoint one staff training coordinator for the NEOLAiA Staff Training Expert Team, which will be responsible for organizing and holding yearly face-to-face meetings, as well as online administrative staff training sessions (workshops and webinars). These sessions will be provided by all the NEOLAiA universities, drawing upon the expertise and resources from all NEOLAiA universities, as well as inviting specialists from institutions and companies outside NEOLAiA to contribute with innovative approaches and expert know-how. The staff training will address a variety of agendas relevant to the NEOLAiA alliance, including e.g. multilevel alliance management (WP1), digital platform management (WP10), joint study programmes (WP2), research project management, best practices in knowledge transfer facilitation, the development of communication strategies, library services management, HRS4R, etc. Participation in staff training mobility will be certified, participants' takeaways will be monitored by post training surveys, and participants will be expected to disseminate acquired knowledge and share the experience gained with relevant administrators and staff at their home institutions.

4.4 Designing and implementing mobility windows and field-specific course packages for student exchanges

COO - OU
BEN - All partners
AP - Diputación de Jaén, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Albanian University, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Sumy State University (SumDU), Caucasus International University.

Assuring the design of barrier-free and inclusive mobility windows and field-specific course packages is key to sustain diversity in student mobility. Barriers are most striking in specific underrepresented mobility student cohorts, such as students who do not wish to overextend their studies as a result of study abroad periods or double major students who face difficulties selecting suitable courses at host universities. This activity will help integrate mobility into existing degree programmes, increase the number of exchange students,
and make student mobility more attractive by devising a variety of mutually agreed field-specific course packages. The packages will exploit the range of courses NEOLAiA universities already offer, utilizing their full potential rather than requiring new course design. This will facilitate the increased integration of mobility learning outcomes into students' study results at their home universities. Host universities will guarantee the availability of custom-built course packages for incoming students, and home universities will guarantee the recognition of course outcomes within the relevant degree programme. The lessons learned from the first pilot mobility initiatives based on the use of the field-specific course packages will be incorporated into the NEOLAiA mobility programme online guide (D7).

4.5 Devising and piloting NEOLAiA virtual mobility offer
COO - OU
BEN - All partners
AP - Diputación de Jaén, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Albanian University, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Sumy State University (SumDU), Caucasus International University.

Inclusion and diversity are inherent to all NEOLAiA activities and they are also the guiding principles of NEOLAiA mobility schemes. NEOLAiA virtual mobility provides diverse online and blended modes targeting students who cannot participate in physical mobility or who are not able to leave their home countries for long-term stays abroad. The NEOLAiA virtual mobility offer is essential for building and implementing an inclusive, sustainable and comprehensive internationalization model at all NEOLAiA universities. Online courses and blended courses, particularly courses facilitating collaboration and teamwork within an international group of students, will also be used strategically to exploit the expert
potential of individual alliance members and to design a wide choice of innovative micro-credentials for the benefit of NEOLAiA students, as well as citizens across Europe and beyond (WP2).
1. The blended mobility mode: Based on a combination of online and face-to-face learning, it envisages 2 types of cross-university courses, both complying with the format of BIP (Blended Intensive Programme in Erasmus+):
a) COIL (Collaborative Online International Learning) courses with faculty-led mobility: 2 or more teachers from 2 or more NEOLAiA universities will interconnect their courses and students via a set of shared classes and tasks, or via a collaborative project for students from all the participating universities. This online international team-based learning will culminate in a short-term faculty-led study stay period at one of the universities.
b) Blended courses with mobility: These will provide students with an opportunity to enrol in a course at a partner university within their regular semester at the home university. The course will be partly implemented through virtual mobility, but it will include an intensive short-term study stay at the partner university. The lessons learned from the first pilot mobility initiatives in these formats will be incorporated into the NEOLAiA mobility programme online guide.
2. NEOLAiA Virtual mobility offer: Access to international virtual courses for all students: International virtual courses will be integrated in the curricula of NEOLAiA universities either a compulsory parts of degree programmes or as a part of the elective courses offered. Each university in NEOLAiA will regularly offer a number of virtual courses that will be open to students across the alliance and will include competency-based courses adding to the offer of NEOLAiA micro-credentials (WP2) to make sure that these are easily accessible online. The best practices tested in the first virtual course pilots will provide input to enhance the virtual mobility offer and to improve the relevant section in the NEOLAiA mobility programme online guide (D7).

4.6 Piloting and upscaling international students' traineeships for regional leadership
Traineeships for regional leadership are designed to help NEOLAiA students draw advantages from the regional roots of the alliance's universities, exploring regional leadership practices and entrepreneurial achievements across diverse European regions. Traineeships tailored to the needs of both students and the NEOLAiA regions will help equip students with the competences sought after in the job market and recognized as micro-credentials (WP2). The traineeships will also create synergies with entrepreneurial trainings developed by the WP6 T6.3. Drawing upon collaborations among regional stakeholders, NEOLAiA universities will provide students from partner universities with offers for traineeship

posts in institutions and organizations that manage or contribute to regional development, such as municipal and regional authorities, regional development, innovation centres, innovative companies, or non-profit organisations and NEOLAiA universities themselves, fostering active citizenship. Information on available traineeship posts
will be published online in a dedicated section of the NEOLAiA website. Online international follow-up get-togethers for the traineeship scheme will be organized yearly by the
coordinators of the Mobility Support Team and by student representatives from the NEOLAiA Student Network. These gatherings will generate and harvest comprehensive feedback from students, promote dialogue within the NEOLAiA student community and maximize student takeaways from this cross-cultural experience. The experiences from the pilot traineeships will be incorporated into the NEOLAiA mobility programme online guide (D7) and reflected in the practices developed by the career centres of NEOLAiA
universities.

4.6 Piloting and upscaling international students'traineeships for regional leadership
COO - USV
BEN - All partners
AP - Diputación de Jaén, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Albanian University, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Sumy State University (SumDU), Caucasus International University.

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coordinators of the Mobility Support Team and by student representatives from the NEOLAiA Student Network. These gatherings will generate and harvest comprehensive feedback from students, promote dialogue within the NEOLAiA student community and maximize student takeaways from this cross-cultural experience. The experiences from the pilot traineeships will be incorporated into the NEOLAiA mobility programme online guide (D7) and reflected in the practices developed by the career centres of NEOLAiA universities.

4.7 Supporting and sustaining NEOLAiA mobility programmes for joint research
COO - ORU
BEN - All partners
AP - Diputación de Jaén, Universidad de Zenica, National University Of Kyiv-Mohyla Academy, Albanian University, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Sumy State University (SumDU), Caucasus International University.

This task aims to sustain all the activities of the NEOLAiA joint research programme in WP5, facilitating the development and financial sustainability of high-quality joint research projects:
a) NEOLAiA ESR programme
This programme will provide financial and administrative support for research residencies of selected PhD and postdoctoral researchers within the alliance, supporting and sustaining the NEOLAiA mentorship programme designed in WP5 (Task 5.4).
b) NEOLAiA joint research programme
This programme will support research residencies for selected researchers engaged in the design and realisation of joint research projects in the alliance. All NEOLAiA universities will allocate the necessary financial resources to support researchers in these 2 mobility programmes for joint research in order to ensure their sustainability. The calls for both programmes will be announced once every academic year, and the programme administration (including the selection process) will be the responsibility of each partner university's Vice-rector for Research or equivalent.

Work package WP5 – Increasing Regional Research Impact

Work Package Number	WP5	Lead Beneficiary	7. ORU
Work Package Name	Increasing Regional Research Impact		
Start Month	1	End Month	48

Objectives

Research is one of NEOLAiA's three core missions as a European University (M1 Teaching, M2 Research, M3 Societal Engagement). Upon the mapping of NEOLAiA's research strengths

and their relation with the UN Sustainable Development Goals (SDGs), we see our role not as a global leader in terms of high output number of scientific publications, but as an enabler of research with regional specialization. NEOLAiA will transform regional connectivity, by leveraging on regional research strengths and critical mass identified in the NEOLAiA bibliometric

and specialization index analysis in section 1.1 and Objective 3 (with a proven track record output in research areas such as Global Health, Curbing Inequalities, Inclusion and Diversity

and Digitalization Infrastructures, among others). These regional research strengths associated with a Smart Regionalisation Strategy will allow for a strong focus on transfer

opportunities that are truly relevant for companies and universities from the participating regions. With this vision, NEOLAiA will aim at:

● Facilitating access to a comprehensive account of synergies across the NEOLAiA partners' research groups and centres in order to form new transnational research teams and

projects, producing high-impact and meaningful research addressing societal challenges of regional relevance (T5.1).

● Fostering transnational research collaboration via the launch of the NEOLAiA Research Framework, outlining the principles for sharing research resources in an efficient, sustainable

and quality-enhancing manner, aided by digitalization, to strengthen research quality and applicability (T5.1).

● Supporting research regional relevance and inclusion built on the combined strengths of NEOLAiA universities by establishing a detailed map of infrastructure and resources (e.g.

technical equipment, databases, cohorts, staff, regional collaborative networks, and living/social/impact labs) that can be shared across NEOLAiA universities (T5.2).

● Creating expert support teams specialising in external research funding, academic career development and general research support for the benefit of regional engagement and the prevention of researcher brain-drain (T5.3).

● Providing enhanced quality and regional relevance of NEOLAiA research by offering targeted activities for Early Stage Researchers, leading to successful transnational networks and research projects through mobility and mentoring (T5.4).

● Constructing open digital platforms for co-creation of knowledge among stakeholders, resulting in, and based on, innovative regionally relevant and high-impact research linked to societal needs (NEOLAiA Living Lab Programme, and WP OpenScience) (T5.5).

Description

5.1 Developing a NEOLAiA Research Framework
COO - ORU
BEN - All partners
AP - Macrosad, Diputación de Jaén, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, 012 Factory, Albanian University, Confindustria Salerno, Teen Enterprise, Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Sumy State University (SumDU), Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts, Caucasus International University.

The NEOLAiA Research Framework (NRF) is an essential fundament for long-term, sustainable, and regionally relevant research collaboration within the alliance. It will address how resources and infrastructures can be shared in an efficient and fair manner among the universities. The aim of the NRF is to build on each other's strengths with the purpose of supporting relevant, high-impact and inclusive research. Further, the NRF will detail the implementation of collaborative research via concrete goals for obtaining joint research

funding, for producing research outputs in the form of joint peer-reviewed papers, for the organization of NEOLAiA-led conferences and seminars, as well as for increased intermobility of our researchers.

The NRF will also address issues related to:

● Academic freedom and independence, e.g. by working with organizations such as Scholars at Risk and bylearning from our partners' previous experiences, such as in the case of
UNIBI's project 'Bridge for Researchers in Danger Going to Europe' (https://www.unibielefeld.de/uni/profil/international/bridgeprojects/bridge2/).
● Regional relevance, by engaging stakeholders in identifying challenges they face and how NEOLAiA researchers can contribute to help solve these challenges.
● Diversity and inclusion (WP3), promoting concrete ways of addressing these issues in research-related areas, such as closing the gender gap in STEM fields (science, technology, engineering and mathematics) and supporting incoming researchers with needs to broaden their skills in local languages and cultures (WP7).
● Academic careers, both within academia and beyond, related to the Human Resources policy further discussed in T9.3.
● Green and digital Europe, e.g. by sharing best practices for sustainable internationalization, research, and Open Data access (WP8).
● Mobility and academic exchange through both physical and virtual long- and short-term mobility (WP4).
● Research Ethics, supporting NEOLAiA universities' commitments to follow international ethics policies in the course of transnational collaboration between NEOLAiA researchers.
To further support the transnational research projects and NEOLAiA research teams, as well as the actions 'NEOLAiA High-Impact Research' and the 'NEOLAiA Living Lab Programme', each university will contribute seed funding for establishing joint NEOLAiA projects involving, for instance, regional research cooperation and outreach. Individual researchers a teach university will be able to apply for such seed funding, thus incentivizing research engagement and participation. Details on seed funding will also be given in the NRF.

5.2 Mapping NEOLAiA research resources and synergies
COO - ORU
BEN - All partners
AP - Macrosad, Diputación de Jaén, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, 012 Factory, Albanian University, Confindustria Salerno, Teen Enterprise, Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Sumy State University (SumDU), Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts, Caucasus International University.

To provide a foundation for the development of the NEOLAiA Research Strategy (T5.1) and to support the activities inT5.3, T5.4 and T5.5, we will carry out detailed mappings of
research and infrastructure at all NEOLAiA universities. By building on each other's strengths, we will achieve better research outcomes than we otherwise
would have been able to as individual regional universities. Infrastructure and staff are key resources to support joint research projects within the NEOLAiA Pillars (see section
1.2). Here, the pooling of resources and expert knowledge means that we can build on each other's respective strengths to support NEOLAiA's long-term goal of producing research that is of high impact, regionally relevant, and inclusive. Based on a previous course-grained mapping of research resources, a detailed mapping will now be carried out in order to identify areas where use of resources (e.g. unique and costly technical equipment, databases, cohorts, staff, regional collaborative networks, living/social/impact labs, facilities, and public-facing activities/events disseminating research results) can be pooled.
Research synergies were previously identified in a preliminary mapping of research publications and collaboration possibilities among NEOLAiA universities. A further mapping of a and centres across all NEOLAiA partners will now be carried out, focusing specifically on research within the NEOTrends. In addition, formative meetings, seminars and conferences will be held to incentivize the creation of new transnational research projects. From this, new NEOLAiA-based research teams will be formed that are capable of producing highly applicable, challenge-based, multi-disciplinary and innovative research focused on the NEOLAiA Pillars, on the NKAA and on regional development.

5.3 Creating NEOLAiA Expert Support Teams
COO - UT
BEN - All partners

Based on the first mapping of resources (described in T5.2) and the already-established collaboration among NEOLAiA universities, we have identified the need to develop 3 types of structures in order to provide a stable basis for future research development and sustainability, fostering regionality, diversity, inclusion and gender equality:
(a) the NEOLAiA Funding Expert Team, (b) the NEOLAiA HRS4R Network, and (c) the NEOLAiA Research Support Network.

a) The NEOLAiA Research Support Team: NEOLAiA will create an overarching team of staff working in the field

of research support in faculties, schools, departments, units and centres (related to e.g. mobility, policy, funding, and outreach). The goal of this team is twofold: a.) the sharing of experiences to pave the way for closer and more extensive cooperation (as well as for the development of shared support practices) within the team by engaging in both on-site and virtual mobility; b.) providing researchers at all partner institutions research support that is more knowledgeable, specialized, and experienced than any single institutions own support function is. This is accomplished by pooling and sharing resources and expertise within the team. To achieve these goals, the NEOLAiA Research Support Team will host seminars and workshops within topics related to the NEOTrends, thus leveraging NEOLAiA's existing capabilities to achieve impact, increase outreach, and optimize result dissemination. They will also identify relevant research collaborations across partners. This will be based on the research synergy mapping in T5.2, as well as on the in-depth understanding the team members will receive of the research at the partner universities.

b) The NEOLAiA HRS4R Network: Attractive, sustainable, and flexible academic careers are of key importance to ensure research quality (see T5.4 d). In addition, classical research-intensive universities situated in capital cities naturally attract talent and benefit from their role as the centre of demographic gravity; the NEOLAiA universities will proactively work to curb brain-drain. Therefore, a human resources (HR) network will be created to work with the European Charter for Researchers, the Code of Conduct, the Human Resources Strategy for Researchers (HRS4R) and EURAXESS: this will be the NEOLAiA HRS4R network. The universities that already hold the HRS4R award (Örebro, Jaén, Tours, Ostrava) will cooperate with each other while supporting partner universities that do not yet hold the HRS4R award but share the firm aim of obtaining it. This cooperation will thus allow the network to identify areas where NEOLAiA can work on common HR policies, guidelines and procedures. One example of such a collaboration includes the development of best practices for incoming researchers and their accompanying families – something that is of key importance when seeking to attract international talent, not only to our universities but also to other regional organisations. Such a collaboration would thus strengthen regional competitiveness and retain local talent. The NEOLAiA HRS4R network will engage in both physical and virtual mobility.

c) The NEOport Network: In addition to the specialized teams described above, NEOLAiA will create an overarching network of staff working in the field of research support in faculties, schools, departments, units and centreLAiA Research Sups (related to e.g. mobility, policy, and outreach). The goal of this network will be the sharing of experiences and will pave the way for closer and more extensive cooperation (as well as for the development of shared support practices) by engaging in both on-site and virtual mobility.

5.4 Designing actions for NEOLAiA High-Impact Research

By building on each university's strengths in terms of research resources and regional anchoring (as mapped in T5.2), high-impact and innovative research addressing the NEOLAiA Pillars and NKAA will take place. Transnational cooperation within NEOLAiA will build on these strengths in order to provide a solid regional research basis for the alliance as a whole, enabling universities that are less prominent in some areas to gain support and experience from their NEOLAiA partners. This will result in NEOLAiA becoming a strong, diverse, inclusive, and sustainable research alliance.

In addition to supporting new collaborative opportunities, as described in T5.2, the activities below are aimed at strengthening the skills of individual NEOLAiA researchers, especially in the research fields where NEOLAiA displays its highest impact (see NEOLAiA analysis on SDGs and scientific production in the appendix), leading to:

(a) levels of external funding, (b) increased number of research papers published in high-impact peer-reviewed journals, (c) increased regional utilization of innovative research results and methodologies, and d) fostering of sustainable and flexible careers attractive for both academic and non-academic organizations.

NEOLAiA ESR Seminars: We will host NEOLAiA seminars for Early-Stage Researchers (ESRs) with a focus on promoting and enhancing research quality from a regional perspective. This will support NEOLAiA researchers in their ambitions to contribute to research impact and excellence. The seminars will address topics such as publishing, Open Data sharing, research funding, career planning, Ethics in Science, research communication, regional outreach, etc. Furthermore, the seminars will focus on generic skills, such as scientific and research proposal writing, CV writing, leadership skills, pedagogics, innovation in research, etc. The seminars will also add intercultural and regional dimensions to the abovementioned topics. By identifying intercultural differences and regional synergies between different countries, we will also be addressing the intercultural objectives of WP7. The seminars will be held digitally and will be open to all NEOLAiA ESRs.

NEOLAiA Mentorship Programme: Created for ESRs, the programme is open to PhD students as well as to postdoctoral researchers from all NEOLAiA universities. The programme will serve to broaden the participants' networking skills and to offer expert advice on future career building within or outside academia, as well as on a regional, national and international level. Mentees will be matched with mentors from other NEOLAiA universities, Associate Partners or other regional organisations, in order to provide expert knowledge on research and topic specific matters, as well as on career advice. The programme will primarily be digital, but will include at least one activity requiring physical mobility. In addition to the research activities set out in this WP, there are activities geared towards educational enhancement for

PhD students in the Teaching and Learning WP2 (please refer to PhD Students Collaboration Forum in T2.1 within the Pedagogical Hub).

5.4 Designing actions for NEOLAiA High-Impact Research
COO - ORU
BEN - All partners
AP - Macrosad, Diputación de Jaén, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, 012 Factory, Albanian University, Confindustria Salerno, Teen Enterprise, Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Sumy State University (SumDU), Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts, Caucasus International University.

By building on each university's strengths in terms of research resources and regional anchoring (as mapped in T5.2), high-impact and innovative research addressing the NEOLAiA Pillars and NKAA will take place. Transnational cooperation within NEOLAiA will build on these strengths in order to provide a solid regional research basis for the alliance as a whole, enabling universities that are less prominent in some areas to gain support and experience from their NEOLAiA partners. This will result in NEOLAiA becoming a strong, diverse, inclusive, and sustainable research alliance.
In addition to supporting new collaborative opportunities, as described in T5.2, the activities below are aimed at strengthening the skills of individual NEOLAiA researchers, especially in the research fields where NEOLAiA displays its highest impact (see NEOLAiA analysis on SDGs and scientific production in the appendix), leading to:
(a)increased levels of external funding, (b) increased number of research papers published in high-impact peer-reviewed journals, (c) increased regional utilization of innovative research results and methodologies, and d) fostering of sustainable and flexible careers attractive for both academic and non-academic organizations.
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postdoctoral researchers from all NEOLAiA universities. The programme will serve to broaden the participants' networking skills and to offer expert advice on future career building within or outside academia, as well as on a regional, national and international level. Mentees will be matched with mentors from other NEOLAiA universities, Associate Partners or other regional organisations, in order to provide expert knowledge on research and topic specific matters, as well as on career advice. The programme will primarily be digital, but will include at least one activity requiring physical mobility. In addition to the research activities set out in this WP, there are activities geared towards educational enhancement for PhD students in the Teaching

5.5 Launching the NEOLAiA Living Lab Programme
COO - UT
BEN - All partners
AP - Macrosad, Diputación de Jaén, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, 012 Factory, Albanian University, Confindustria Salerno, Teen Enterprise, Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Sumy State University (SumDU), Association of Šiauliai Youth Organizations "Round Table", Siauliai Chamber of Commerce, Industry and Crafts, Caucasus International University.

The aim of the NEOLAiA Living Lab Programme, which is implemented at all partner universities, is to develop a regional outreach-oriented approach involving diverse regional stakeholders: industry, larger companies with a regional profile, SMEs, local and regional public authorities, NGOs, other civil society actors, etc. Working within a collaborative perspective, these stakeholders will identify challenges to be solved, co-produce studies, discuss solutions, and disseminate results. The goal is to increase the potential use of research results and to help solve regional challenges experienced by citizens, NGOs, economic operators, public authorities and society as a whole. This will be achieved through a diverse and inclusive Citizen Science approach using responsible research, innovation, and Open Data/Open Science (T8.1 and T8.2).
The NEOLAiA Living Lab Programme will also address Agenda 2030 and global challenges by promoting citizen

engagement in societal change activities and provide an open, regional, inclusive, transdisciplinary platform for the codesign, co-creation, co-production and outreach of innovative research with and for society, focusing also on the NKAA of Global Health and the 3 key NEOLAiA Pillars. In addition, the NEOLAiA partners are particularly strong in research relating to sustainable development goals (SDGs) 3, 4, 5, 10, and 16 (see section 1.1.4. and annex section for NEOLAiA SDG specialization analysis). Therefore, these SDGs will be of particular importance in the Living Lab. We will share experiences already gained from a number of existing living labs in order to enhance the creation of new experiences; examples of existing living labs that will serve as inspiration in this process include the Social Impact Lab at ORU (https://www.oru.se/english/collaboration/innovation-and-ideadevelopment/social-impact-lab--innovationto- overcome societal-challenges/) and the Usetech' Lab at UT (https://usetechlab.com/). The experiences gained and the actions developed will be regionally shared with the general public and civil society.

Creation of the NEOLAiA Living Lab Hub: This will be a forum for discussion, exchange of best practices and a means to run a joint project incubator. This hub is composed of at least 4 living lab specialists from NEOLAiA partners or other universities and Associate Partners, 2 other representatives of each NEOLAiA partner interested in the initiative, as well as regional stakeholders from each NEOLAiA region. The NEOLAiA Living Lab Hub will also organize seminars and workshops that will be open to members of the partner universities, as well as participants from other universities and relevant stakeholders:

● 2 on-site one-day seminars will focus on (a) the theoretical/academic aspects of living labs (ethical and societal issues, methodology, regionality, etc.); and more broadly, actions facing towards (b) the general public and (c) civil society. In addition, these seminars will cover the operational and technical aspects of living labs (searching for partners, financing, premises, equipment, etc.). Each seminar will also offer opportunities for regional and transnational networking. Greater impact and outreach will be assured by online streaming.

● 2 remote workshops per year aimed at sharing experiences from existing living labs.

All these activities will be made available via public dissemination systems (Open Educational Resources, OER) to ensure greater outreach and regional impact.

Work package WP6 – Entrepreneurship - NEOLAiA Capabilities for the Society of Tomorrow

Work Package Number	WP6	Lead Beneficiary	4. USV
Work Package Name	Entrepreneurship - NEOLAiA Capabilities for the Society of Tomorrow		
Start Month	1	End Month	46

Objectives
NEOLAiA's third mission towards Societal Engagement is intrinsically connected with its bridging role between academia, regional economic participation and social development via local entrepreneurial ecosystems. This will be achieved by supporting aspiring entrepreneurs in our regions and helping them cope with a broad range of obstacles to economic inclusion. Defining the common core values and strategy for regionally integrated entrepreneurship specialization will be key for a SMART regional economic growth and employability strategy. With this vision, this WP will aim at: ● Mapping and fostering synergies (T6.1 Taskforce for Entrepreneurship - TAFE) and best practices (T6.2) among alliance partners, identifying the internal strengths and regional needs; ● Improving the quality of entrepreneurial competencies (among entrepreneurs and alliance partners) via best-practice sharing and a training toolkit (T6.3); ● Increasing the ability of partner universities to provide better entrepreneurship training by creating joint training curricula and a toolkit that will provide additional support for trainers, students and entrepreneurs from NEOLAiA regions (T6.3); ● Fostering connections between alumni-entrepreneurs from all countries with students at partner universities by creating a framework for cross-national entrepreneurship internships, organized as shadowing programmes with mentorship support (T6.4). ● Providing increased opportunities for students to participate in mobility, testing and analyzing business ideas among partner universities, by creating international/multicultural entrepreneurship bootcamps such as the Summer Entrepreneurship Challenge (T6.5).

Description

6.1 Task Force for Entrepreneurship (TAFE).
COO - USV
BEN - All partners
AP - Macrosad, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, Region Örebro County, Albanian University, Agentia Pentru Dezvoltare Regionala Nord-est, Universitatea Tehnica a Moldovei, Association pour le développement de l'enseignement bi/plurilingue (ADEB), LE STUDIUM Loire Valley Institute for Advanced Studies (LE STUDIUM), Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania.

Consolidation of a cross-national team of experts
A Taskforce for Entrepreneurship (TAFE) will be created and become fully functional by M3. The TAFE will be a core group of experts from all partners, who will become entrepreneurship leaders at their home universities. These leaders will be involved in the co-creation of entrepreneurship training and an internship system, as well as strategically coordinating and supervising the WP implementation.
In the pre-project stage, NEOLAiA carried out a preliminary inventory of existing resources in partner universities for entrepreneurship training (infrastructure, training programmes, academic programmes). This WP activities will integrate such existing resources and foster know-how synergies among all the NEOLAiA partners. It will aim to achieve entrepreneurship excellence via newly developed support programmes that will be adapted to regional realities and focused on the 3key NEOLAiA Pillars and the NEOLAiA Key Application Area of Global Health (NKAA). The project will encompass experiences of all partners and contribute to a best practices exchange for both university-university and society-university relations.
The pre-requisite for the implementation of this WP task is the creation of the TAFE joint team of entrepreneurship experts. The TAFE will include one representative from each partner institution who will have the role of cross-analysing entrepreneurship actions and programmes in partner universities, as well as analyzing the regional context and potential for innovation. In addition, TAFE will mediate the outreach of the entrepreneurship opportunities and expertise to the local innovation ecosystem in each partner region, connecting the universities with the associated partners.
The TAFE will have a physical kick-off meeting, after which it will continue to interact virtually every two months. The main roles of the TAFE members will be to:
• coordinate the WP implementation in the partner universities;
• act as leaders in the relevant activities within the process;
• identify the resources;
• advocate the WP vision among external and internal stakeholders;
• cross-analyze entrepreneurship activities and programmes at partner universities and analyze the potential for innovation within the regional context;
• organize the basis for a mutual learning process (by means of online webinars), with the aim of implementing the principles of a "learning organisation" in the TAFE;
• facilitate twice a year, via newsletters with a focus on entrepreneurial success stories – including examples of innovative start-ups, patents and spin-offs involving alumni and local entrepreneurs;
• coordinate the support system "We Start-You-Up".
The TAFE will act as a self-managed team, with the moderation of the working process entrusted to the WP leader. An important backstopping role will be played by the NEOLAiA associate partners network. progress reports will allow for revised courses of action when needed, assuring the long-term sustainability of these initiatives.
6.2 Best practices adapted to the regional innovation ecosystem.
COO - SVK
BEN - All partners
AP - Macrosad, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, Region Örebro County, Albanian University, Agentia Pentru Dezvoltare Regionala Nord-est, Universitatea Tehnica a Moldovei, Association pour le développement de l'enseignement bi/plurilingue (ADEB), LE STUDIUM Loire Valley Institute for Advanced Studies (LE STUDIUM), Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania.

NEOLAiA Entrepreneurship Conference.
A preliminary analysis of existing programmes and resources on entrepreneurship has been carried out at the pre-project stage. Nevertheless, the diversity of internal and external target groups and stakeholders requires an updated in-depth analysis/mapping of the solutions offered by partner universities, internal strengths and regional needs, in order to develop customized toolkits that will have a real impact.
The TAFE will develop a research methodology for:
(1) identifying best practices in entrepreneurship training and support in all NEOLAiA universities;

(2) investigating the needs of internal stakeholders (students, faculty, researchers);

(3) analyzing the regional innovation ecosystem and mapping external stakeholder needs (local and regional administration, consultants, investors, existing and future entrepreneurs, alumni, NGOs). Relevant information that could enhance the quality of support tools (developed in 6.3) will include access to research results for innovation, access to product design knowledge, support in prototyping, access to intellectual property protection knowledge, partnering in access to financing, mentoring for

leadership and coordination. The assessment of internal stakeholders will focus on their expectations and specific needs, while the assessment of external stakeholders will analyze the impact of universities as active players in regional innovation ecosystems and their role in regional economic development.

This report will include recommendations that will be taken into account in the customization of the courses that will be developed as a T6.3 subactivity. These best practices for innovation ecosystems will facilitate the understanding of regional competitive advantages, as well as making it possible to identify the potential for synergies and collaborations with local knowledge communities and business communities regarding how to bring research and ideas into the market. In relation with this assessment, the educational offer will be developed for aspiring or existing entrepreneurs from the community.

A common agenda for strategic entrepreneurial development in the NEOLAiA network will be developed. The results will be discussed by the TAFE, and a joint plan of action will be outlined for the integration of existing best practices within a system shared by the partner universities. A focus on an entrepreneurial mind-set and creativity will reinforce the regional engagement of partner universities, helping to build complementary strengths and cross-regional collaborations and connecting regional needs with the activities of the Living Labs .The innovation ecosystem/regional stakeholders and the Living Labs will connect regional socioeconomic actors with technology transfer activities and entrepreneurship. The synergies between universities and the business world are highly relevant, and NEOLAiA aims to bridge the gap between the commercial sphere and academia.

NEOLAiA Entrepreneurship Conference: As a culmination of this best practice and optimal know-how exchange between universities and regional stakeholders, a yearly conference will be organised. This event will focus on the challenges to entrepreneurship faced by non-metropolitan regions through expert round tables on solutions proposed to face such challenges. The conference will be broadcasted digitally via YouTube, on the NEOLAiA channel.

6.3 NEOLAiA Entrepreneurship Training

COO - USV

BEN - All partners

AP - Macrosad, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, Region Örebro County, Albanian University, Agentia Pentru Dezvoltare Regionala Nord-est, Universitatea Tehnica a Moldovei, Association pour le développement de l'enseignement bi/plurilingue (ADEB), LE STUDIUM Loire Valley Institute for Advanced Studies (LE STUDIUM), Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania.

To enhance the quality of entrepreneurial training at the partner universities, we will produce an account of the best practices identified at the alliance level (T6.2) and outstanding practices developed by third parties, adapting entrepreneurial training to meet current regional development needs in terms of the NEOLAiA Pillars and the NEOLAiA Key Application Area of Global Health (NKAA) . The target group for the training comprises students (bachelors, masters and PhD level), teachers, researchers and staff, as well as start-up entrepreneurs working outside academia.

The outcome of this task will be a "train-the-trainers" toolkit and entrepreneurship training curricula. The trainers' toolkit will help support entrepreneurship educators and leaders within NEOLAiA universities. The entrepreneurship training curricula will be developed for different target groups, according to their specific needs, as identified in T6.2. The training modules will challenge participants to address the NEOLAiA Pillars and NEOLAiA Key Application Area of Global Health (NKAA) through entrepreneurial solutions. The coordination of the specific training modules will be assigned by the TAFE on a consensus basis, applying a co-created methodology and in accordance with the identified strengths of the NEOLAiA partners.

The training toolkit will include a methodology that will serve as a self-orientation tool for future entrepreneurship trainers. The toolkit will be presented online to a minimum of one faculty member from each NEOLAiA partner, via webinars that will explain not only the entrepreneurship-related content, but also the teaching and didactic methods that are appropriate and recommended for entrepreneurship learning.

Three pilot training courses will be organized for (1) bachelors and masters students; (2) for PhD and postdoc researchers and; lastly (3) for aspiring and existing entrepreneurs.

For this category, the training will be organised as an entrepreneurship micro-credential, which will certify the acquisition of new entrepreneurial skills. These courses leading to micro-credentials will be designed to provide the learners with specific skills and knowledge that respond to societal, personal, and labour market needs. The course will follow the procedures developed in T2.6 (Designing and piloting NEOLAIA Microcredentials and Digital Badges for Lifelong

learning). The final version of the trainers' toolkit and the training curricula will be promoted via the NEOLAiA Pedagogical Hub (T2.1), as a dynamic tool to be used and continuously improved.

6.4 NEOLAiA Start UP HUB: "We Start-You-Up"
COO - USV
BEN - All partners
AP - Macrosad, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, Region Örebro County, Albanian University, Agentia Pentru Dezvoltare Regionala Nord-est, Universitatea Tehnica a Moldovei, Association pour le développement de l'enseignement bi/plurilingue (ADEB), LE STUDIUM Loire Valley Institute for Advanced Studies (LE STUDIUM), Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania.

One of the main goals of NEOLAiA is to maximize the potential of the regions by sharing local best practices and involving pioneers in entrepreneurship. "We Start-You-Up" is a support system consisting
of internships, shadowing programmes, start-up support, incubation activities and dissemination
conferences (inspirational key-speaker sessions) facilitating the connection of early-stage entrepreneurs with successful start-ups. The project team acknowledges the important role of entrepreneurship in regional economic growth, self-employability and lifelong learning. The existing infrastructure of partner universities will be used: business incubators and entrepreneurship hubs, as a network of host-working spaces (Start-Up HUB) for the international students that will apply for shadowing
programs. The Start-Up HUB will be a bridge that will connect academic institutions with industry and regional innovation ecosystems, contributing significantly to the NEOLAiA Societal Engagement mission (M3). The directly involved partners will be local and regional chambers of commerce, associations of
entrepreneurs and innovation parks.
Under the coordination of the TAFE, NEOLAiA will develop a methodology and operational plan which will lead to the creation of two support systems for Entrepreneurship:
1) Internship and shadowing programmes: These will be organized cross-nationally, connecting the alumni-entrepreneurs with students from partner universities (via an entrepreneur-buddy system), with the support of a minimum of 18 alumni entrepreneurs (Entrepre-Stars) selected by the NEOLAiA partners. The Entrepre-Stars will act as mentors and inspirational models for a minimum of 18 students from the partner universities, and will be involved as entrepreneur-buddies in a mentoring and shadowing system. The activity will follow the model from Erasmus for Young Entrepreneurs, and it will be financed through the Erasmus+ financial mechanism of Placement Mobilities for Students. This will enhance cross-cultural competencies, thus serving the purpose set out in WP7.
2) Start-up support and incubation/business coaching programme:
Activities in NEOLAiA Living Labs, utilizing the joint resources or research facilities of NEOLAiA partners, for a minimum of 18 students, PhD or postdoc researchers.
3) 9 online webinars: Inspirational key-speaker sessions at which the Entrepre-Stars (alumni entrepreneurs) can share their own experiences with all students in the NEOLAiA network.
The support measures will consist mainly in mentoring and entrepreneur shadowing, following these steps:
• Identification of successful Entrepre-Stars from all regions, i.e. alumni from partner universities who will act as mentors and inspirational leaders/entrepreneurs.
• Promotion of Entrepre-Stars via the NEOLAiA Gateway.
• Mapping/creation of hosting facilities for guest students and researchers as Student CO-working Places for Entrepreneurship (SCOPE) in business incubators or other similar structures. These will provide a joint platform for students and local businesses, encouraging activities in co-working spaces and transforming business labs into dynamic sites of innovation.

6.5 Summer Entrepreneurship Challenge (SUMMA)
COO - USV
BEN - All partners
AP - Macrosad, Universidad de Zenica, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, Region Örebro County, Albanian University, Agentia Pentru Dezvoltare Regionala Nord-est, Universitatea Tehnica a Moldovei, Association pour le développement de l'enseignement bi/plurilingue (ADEB), LE STUDIUM Loire Valley Institute for Advanced Studies (LE STUDIUM), Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania.

The TAFE will support the organisation of 3 hybrid bootcamps culminating in an international competition, which will provide opportunities for multicultural mobility to 27 students from the partner universities. The Summer Entrepreneurship Challenge (SUMMA) will offer an opportunity to recognize the best start-up ideas and to offer direct support through a competition for the most innovative projects addressing the 3 key NEOLAiA Pillars and the NEOLAiA

Key Application Area of Global Health (NKAA) filtered through the partners regional needs. The learning outcomes of SUMMA will be associated with NEOLAiAOpen Badges (developed according to task 2.6 "Designing and piloting NEOLAIA Micro-credentials and Open Badges for Lifelong learning") as a recognition for the accumulated skills and competences.

The focus of the Summer Entrepreneurship Challenge will be on devising entrepreneurial solutions to the regional socio-economic challenges identified by the NEOLAiA team in T6.2. In addition to pitching their own ideas, the students will work jointly in teams creating solutions to support the development of the NEOLAiA regions. The competition will be open to the general public to watch and it will implement a system for a public vote, as a recognition for the idea that will address at best the regional challenges. The workgroup results will be disseminated on the NEOLAiA Gateway, through the newsletter (T10.2) and on the websites of the partner universities.

Work package WP7 – Towards a plurilingual and intercultural European University

Work Package Number	WP7	Lead Beneficiary	1. UJA
Work Package Name	Towards a plurilingual and intercultural European University		
Start Month	1	End Month	46

Objectives
A truly plurilingual and intercultural educational ecosystem is key for an inclusive and diverse EEA and EUI. In pursuit of the European values for a linguistically and culturally equitable education, the NEOLAiA Alliance has set forth this WP with a set of objectives aiming at a sustainable practice and continuous improvement of the longstanding European language recommendations by the Council of Europe since the late 1990s, recently reiterated in Recommendation CM/Rec(2022)1 (February 2nd, 2022) as a set of "policy guidelines and frameworks that provide conceptual and practical support for plurilingual and intercultural education for democratic citizenship". In parallel, NEOLAiA's regional connectivity mission means that this WP's objectives will also pursue the two items of "language barriers" and "cultural differences", as key alliance-specific barriers, identified as barriers that stand out above other barriers to inclusion in the NEOLAiA regional survey (the report that served as basis for identifying the NEOLAiA Diversity & Inclusion pillar targets) by: ● Ensuring that the implementation of this WP will be consistent with the values for a plurilingual, intercultural European University that also addresses NEOLAiA's region-specific barriers, by fostering the continuous improvement and sustainability of its initiatives through a best-practice approach based on regular exchange fora among partners throughout the lifetime of the alliance (T7.1 Symposium on language policy). ● Promoting plurilingualism and interculturalism in university programmes, by enhancing the linguistic and intercultural competence of all NEOLAiA internal stakeholders (teachers, researchers, students and staff - T7.2), as well as by targeted initiatives specifically for teachers (T7.3), researchers (T7.4), and students (T7.5), equipping them with the optimal skillset for their academic and professional future. References and frameworks underpinning the tasks proposed in this WP include: ● Common European Framework of Reference for Languages: Learning, teaching, assessment (CEFR, 2001) and the CEFR Companion Volume (2020); ● From Linguistic Diversity to Plurilingual Education: Guide for the Development of Language Education Policies in Europe (2007); ● A Framework of Reference for Pluralistic Approaches to Languages and Cultures (2012); ● Reference Framework of Competences for Democratic Culture (2018); ● EPICUR European Language Policy (2021).

Description
7.1 Holding a symposium on language policy COO - UJA BEN - All partners, The British Council

AP - Asociación Enseñanza Bilingüe, Trinity College London, Association pour le Development de l'Enseignement Bi/plurilingue (ADEB)

Sustaining the Council of Europe's Recommendation CM/Rec(2022)1 that universities "engage in research that contributes to international understanding of plurilingualism and intercultural dialogue at all educational levels and in all social domains", a symposium on language policy (with participants from NEOLAiA and other universities) will be held regularly every two years (M6, M30). It will become a forum to share best practices and foster continuous improvement and sustainability of the language policies for plurilingualism and intercultural education, as promoted by the Alliance. Renowned European scholars and experts will be invited as keynote speakers, and 10 members from each partner university will be funded to attend/present at the symposium (this will tie in with the NEOLAiA mobility programmes for joint research in WP4 T4.7). This multiplier event will be open to international participants and streamed live for greater outreach and impact. The associated partner organizations will be active participants in the symposium on language policy. A special issue will also be published every two years in a high-impact specialized journal, to present the main outcomes of the symposium (accessible through a Creative Commons License). The lessons learned and the salienttakeaways accruing from the event will thus be made available to the broader educational community via public dissemination systems (OERs), and this information will be presented in English, French, and Spanish for greater dissemination and impact.

7.2 Drafting a common charter on language policy and staff accreditation criteria
COO - UT
BEN - All partners, The British Council
AP - Asociación Enseñanza Bilingüe, Trinity College London, Association pour le Development de l'Enseignement Bi/plurilingue (ADEB)

The insights gleaned from the symposium will feed directly into the common charter, which is a necessary starting point for the creation of the accreditation certificate. A joint policy framework will be drafted by the participating universities in order to foster plurilingual and intercultural education (Cavalli, Coste, Crişan and van de Ven, 2009) (campus-wide: for students, teachers, and administrative staff). Recent studies (e.g. Halbach & Lázaro, 2015) have showcased the lack of harmonized and clearcut language policy objectives across tertiary education institutions, a niche which this task seeks to address.
The common charter will be based on 3main keystones (accreditation, training and incentives), laying out a shared alliance-wide view on the role of language and mapping out joint pathways for progression in the promotion of plurilingualism.
Issues pertaining to diversity, inclusion, differentiation, and integration will be foregrounded in line with NP2 and WP3 (T3.1 Diversity and Inclusion NEOCharter), as well as with the Common Diversity Policy Promoting European Values (in the NEOLAiA website, Diversity and Inclusion action area: https://neolaiacampus.eu/action-areas/).
A rich body of literature (e.g. Halbach & Lázaro, 2015; Macaro et al., 2018; O'Dowd, 2018) has alsohighlighted a lack of solid criteria for the accreditation and training of staff for plurilingual education at universities. As a policy document, the common charter will strive to fill this void by defining common standards for academic and administrative staff in Higher Education (HE) through a nuanced set of indicators based on the latest research. The input of the associated partner (AP) organizations (The British Council, Asociación Enseñanza Bilingüe, Trinity College London, Association pour le Développement de l'Enseignement Bi/plurilingue (ADEB)) will be essential when drawing up the charter on language policy and establishing the criteria for accreditation, as will the work conducted on this topic by the NEOLAiA Pedagogical Hub (WP2 T2.1).
This collaborative work on a common charter for the promotion of plurilingualism and interculturalism in universities will take into account past experiences, in particular the work of the Council of Europe's Language Policy Division. Aware of the sometimes excessively prescriptive effects that this type of document can produce, the participants in this WP will ensure that its recommendations in terms of language policy are formulated in a sufficiently open manner. It will be necessary to develop a linguistic policy to ensure that this objective does not necessarily lead to an implicit Anglicization of higher education. It will also harmonize the baseline requirements which academic and administrative staff
will need to meet in order to participate in the plurilingual programmes set up at each partner university.This will have a knock-on effect on preparation for plurilingual education, setting in place measures to bolster plurilingualism and interculturalism across our institutions. It will also serve as a jump-off point for other higher education institutions (HEIs) seeking to set in place a fully inclusive language policy.

7.3 Implementing a common accreditation certificate for plurilingual education
COO - UJA
BEN - All partners, The British Council

AP - Asociación Enseñanza Bilingüe, Trinity College London, Association pour le Development de l'Enseignement Bi/plurilingue (ADEB)

In line with the Council of Europe's guidelines to develop and promote plurilingual and intercultural education (2022), a common and automatically recognized accreditation certificate for plurilingual education will be created. This certificate will be based on the latest research into teacher training needs for Content and Language Integrated Learning (CLIL) and English as a Medium of Instruction (EMI) (e.g. Macaro et al., 2018; Madrid & Roa, 2018; Marsh et al., 2010; Pérez Cañado, 2020) and will build on the prior work carried out on this front by the NEOLAiA partners as a preproject activity (cf. https://neolaiacampus.eu/accreditation-certificate-for-multilingual-education/). It will
accredit and empower instructors (including NEOLAiA's language assistants – see 7.4 below) to teach academic content through the target language. Once more dovetailing with the Council of Europe's recognition that "plurilingual and intercultural education also supports the educational and social inclusion of migrant and marginalized learners", the certificate will comprise 100 hours of training through 5 flexible learning modules on bilingual and plurilingual/intercultural education (20 hours each):
● Theoretical underpinnings of bi- and plurilingual education;
● Student-centered methodological options and new technological learning environments;
● Academic and basic interpersonal communication skills (BICS) and pronunciation;
● Catering for diversity in plurilingual education;
● Alignment of teaching and assessment.
Each university will develop and implement a module, and a common online platform will be set up enabling participants from across all partner universities to complete the certificate by taking the course online. In the pilot process, blended learning will also be implemented through face-to-face exchanges for the completion of specific modules in order to strike a balance between physical presence and digital tools. Five teachers from each university will be selected to take one of the modules at other partner universities. This mobility will be bolstered through both the NEOLAiA Staff Training Expert Team (WP4 T4.3) and the NEOLAiA mobility scheme support (WP4 T4.1). The input of the associated partner (AP) organizations will be essential to determine the content of the accreditation certificate.

7.4 Setting up a Language Assistant Exchange Programme (LAEP)
COO - UJA
BEN - All partners

Once more tying in with the accreditation certificate and in line with the latest research (e.g. Buckingham, 2018; Macaro et al., 2018; Pérez Cañado, 2020), this task will bolster the profile of language assistants (LAs) within the subjects taught through different languages at the partner universities, as well as promoting exchanges of LAs. Two language assistants (postgraduate students or early stage researchers (ESRs) from the HEIs in the alliance) will have the opportunity to participate in long-termmobility (one year) in order to support the adequate development of the subjects taught through the target language. The language assistants will be inserted under the umbrella of mobility windows and field-specific course packages for student exchanges in WP4 (T4.4.). They will oversee the design of materials and will contribute to their revision, they will be a source of up-to-date BICS and pronunciation, and they will act as a gateway into their home countries' culture. A NEOLAiA seminar for junior researchers will also be organized for the assistants to ensure that they are wellversed in the basics of bilingual education, thus tying in with the Research WP (NEOLAiA Seminars for Early-Stage Researchers in WP5 T5.4)). A platform will be set up for LAs and teachers to interact, thereby facilitating collaboration across countries and universities. The presence of LAs will also be maximized by offering them the possibility of delivering courses to NEOLAiA students in a third language and culture (i.e. not English and not the language of the host university). These can also be conducted online, e.g. through tandem courses, both to favor the promotion of third language knowledge and to bolster student involvement. This will dovetail with the LACE below.

7.5 Designing and piloting LACE: Language and Culture Exchange programme for a plurilingual alliance
COO - OU
BEN - All partners

The NEOLAiA alliance cherishes the plurilingual potential of Europe, and it is ready to develop both the proficiency of English as a lingua franca and the knowledge of all the NEOLAiA languages among students. The Language and Cultural Exchange (LACE) programme represents an opportunity for NEOLAiA students to broaden their skillset and knowledge of plurilingual competencies, enhancing their cross-cultural knowledge and intercultural skills. In addition, it offers the opportunity to become active ambassadors of their languages and cultures – either during their study abroad stays at partner universities, or virtually, while studying at their home universities. The LACE programme will be included in curricula as an elective learning option across the NEOLAiA alliance. Having completed introductory training at their home university, LACE participants will then teach their mother tongue to their fellow students abroad, and introduce them to their home culture. The LACE programme will be co-coordinated by the NEOLAiA Student Network.

Work package WP8 – Adopting and Sustaining Open Science

Work Package Number	WP8	Lead Beneficiary	6. UNISA
Work Package Name	Adopting and Sustaining Open Science		
Start Month	1	End Month	48

Objectives

Research is one of NEOLAiA's 3 core missions as a HEI and as a European University. This WP on Open Science will contribute to sustain research activities as a key HEI mission, in
conjunction with WP5 – Research Excellence and Regional Impact. It will do so by adopting a set of policies and technological infrastructure to ensure a collaborative knowledgesharing
research ecosystem, as well as an inclusive and equitable science citizenship participation. It will use principles such as the FAIR framework and will set in motion the
European Commission's 2030 Digital Compass vision for science citizenship with the aim of:
● Increasing researchers' early knowledge-sharing practices with all relevant stakeholders across academia, industry, public authorities, citizens' groups, non-governmental
organisations, and society at large;
● Supporting widespread stakeholder participation in knowledge-sharing in order to increase trust in science;
● Contributing to the growth of Europe's community of digitally-empowered citizens;
● Designing appropriate rules, internal procedures and strategies to enable the NEOLAiA alliance to understand and implement Open Science principles and practices (T8.1);
● Developing and sustaining a NEOLAiA Open Science Policy that will be embraced by all alliance partners and stimulated through training, dissemination, and exploitation
activities. (T8.1) ensuring that data on research results is fed into this WP so that open science is connected with concrete research activities throughout the NEOLAiA
alliance, by working closely with WP5 Research Excellence and Regional Impact through joint remote annual meetings (T8.2);
● Engaging and stimulating all partners in co-creating Open Data on their teaching and research activities, by collaborating with citizens and citizens' groups (T8.2).

Description

8.1 Developing and sustaining the NEOLAiA Open Science Policy
COO - UNIC
BEN - All partners
AP - National University Of Kyiv-Mohyla Academy, Codeca, CYENS, 012 Factory, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Agentia Pentru Dezvoltare Regionala Nord-est, Sumy State University (SumDU), Caucasus International University.

The NEOLAiA Open Science Policy will be developed on the basis of the following principles:
● Alignment with national and European policies;
● Facilitating collaboration among alliance members, enabling open dissemination of research results to become available to the general public without any restrictions;
● Identifying incentives and opportunities for NEOLAiA researchers and alliance staff to increase their involvement in research publications and FAIR data;
● In line with the European Commission's 2030 Digital Compass, which paves the way for Europe's Digital Transformation, the NEOLAiA Open Science Policy will explore the emerging
idea of Open Science as an enabler for citizen science; it will find ways to involve the nonacademic public in the process of scientific research, via a variety of channels in collaboration with WP9 (on digital knowledge-sharing platforms) and WP10 (on social media channel outreach). A workshop/training course will then be organized which will support the understanding and implementation of these recommendations at each partner university. A Conclusion Report on the NEOLAiA Open Science Policy will be produced at the end of the 4- year funding period (D10).

8.2 Set-up, development and Manageme nt of the Infrastructure for NEOLAiA Open Science
COO - UNIC
BEN - All partners
AP - National University Of Kyiv-Mohyla Academy, Codeca, CYENS, 012 Factory, Albanian University, Bimed

(Biennale delle Arti e delle Scienze del Mediterraneo), Agentia Pentru Dezvoltare Regionala Nord-est, Sumy State University (SumDU), Caucasus International University.

NEOLAiA partners are committed to a sustainable digital transformation through Open Science as part of the key NEOLAiA Pillar 1 - Digital Transformation (one of the 3 key NEOLAiA Pillars) and WP9 – Digital Transformation). In this task, the necessary infrastructure to provide Open Science access to all NEOLAiA activities will be set up and developed. The infrastructure will include:
● A public repository for all the scientific results by NEOLAiA researchers;
● A public open dataset server that performs harvesting and collection of open data on the NEOLAiA universities and their activities (based on CKAN open source). It will also provide a common metadata and tagging scheme among the NEOLAiA partners.
Regular remote training for the partners will be provided in order to improve the effectiveness of common open data, by grounding on practice the open science policies developed in Task 8.1 The infrastructure will be regularly updated and maintained, interfacing the infrastructure with other providers and other harvesters. In fact, the datasets obtained will also be shared with the EU's data.europe.eu Open Data Portal and the European Open Science Cloud (EOSC); this will ensure the widest possible dissemination and re-usability.
NEOLAiA will also contact other European Universities, involving them in the co-creation of open data and offering the platform to all European Universities that wish to provide and update their data. The goal is to produce an Open European University Portal providing access to Open Data from all the European Universities.

8.3 Collaborative Building of Open Data and Open Data User experience boosted by AI
COO - UNIC
BEN - All partners
AP - National University Of Kyiv-Mohyla Academy, Codeca, CYENS, 012 Factory, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Agentia Pentru Dezvoltare Regionala Nord-est, Sumy State University (SumDU), Caucasus International University.

This task will foster and stimulate sharing and collaboration in the domains of Open Science and Open Data, supporting and scaffolding researchers, staff and citizens in producing higher quality open data in pursuit of fully Findable, Accessible, Interoperable and Re-usable (FAIR) objectives. The purpose is to augment the open data collected and harvested by the partners, through new, jointly authored and collaboratively created datasets by the NEOLAiA community (including researchers, staff, students and citizens).
The chosen paradigm is Collaborative Citizen Open Science, in which NEOLAiA partners and citizens are involved in co-creation activities and collaborative science. NEOLAiA's strong motivation toward Citizen Science is anchored in the NEOLAiA Pillar 2 - Diversity and Inclusion, involving a plethora of diverse stakeholders who can become aware of and involved in NEOLAiA activities.
NEOLAiA partners (researchers, staff, students) and citizens will focus on producing, reviewing and improving datasets of the following types:
• Administrative data (such as the location of an academic institution and attendance information);
• Internal data (such as staff names, available resources, budget and personnel data); • Joint and multiple degrees curriculum data;
• Performance data (attendance, aggregated statistics on grades, etc.);
• Data on research results, through joint annual remote meetings with the WP5 team;
• Data on jobs in academia/research.
An intelligent collaborative environment will be created in order to support Open Data authorship and Linked Open Data, empowering a heterogeneous, cross-border, multi-partner teamwork. The ROUTE-TO-PA platform (produced in the frame of the H2020 project ROUTE-TO-PA coordinated by UNISA: https://project.routetopa.eu/) will be the open source environment. It was selected in the EU Innovation Radar, and it is currently in use for Erasmus+ projects. It offers a Social Platform for
Open Data (SPOD) with an open CKAN repository that facilitates easy dataset creation and shared public visualization. The SPOD, besides providing collaborative support to high-quality open data production, will be augmented with AI-based conversational agents that will support the activities of the users to generate high quality open data. Regular remote training for the partners will be provided in order to guide them through the SPOD
platform. The output (i.e. datasets) produced with SPOD will be of course delivered on the platform managed by Task 8.2, and therefore made available to the EOSC and to the Open Science European Universities Portal.
To guarantee quality assurance, continuous improvement and sustainability of this task, an Annual Report will be published on the progress of activities conducted on the Social Platform for Open Data (SPOD), with a detailed description of:
● Training and dissemination events to stimulate collaborative production of Open Data among the partners;
● Open datasets generated by each partner and by the alliance as a whole;

● Community-generated open data.

Work package WP9 – Digital Transformation

Work Package Number	WP9	Lead Beneficiary	9. UNIC
Work Package Name	Digital Transformation		
Start Month	1	End Month	48

Objectives
Our alliance envisions Digital Transformation as one of the 3 key NEOLAiA Pillars (NPs) - NP1 Digital Transformation, NP2 Diversity and Inclusion and NP3 Enhanced Mobility. We

Our alliance envisions Digital Transformation as one of the 3 key NEOLAiA Pillars (NPs) - NP1 Digital Transformation, NP2 Diversity and Inclusion and NP3 Enhanced Mobility. We
therefore see NEOLAiA as having an active role as an enabler of advanced digital skills for inclusion, widening the participation and usage of digital technologies by society at large and in
particular by under-represented groups in the regions where the alliance is present (see WP3 on under-represented groups), facilitating lifelong learning education that prepares the
workforce for the ever-changing market demands. This WP will thus aim at:
● Embracing digital transformation through the effective use of new technologies aiming to reinforce Europe's global position and leadership in digital transition;
● Empowering technology knowledge, research, and digital skills to support all universities in shaping the future of education towards a shared virtual world, by developing and
adopting an analytical digital framework (T9.2);
● Becoming a leading European University in metaverse access across NEOLAiA campuses, in line with the European Commission's declaration on digital rights and principles for the
digital decade: "Technology should unite, not divide, people" (T9.3).
● Leading by example in digital education as a European University by offering courses to NEOLAiA partners on the metaverse, using Virtual Reality (VR) and Augmented Reality (AR)
metaverse Living Labs at each partner's campus (T9.2);
● Fostering frictionless mobility through digitally-based academic recognition among NEOLAiA partners by creating a Shared Identity Mechanism (T9.1).

Description

9.1 Developing a NEOLAiA Digital Identity/ The Digital NEOLAiA Passport Platform
COO - UNISA
BEN - All partners
AP - Diputación de Jaén, Innovasur, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, 012 Factory, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Confindustria Salerno, Virtual Real Life s.r.o., Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, The Centre-Val de Loire Regional council, Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania, Caucasus International University.

Digital Identity: A common, verifiable and trusted digital identity is necessary in order for NEOLAiA partners to interact with each other and with the general public. It is important to ensure that all interactions related to the alliance take place in a secure and trusted network where each entity can be identified and authenticated. The
NEOLAiA digital identity will be the technology tool to support different WP tasks, such as:
● NEOLAiA Pedagogical Hub (T2.1)
● NEOLAiA website section on Digital Accessibility (T3.4)
● NEOLAiA Living Lab (T5.5)
● NEOLAiA support system for entrepreneurial students: "We Start-You- Up" (T6.4)
● Mobility Scheme for Internationalized Curriculum and Research Collaboration (virtual mobility offer) (T4.5)
● NEOLAiA Gateway (T10.2)
● All communication and dissemination tasks in WP10.
An integration software layer will be produced to include all the components from each WP with a Shared Identity Mechanism: each user (teacher, student, researcher, researcher) within NEOLAiA will be provided with one username/

password that they will be able to use for all NEOLAiA services. The identity mechanism to be used will be chosen at the beginning of the activities, after exploring the relative advantages/disadvantages and costs of using centralized (server-based) versus distributed (blockchain-based)

secure digital identities for NEOLAiA students, researchers, teachers and staff. In the past, centralized models to address access management have been the norm; however, considering the emergence of innovative decentralized self-sovereign identities, the two systems should be explored and compared in order to identify the best and most efficient and cost-effective system for the NEOLAiA Shared Identity Mechanism.

The Digital NEOLAiA Passport Platform

The Platform will enable students and staff to obtain a digital certification for all curricular and extra-curricular activities accomplished within NEOLAiA such as: Focus Academy (T2.2.), Multiple and joint degrees (T2.3.), Summer School (T2.4.), NeoTeach (T2.5), Micro-credentials and Digital Badges (T2.6), D&I NEOStaff (T3.3.), D&I Mentors (T3.4), D&I NEOLife (T3.5), NEOLAiA Virtual Mobility offer (T4.5), NEOLAiA Entrepreneurship Training (T6.3), NEOLAiA Start UP HUB (T6.4), Summer Entrepreneurship Challenge (T6.5.), Common Accreditation Certificate for Plurilingual Education (T7.3), Language Assistant Exchange Programme (T7.4.), Language and Culture Exchange programme for a plurilingual alliance (T7.5.). Students and Staff will be able to receive a certificate of completion of all those activities through the Digital Passport Platform.

9.2 Designing and adopting an analytical digital framework and roadmap on how to create metaversebased VR/AR spaces across NEOLAiA partners' campus areas

COO - UNIC

BEN - All partners

AP - Diputación de Jaén, Innovasur, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, 012 Factory, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Confindustria Salerno, Virtual Real Life s.r.o., Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, The Centre-Val de Loire Regional council, Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania, Caucasus International University.

In line with Europe's goal to become a leading global player in the digital transition while promoting its values and the European way of life, NEOLAiA will foster the transition from a digitally-skilled community towards a shared digital culture that is truly human-centric. It will do so by educating its regional stakeholders beyond the development of IT competencies and towards the general adoption of virtual campus environments through Virtual Reality (VR)/ Augmented Reality (AR) as tools for an inclusive and barrier-free regional connectivity and all citizen participation.

The purpose of this task is to provide an analytical framework and roadmap that will support the creation of Virtual Reality (VR)/Augmented Reality (AR) Living Labs based on the Metaverse, which will be used as virtual classrooms. The metaverse, which is basically a 3D digital world, brings together decentralized networks, self-sovereign identities, NFTs and DeFi into a full-fledged universe enabled by augmented and virtual reality. Inevitably, the metaverse will achieve its educational potential as it can create an immersive learning experience, in an environment that is inclusive to everyone. The metaverse can truly break down language and location barriers, contributing to NEOLAiA's vision of Transforming Regional Connectivity. NEOLAiA students, researchers, teachers and staff need to be equipped with the digital skills necessary to handle this innovative concept, via close and diverse forms of collaboration. This task therefore focuses on researching the ways in which the metaverse can bring value to a human-centric education through inclusion while contributing in the mid-/long-term to

Europe's transition towards the digital era. To begin the implementation of this task, the team will set up a research group on VR/AR, virtual embodiment, intelligent virtual agents, human-computer interaction, 3D user interfaces, navigation and human perception, in line with WP5 objectives on creating high-quality and innovative European research teams. This research group will enable NEOLAiA to explore the advantages for university campuses of decentralized virtual worlds such as Decentraland, Sandbox or Somnium Cubes, and to collectively decide which of these models to adopt for the NEOLAIA metaverse campus presence. In addition, the group will study the precise functionalities offered by this metaverse, either for the alliance as a whole or for groups of alliance partners, depending on their shared teaching/ research interests. The research team will also examine how to maximize the impact of the analytical framework and the roadmap beyond the NEOLAiA alliance, as well as how to transfer the research results to a wider academic community across Europe. In addition, the framework will study how inclusion can take place in the metaverse and what actions can be taken to involve students from all backgrounds, making sure that the new technology is truly inclusive to all.

The framework will also touch upon and briefly analyze sustainability in the metaverse. If the metaverse replaces real-world presence with virtual interactions, the digital transformation via the metaverse can also significantly contribute to reducing carbon emissions and overcoming barriers to climate action. AP's student communities will have access to the VR/AR labs.

9.3 Creating metaversebased VR/AR spaces across NEOLAiA partner campus areas

COO - UNISA

BEN - UJA, UNIBI, OU, OSV, UNISA, ORU.

AP - Diputación de Jaén, Innovasur, City of Bielefeld, National University Of Kyiv-Mohyla Academy, Codeca, Cardet, CYENS, Statistics Sweden, 012 Factory, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Confindustria Salerno, Virtual Real Life s.r.o., Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, The Centre-Val de Loire Regional council, Sumy State University (SumDU), Ministry of Education, Science and Sport of The Republic of Lithuania, Caucasus International University.

In line with the European Commission's declaration on digital rights and principles for the digital decade- "Technology should unite, not divide, people"-, it is of the utmost importance to assure the broadest access to the metaverse to as many European citizens as possible and to foster regional community connections through digitally shared experiences. With this aim, this task will bring education into a shared virtual world by creating VR/AR metaverse Living Labs in each partner campus area. NEOLAiA partners will embrace this new technology by creating Living Labs (T5.5) equipped with Oculus headsets, Magic Leaps, and tablets to stimulate pedagogical innovation, so that students and the wider population can participate in virtual classes, contributing to effective employability goals, as students will be acquiring the necessary skills to participate in the digital era.

NEOLAiA partners will create Virtual Reality (VR)/Augmented Reality (AR) Living Labs (T5.5) based on the metaverse for virtual classrooms. Only hands-on experience with the metaverse and appropriate pedagogical methodologies associated with the subject matter can equip European citizens with the adequate digital skills to embrace and unleash the metaverse potential in an educational and professional context.

NEOLAiA partners will form a multidisciplinary alliance, with each partner contributing different departments and initiatives (such as UNIC's Open Metaverse Initiative), which will:

a) conduct advanced research on how the VR/AR labs can be developed responsibly;

b) experiment with the metaverse concept, VR, AR and their various aspects, to determine how they can be applied in education for the benefit of students;

c) promote the use of virtual and augmented reality for educational, scientific and recreational purposes among NEOLAiA partners and in society at large. AP's student communities will have access to the VR/AR labs .This task (as well as Task 9.1) builds on University of Nicosia's (UNIC) eight-year track record as the leading university in the field of cryptocurrency and blockchain. UNIC launched the world's first degree program in cryptocurrency in 2014. Today, UNIC has educated over 100,000 students in academic and professional training courses, hosts the world's largest team of faculty and staff focused on crypto-assets and blockchains, and serves as the academic lead for the EU Blockchain Observatory and Forum (a European Commission initiative to accelerate the development of blockchain within the EU).Its latest MOOC on NFT's and the Metaverse -the first one in the world- had over 20,000 registrants and is taught by world-renowned lecturers such as Punk6529, Keith Grossman, Balaji Srinivasan and Prof Giaglis. UNIC has also been recognised by Coindesk as one of the best universities in the world for blockchain. NEOLAiA intends to play a leading role as a European University by offering one of the first courses on the metaverse, contributing to Europe's global influence in education for innovation and digital transformation. One of our alliance's goals is to host this programme in a virtual land, making the course open to students and the general public regardless of the participants' location.

This online course will have a 2-week duration and will be entitled "Introduction to the Metaverse". It will be offered via the NEOLAiA Living Labs to educate participants about the disruptive potential and application areas of the digital transformation deriving from the metaverse.

Work package WP10 – Sustainability and Dissemination

Work Package Number	WP10	Lead Beneficiary	5. SKV
Work Package Name	Sustainability and Dissemination		
Start Month	1	End Month	48

Objectives
NEOLAiA's sustainability as a European University relies in great part on the quality of its projects and activities, as well as on the continuous assessment of its outputs and collaborations. It is key to support the alliance's mission through time beyond EU funding by assuring that all stakeholders (internal and eternal) are kept informed and involved in all

activities through inclusive means of dissemination and participation within the alliance and towards the general public. For this purpose it will aim at:
● Developing a plan for dissemination and communication activities (PDC) (T10.1).
● Facilitating communication among NEOLAiA alliance members (researchers, faculty, students, alumni communities) and society as a whole, focusing on the alliance's mission
statement, activities and achievements (T10.2).
● Raising awareness towards society at large, businesses and regional governments on the pace of ongoing projects and collaborations through the use of inclusive
communication channels (digital fora) with a particular focus on a strong digital presence and branding (T10.3).
● Ensuring the continuity of the NEOLAiA alliance beyond the European Universities funding, through a periodical and transparent financial and sustainability reporting (T10.4).

Description

10.1 Plan for dissemination and communication (PDC)
COO - SVK
BEN - All partners

The plan will be drafted by the NEOLAiA Communication Committee, including the communications department from each university partner. who will be consulted and will propose any necessary adjustments. The draft will then be finalized by the task leader before being presented as a final document.
The plan will outline dissemination policy and rules, communication objectives, target audiences and activities to facilitate the communication and dissemination of information related to NEOLAiA. The drafting of the PDC is crucial in order to ensure effective and transparent internal and external communication on all matters pertaining to NEOLAiA. The plan will define communication planning (timeline, human resources, costs involved), set rules regarding the dissemination of information (messages to be communicated), determine target audiences and delivery channels, assess levels of impact, and set out specific methods and target groups. The PDC will also include a comprehensive Corporate Identity Manual with detailed visual identity guidelines, technical specifications (RGB, PANTONE and CMYK colour codes, proportions of logos, fonts, sizes), an explanation of the philosophy behind the logo design, as well as design application rules. To implement the PDC, a stakeholder database will be consolidated to optimize targeted communication and dissemination activities.

10.2 NEOLAiA Communication and Dissemination Campaign
COO - SVK
BEN - All partners
AP - Cardet, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Confindustria Salerno, Borys Grinchenko Kyiv University, Teen Enterprise, Virtual Real Life s.r.o., Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Ministry of Education, Science and Sport of The Republic of Lithuania, Siauliai Chamber of Commerce, Industry and Crafts, Caucasus International University.

http://neolaiacampus.eu/
The NEOLAiA Communication and Dissemination Campaign comprises 4 key elements:
● Communication package
● Website and social media channels
● Conference participation
● NEOLAiA Gateway.
Communication package: To be developed by the task leader, the package includes a project brochure, presentation, and press releases. All partners will be responsible for disseminating the material both within and beyond their stakeholder networks. The alliance will issue press releases in all official languages of partner universities at key calendar events: proposal submission, project acceptance, project kick-off, project presentations in relevant events, relevant activities, etc. E-newsletters will also be sent out quarterly with the latest information on the project activities.
NEOLAiA alliance website and social media accounts: The NEOLAiA European University website (http://neolaiacampus.eu/) will be one of the main vectors for communicating and
be regularly updated in order to broadcast to the general public the alliance's main objectives, its structure, governance and mission statement. It will also underscore the importance of the alliance for the European higher education sector. Key alliance achievements will be published in the form of short news reports on the alliance's website and its social media accounts (Twitter, Facebook, LinkedIn, Instagram, YouTube). It will include short interviews from NEOLAiA partners. This omnichannel approach facilitates the outreach to key target audiences (researchers, faculty, students,

alumni communities, and society as a whole) with customized content designed to fit their specific profiles with tailor-made content focused on the 3 key pillars:

Digital Transformation:
● DT Newsletter (WP10).
● DT podcast (WP10).
● DT infrastructure map (WP10).

DIversity and Inclusion NEOtrans (WP3):
● D&I NEOlogue podcast (WP3).
● D&I NEOletter newsletter (WP3).
● D&I NEOmap online map (WP3).

Enhanced Mobility:
● Cultural awareness stories (WP4).
● Student, researcher and staff mobility podcast (WP4).
● Mobility windows virtual and on campus course newsletter (WP4).

Conference participation (at regional/national/international levels): The task leader, along with the other alliance partners, will work to promote and showcase NEOLAiA's objectives and achievements at regional, national, and international conferences (e.g. EURASHE Annual Conference, Annual EAIR Forum, EAPRIL Conference) with a special focus on the 3 key NEOLAiA Pillars. The envisaged NEOLAiA participation and contribution to conferences will be scheduled on an annual basis so that the European University project will act as a role model for the European and international higher education sector and so that it can be disseminated to the broadest possible audience, also facilitating international exchanges. Dedicated sessions and exhibition stands will be created to promote the NEOLAiA project and its results at a minimum of 3 international conferences. Clustering with other projects, such as other European Universities will be done through cross-participation at specific project events. In addition to this, a final project conference will be will be organized as a 2-day event in Brussels; an international audience of academics, students, European Commission officials and regional government representatives will be invited to participate.

NEOLAiA Gateway: The NEOLAiA Gateway is an internal digital database of study and teaching activities. It will be accessible via the NEOLAiA website, and it will include an online catalogue of NEOLAiA Focus Academy courses (T2.2), NEOLAiA Summer Schools courses (T2.4), and joint degrees (T2.3) offered in English. This will promote joint teaching/learning activities among alliance students and staff, as well as managing the enrolment process (booking an activity).

10.3. NEOLAiA Digital Presence
COO - UNISA
BEN - All partners
AP - Cardet, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Confindustria Salerno, Borys Grinchenko Kyiv University, Teen Enterprise, Virtual Real Life s.r.o., Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Ministry of Education, Science and Sport of The Republic of Lithuania, Siauliai Chamber of Commerce, Industry and Crafts, Caucasus International University.

In this task, the objective is to engage and empower the communities within and around NEOLAiA. We will set up a Shared Discussion Space (e.g. an open source discourse environment) that will be used for internal stakeholders (faculty, staff, students, researchers), grouped by "communities of interest" among partners (by topic, function, or interest), and also in collaboration with any interested external stakeholders. Forums will be created by each partner, including cross-national and external stakeholders. The space will be managed through community moderation, encouraging users to take responsibility by rewarding their involvement and community upkeep. The shared discussion space will be built around co-creation principles, rather than on the basis of passive participation; it will use methodologies such as the "World Café" to allow both internal and external stakeholders to contribute to the discussion from different perspectives and in an informal way. At least 5 different forums per partner and 10 international forums will be set up.

10.4 Alliance sustainability and financial plan
COO - UJA
BEN - All partners
AP - Cardet, Albanian University, Bimed (Biennale delle Arti e delle Scienze del Mediterraneo), Confindustria Salerno, Borys Grinchenko Kyiv University, Teen Enterprise, Virtual Real Life s.r.o., Agentia Pentru Dezvoltare Regionala Nord-est, Camera de Comert si Industrie Suceava, Universitatea Tehnica a Moldovei, Chernivtsi National University Yuriy Fedkovych, Ministry of Education, Science and Sport of The Republic of Lithuania, Siauliai Chamber of Commerce, Industry and Crafts, Caucasus International University.

This plan will detail the long-term strategy of the alliance for 3 years after the completion of the EC funding. This document, drafted as a business plan for the European University alliance, will include two main parts:

1. The sustainability part, addressing the following topics:

● Long-term organizational and legal structure, governance and reporting systems built upon the lessons learned during the 4-year project.

● Research programmes to be implemented following the end of the project funding period.

● Degrees and other courses to be implemented following the end of the funding.

● Diversity and Inclusion section on activity implementation and sustainability.

● Infrastructure development plan.

● Events and communications.

2. The financial part will detail the long-term support for activities with concrete financial contributions and commitments from each partner adjusted on a yearly basis for sustainability purposes. In terms of current funding commitment and sources, NEOLAiA will draw from a) own funding and b) national/regional government funding. Overall funding sources a) and b) will allow each respective university to allocate a sustainable amount as indicated in the table on section 3.3 Impact - Sustainability and Continuation, under the Consortium Agreement (CA) signed by all partners. The current financial timeline and commitments are as follows:

● Current period (prior to EU funding): yearly €723,500;

● 4-year period with EU funding approval: yearly €M1,43 (corresponding to circa 40% of EU yearly funding);

● Period after 4-year EU funding approval: yearly €M1,76 (corresponding to circa 49% of EU yearly funding).

This means that after the 4-year funding is invested, NEOLAiA's financial commitment will be strengthened to ensure the sustainability of the activities included into the strategic plans of each respective university for a long-term continuation and sustainability of the Alliance. The sustainability and financial plan will be annually adjusted jointly by all consortium members, with the support of the consultative bodies and in close cooperation with the Steering Committee. The plan will be prepared and activated in 3 steps:

● 1. Guidelines for the preparation of the sustainability and financial plan will be drafted between M0 and M6. The Steering Committee will evaluate and approve the guidelines on M12.

● 2. On M6, a draft of the sustainability and financial plan will be designed. The Steering Committee will evaluate and approve the plan before M8.

● 3. Starting M8, the plan will be activated and supervised annually by the Steering Committee. The Steering Committee will continue to meet after the end of the project in order to ensure the annual evaluation and supervision of the sustainability and financial plan.

A sustainability report will be published once a year (M12, M24, M36, M48) and beyond the 4 years funding timeline (M60, M72, M84).

STAFF EFFORT

Staff effort per participant

Grant Preparation (Work packages - Effort screen) — Enter the info.

Participant	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10	Total Person-Months
1 - UJA	194.00	25.00	13.00	13.00	15.00	19.00	45.00	21.00	10.00	7.00	362.00
2 - UNIBI	19.00	23.00	59.00	13.00	15.00	19.00	8.00	21.00	10.00	7.00	194.00
3 - OU	6.00	29.00	13.00	75.00	15.00	19.00	14.00	21.00	10.00	7.00	209.00
4 - USV	6.00	23.00	13.00	25.00	15.00	56.00	8.00	21.00	10.00	7.00	184.00
5 - SKV	6.00	26.00	13.00	12.00	15.00	24.00	8.00	21.00	8.00	36.00	169.00
6 - UNISA	6.00	37.00	13.00	26.00	17.00	22.00	8.00	63.00	34.00	20.00	246.00
7 - ORU	6.00	28.00	13.00	25.00	45.00	19.00	8.00	21.00	10.00	14.00	189.00
8 - UT	6.00	74.00	13.00	16.00	35.00	21.00	17.00	21.00	12.00	10.00	225.00
9 - UNIC	6.00	28.00	17.00	16.00	23.00	19.00	13.00	28.00	102.00	7.00	259.00
Total Person-Months	255.00	293.00	167.00	221.00	195.00	218.00	129.00	238.00	206.00	115.00	2037.00

LIST OF DELIVERABLES

Deliverables
Grant Preparation (Deliverables screen) — Enter the info.
The labels used mean:
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)
D1.1	Project Management Framework	WP1	1 - UJA	R — Document, report	SEN - Sensitive	5
D1.2	Intermediate report on NEOLAiA governance, quality assurance and risk management	WP1	1 - UJA	R — Document, report	SEN - Sensitive	24
D1.3	Final report on NEOLAiA governance, quality assurance and risk management	WP1	1 - UJA	R — Document, report	SEN - Sensitive	46
D2.1	Report on planing teaching and learning activities	WP2	8 - UT	R — Document, report	PU - Public	6
D2.2	Intermediate Report on setting up teaching and learning activities	WP2	8 - UT	R — Document, report	PU - Public	24
D2.3	Final repport on setting up teaching and learning activities	WP2	8 - UT	R — Document, report	PU - Public	45
D3.1	NEOcharter	WP3	2 - UNIBI	R — Document, report	PU - Public	18
D3.2	D&I Needs analysis	WP3	2 - UNIBI	R — Document, report	PU - Public	6
D3.3	NEObest practice examples	WP3	2 - UNIBI	DATA — data sets, microdata, etc	PU - Public	46
D4.1	NEOLAiA mobility programme online guide	WP4	3 - OU	R — Document, report	PU - Public	22

Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

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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)
D4.2	Initial Report on setting up the Mobility Support Team	WP4	3 - OU	R — Document, report	PU - Public	4
D4.3	NEOLAiA mobility final programme online guide & final assessment report	WP4	3 - OU	R — Document, report	PU - Public	46
D5.1	White paper: High-quality research with regional impact	WP5	7 - ORU	R — Document, report	PU - Public	44
D5.2	Work plan and organizational structure	WP5	7 - ORU	R — Document, report	PU - Public	5
D5.3	Intermediate report on High-quality research with regional impact	WP5	7 - ORU	R — Document, report	PU - Public	24
D6.1	NEOLAiA Entrepreneurship Charter	WP6	4 - USV	R — Document, report	PU - Public	18
D6.2	Final report for organization and integration of support system for entrepreneurship	WP6	4 - USV	R — Document, report	PU - Public	46
D6.3	Standard operational TAFE procedure	WP6	4 - USV	R — Document, report	PU - Public	6
D7.1	Accreditation course training materials	WP7	1 - UJA	OTHER	PU - Public	24
D7.2	Language policy white paper	WP7	1 - UJA	R — Document, report	PU - Public	6
D7.3	Final report on and intercultural and plurilingual NEOLAiA European University	WP7	1 - UJA	R — Document, report	PU - Public	46
D8.1	Inital Report on the NEOLAiA Open Science Policy	WP8	6 - UNISA	R — Document, report	PU - Public	6

Deliverables

Grant Preparation (Deliverables screen) — Enter the info.

The labels used mean:

    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)
D8.2	Intermediate Report on the NEOLAiA Open Science Policy	WP8	6 - UNISA	R — Document, report	PU - Public	22
D8.3	Conclusion Report on the NEOLAiA Open Science Policy	WP8	6 - UNISA	R — Document, report	PU - Public	46
D9.1	Foundations of achieving digital transformation: Overview and methodological insights	WP9	9 - UNIC	R — Document, report	SEN - Sensitive	6
D9.2	Achieving Digital Transformation Intermediate Report	WP9	9 - UNIC	R — Document, report	SEN - Sensitive	24
D9.3	Final report on Achieving Digital Transformation	WP9	9 - UNIC	R — Document, report	SEN - Sensitive	48
D10.1	Plan for Communication and Dissemination	WP10	5 - SKV	R — Document, report	PU - Public	5
D10.2	Executive report on NEOLAiA Gateway implementation	WP10	5 - SKV	R — Document, report	PU - Public	22
D10.3	Final Alliance sustainability and financial plan	WP10	1 - UJA	R — Document, report	PU - Public	46

Deliverable D1.1 – Project Management Framework

Deliverable Number	D1.1	Lead Beneficiary	1. UJA
Deliverable Name	Project Management Framework		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	5	Work Package No	WP1

Description
The PMF is a package that includes all required information, tools and templates to participate in project management. Electronic format English (30P.)

Deliverable D1.2 – Intermediate report on NEOLAiA governance, quality assurance and risk management

Deliverable Number	D1.2	Lead Beneficiary	1. UJA
Deliverable Name	Intermediate report on NEOLAiA governance, quality assurance and risk management		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	24	Work Package No	WP1

Description
Intermediate report on NEOLAiA governance, quality assurance and risk management guidelines and practices implemented so far. Electronic format. English (20P).

Deliverable D1.3 – Final report on NEOLAiA governance, quality assurance and risk management

Deliverable Number	D1.3	Lead Beneficiary	1. UJA
Deliverable Name	Final report on NEOLAiA governance, quality assurance and risk management		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	46	Work Package No	WP1

Description
Final report on NEOLAiA governance, quality assurance and risk management guidelines and practices. Conclusions including limitations and future developments. It will also include specific recommendations by external Advisory Board (EAB). Electronic format. English (30P).

Deliverable D2.1 – Report on planing teaching and learning activities

Deliverable Number	D2.1	Lead Beneficiary	8. UT
Deliverable Name	Report on planing teaching and learning activities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP2

Description
Planning of activities to be performed within the Educational realm, including planning of Pedagogical Hub: NEOLAiA Focus Academy, NEOLAiA degrees, Summer Schools, NEOTeach, NEOLAiA Microcredentials and Digital Badges. Electronic format. English (30P).

Deliverable D2.2 – Intermediate Report on setting up teaching and learning activities

Deliverable Number	D2.2	Lead Beneficiary	8. UT
Deliverable Name	Intermediate Report on setting up teaching and learning activities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP2

Description
Detailed description of activities conducted as part of the Pedagogical Hub: NEOLAiA Focus Academy, NEOLAiA degrees, Summer Schools, NEOTeach, NEOLAiA Microcredentials and Digital Badges. Electronic format. English (30P).

Deliverable D2.3 – Final repport on setting up teaching and learning activities

Deliverable Number	D2.3	Lead Beneficiary	8. UT
Deliverable Name	Final repport on setting up teaching and learning activities		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	45	Work Package No	WP2

Description
Detailed description of activities conducted as part of the Pedagogical Hub: NEOLAiA Focus Academy, NEOLAiA degrees, Summer Schools, NEOTeach, NEOLAiA Microcredentials and Digital Badges. Electronic format. English (50P).

Deliverable D3.1 – NEOcharter

Deliverable Number	D3.1	Lead Beneficiary	2. UNIBI
Deliverable Name	NEOcharter		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP3

Description
Detailed description of frameworks and guidelines included in the NEOcharter as a common policy for D&I planning and implementation for NEOLAiA members. Policy Document, Electronic Format. English (15P).

Deliverable D3.2 – D&I Needs analysis

Deliverable Number	D3.2	Lead Beneficiary	2. UNIBI

Deliverable Name	D&I Needs analysis		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP3

Description
Report on survey results. Survey carried out amongst the alliance members on barriers to D&I and situation of underrepresented groups of students/staff/academics. Electronic format. English (15P).

Deliverable D3.3 – NEObest practice examples

Deliverable Number	D3.3	Lead Beneficiary	2. UNIBI
Deliverable Name	NEObest practice examples		
Type	DATA — data sets, microdata, etc	Dissemination Level	PU - Public
Due Date (month)	46	Work Package No	WP3

Description
Database on the detailed description of best practices as gathered in the NEOLAiA internal mapping and during the preparation and st-up of the corresponding open database. Electronic format. English (30P).

Deliverable D4.1 – NEOLAiA mobility programme online guide

Deliverable Number	D4.1	Lead Beneficiary	3. OU
Deliverable Name	NEOLAiA mobility programme online guide		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	22	Work Package No	WP4

Description
Online publication of a comprehensive online guide providing students and staff with an overview of mobility formats available in NEOLAiA. The Guide will include a chapter presenting the standards to monitor and raise cultural awareness and cross-cultural competence in students, teachers, researchers, and staff. Electronic format English (5P.)

Deliverable D4.2 – Initial Report on setting up the Mobility Support Team

Deliverable Number	D4.2	Lead Beneficiary	3. OU
Deliverable Name	Initial Report on setting up the Mobility Support Team		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	4	Work Package No	WP4

Description
Initial report on the establishment of the NEOLAiA Mobility Support team introducing the team coordinators and the members including the contact details and providing an overview of the agenda the mobility support team as a whole is responsible for. Electronic format. English (2P).

Deliverable D4.3 – NEOLAiA mobility final programme online guide & final assessment report

Deliverable Number	D4.3	Lead Beneficiary	3. OU
Deliverable Name	NEOLAiA mobility final programme online guide & final assessment report		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	46	Work Package No	WP4

Description
Online publication of a comprehensive online guide providing students and staff with a description of mobility formats available in NEOLAiA. The guide will also include a final report on Mobility Assessment and final aftermath report. Electronic format. English (10P).

Deliverable D5.1 – White paper: High-quality research with regional impact

Deliverable Number	D5.1	Lead Beneficiary	7. ORU
Deliverable Name	White paper: High-quality research with regional impact		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	44	Work Package No	WP5

Description
White paper on the NEOLAiA strategy to promote research quality, impact, outreach, and engagement of regional stakeholders in research. Electronic format. English (30P).

Deliverable D5.2 – Work plan and organizational structure

Deliverable Number	D5.2	Lead Beneficiary	7. ORU
Deliverable Name	Work plan and organizational structure		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	5	Work Package No	WP5

Description
Detailed work plan and organizational structure formalized in a shared document. Electronic format. English (5P).

Deliverable D5.3 – Intermediate report on High-quality research with regional impact

Deliverable Number	D5.3	Lead Beneficiary	7. ORU
Deliverable Name	Intermediate report on High-quality research with regional impact		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	24	Work Package No	WP5

Description

Intermediate report on the NEOLAiA reserach activities. Based on early results and experiences. Electronic format. English (15P).

Deliverable D6.1 – NEOLAiA Entrepreneurship Charter

Deliverable Number	D6.1	Lead Beneficiary	4. USV
Deliverable Name	NEOLAiA Entrepreneurship Charter		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	18	Work Package No	WP6

Description
Alliance strategy for the development of entrepreneurship, including the vision, mission, values and course of action, adjusted for different target groups and responsive to the needs of regional innovation ecosystems Electronic format. English (20P.)

Deliverable D6.2 – Final report for organization and integration of support system for entrepreneurship

Deliverable Number	D6.2	Lead Beneficiary	4. USV
Deliverable Name	Final report for organization and integration of support system for entrepreneurship		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	46	Work Package No	WP6

Description
Extensive methodology of the integrated support system for young entrepreneurs, including training, the "We Start-You-Up" system and the SUMMA.Electronic format.English (50P.).

Deliverable D6.3 – Standard operational TAFE procedure

Deliverable Number	D6.3	Lead Beneficiary	4. USV
Deliverable Name	Standard operational TAFE procedure		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP6

Description
Recommendations for the general functioning, distribution of tasks, communication policy and schedule for meetings of TAFE (Taskforce for Entrepreneurship). Electronic Format. English (20P).

Deliverable D7.1 – Accreditation course training materials

Deliverable Number	D7.1	Lead Beneficiary	1. UJA
Deliverable Name	Accreditation course training materials		
Type	OTHER	Dissemination Level	PU - Public

| Due Date (month) | 24 | Work Package No | WP7 |

Description
Original course materials. A flexible, personalized, and ICT-enabled course will be designed and piloted, along with the corresponding accreditation certificate (in full or by modules), empowering teachers to step up to the challenge of plurilingual education. Format: electronic. Languages: The course will initially be piloted in English (with a view to extending it to other languages after its piloting) (500P).

Deliverable D7.2 – Language policy white paper

Deliverable Number	D7.2	Lead Beneficiary	1. UJA
Deliverable Name	Language policy white paper		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP7

Description
A language policy position paper will be drawn up, comprising an explicit mission statement on the role of languages, plurilingualism, and interculturality in HE. It will outline concerns and facts, and will signpost good practices, chief challenges, key success factors, and ways forward for high-quality plurilingual education at tertiary level. Electronic format. English (with the possibility of translating it into the other languages of the Alliance) (20P).

Deliverable D7.3 – Final report on and intercultural and plurilingual NEOLAiA European University

Deliverable Number	D7.3	Lead Beneficiary	1. UJA
Deliverable Name	Final report on and intercultural and plurilingual NEOLAiA European University		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	46	Work Package No	WP7

Description
A final reoprt will be drafted with a full update on the concrete outcomes of this WP. It will carry out detailed stocktaking of each of the milestones and deliverables, outlining how they have developed, fed into each other, and reinforced the plurilingual and intercultural strategy of NEOLAiA. It will serve as a model for similar endeavors and as a jump-off point for future lines of action to be undertaken by NEOLAiA in this terrain. Electronic format. English (30P).

Deliverable D8.1 – Inital Report on the NEOLAiA Open Science Policy

Deliverable Number	D8.1	Lead Beneficiary	6. UNISA
Deliverable Name	Inital Report on the NEOLAiA Open Science Policy		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	6	Work Package No	WP8

Description
Initial results & starting point by each partner and by the communities involved. Electronic format. English (20P.)

Deliverable D8.2 – Intermediate Report on the NEOLAiA Open Science Policy

Deliverable Number	D8.2	Lead Beneficiary	6. UNISA
Deliverable Name	Intermediate Report on the NEOLAiA Open Science Policy		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	22	Work Package No	WP8

Description
Results produced by each partner and by the communities involved Electronic format. English (40P.)

Deliverable D8.3 – Conclusion Report on the NEOLAiA Open Science Policy

Deliverable Number	D8.3	Lead Beneficiary	6. UNISA
Deliverable Name	Conclusion Report on the NEOLAiA Open Science Policy		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	46	Work Package No	WP8

Description
Results produced by each partner and by the communities involved. Electronic format English (40P).

Deliverable D9.1 – Foundations of achieving digital transformation: Overview and methodological insights

Deliverable Number	D9.1	Lead Beneficiary	9. UNIC
Deliverable Name	Foundations of achieving digital transformation: Overview and methodological insights		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	6	Work Package No	WP9

Description
Set the stage by understanding the underlying principles and methodologies that will be used to create a VR/AR lab, touch upon the planning of the course and digital identity mechanism. Electronic Format. English (8P).

Deliverable D9.2 – Achieving Digital Transformation Intermediate Report

Deliverable Number	D9.2	Lead Beneficiary	9. UNIC
Deliverable Name	Achieving Digital Transformation Intermediate Report		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	24	Work Package No	WP9

Description
Guide on how to create a VR/AR lab, the syllabus for the course, findings on the best digital identity mechanism, along with the technical specifications and analysis of how the mechanism will be deployed. Electronic format. English (20P).

Deliverable D9.3 – Final report on Achieving Digital Transformation

Deliverable Number	D9.3	Lead Beneficiary	9. UNIC
Deliverable Name	Final report on Achieving Digital Transformation		
Type	R — Document, report	Dissemination Level	SEN - Sensitive
Due Date (month)	48	Work Package No	WP9

Description
Guide on how to create a VR/AR lab, the syllabus for the course, findings on the best digital identity mechanism, along with the technical specifications and analysis of how the mechanism will be deployed. Electronic format. English (30P).

Deliverable D10.1 – Plan for Communication and Dissemination

Deliverable Number	D10.1	Lead Beneficiary	5. SKV
Deliverable Name	Plan for Communication and Dissemination		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	5	Work Package No	WP10

Description
Initial plan for communication and dissemination including the communication and dissemination guidelines and work formats. Electronic format. English (10P).

Deliverable D10.2 – Executive report on NEOLAiA Gateway implementation

Deliverable Number	D10.2	Lead Beneficiary	5. SKV
Deliverable Name	Executive report on NEOLAiA Gateway implementation		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	22	Work Package No	WP10

Description
The final version will include the business plan and business model for the sustainability of the alliance. Electronic format. English (50P).

Deliverable D10.3 – Final Alliance sustainability and financial plan

Deliverable Number	D10.3	Lead Beneficiary	1. UJA
Deliverable Name	Final Alliance sustainability and financial plan		
Type	R — Document, report	Dissemination Level	PU - Public
Due Date (month)	46	Work Package No	WP10

Description
The final version will include the business plan and business model for the sustainability of the alliance. Electronic Format. English (50P).

LIST OF MILESTONES

Milestones					
Grant Preparation (Milestones screen) — Enter the info.					

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
1	NEOLAiA governing bodies launched	WP1	1-UJA	Internal Report. Description: NEOLAiA governing bodies are launched upon NEOLAiA statutes signature by all partners.	3
2	The first yearly report is issued on NEOLAiA governance, quality assurance and risk management	WP1	1-UJA	Internal Report. Description: The first yearly report is issued, compiling the advice from the boards on the current governance structure, quality assurance, risk management and possible areas of improvement	12
3	HKRH launched	WP1	1-UJA	Officer hired by the Human and Key Resources Hub. Description: The HKRH structure will be launched with the appointment of the advisory role for the D&I Officer, which will later be upscaled with the appointment of 2 other key NEOLAiA Pillar Officers.	18
4	NEOLAIA Pedagogical Hub implemented	WP2	8-UT	Online publications and activity levels, agendas and programmes of meetings and workshops. Description: The Pedagogical Hub digital platform is running with active meetings, workshops and discussions.	14
5	NEOLAIA Focus Academy first cohort graduated	WP2	1-UJA	Evaluation Report/number of graduated students. Description: The first cohort of students has completed the Focus Academy and evaluation with suggestions for improvements in the coming year has been carried out.	14
6	NEOLAiA degrees recruit the first cohorts of students	WP2	6-UNISA	Publication online. Description: The 3 NEOLAIA dual/multiple degrees have recruited	35

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				their first cohort of students for a first start in September 2026.	
7	NEOLAiA Summer Schools design finished/1	WP2	3-OU	Publication online. Description: The curriculum design and the organization of the summer schools are ready to initiate communication and recruit students.	17
8	NEOLAiA Summer Schools design finished/2	WP2	3-OU	Publication online. Description: The curriculum design and the organization of the summer schools are ready to initiate communication and recruit students.	40
9	NEOTeAch materials available online	WP2	8-UT	Publication online. Description: The first digital educational and informational materials coconstructed by the students become available online.	10
10	First NEOLAiA Micro-credentials and Digital Badges awarded	WP2	7-ORU	Publication online. Description: The first NEOLAiA micro-credentials and digital badges design are awarded.	24
11	Draft version of the NEOcharter published online	WP3	2-UNIBI	Publication online. Description: The NEOcharter is NEOLAiA's D&I guideline policy document published online. The first draft version will be sent to all partners for final approval. The final version will be the NEOcharter, which is the key deliverable for this WP (D3 below).	12
12	Database with the first NEOBest version of examples set up	WP3	2-UNIBI	Publication online. Description: NEOBest is a database document listing D&I best practices and updated yearly. This will be the first version of this database	18
13	First NEOStaff cohort trained on D&I skills	WP3	2-UNIBI	Training completion assessment. Online	29

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				publication. Description: The first staff cohort has completed the D&I NEOstaff training and evaluation, becoming able to deploy in their respective universities the NEOLAiA D&I practices.	
14	First cohort of student D&I Mentors trained	WP3	2-UNIBI	Training completion assessment. Online publication. Description: The first student cohort has completed the D&I Mentor one-week training and evaluation, becoming able to mentor at least 2 students during one year on the NEOLAiA D&I practices.	35
15	Complete a 4-year cycle of D&I NEOLife	WP3	2-UNIBI	Recording of the event available online. Description: The first D&I NEOLife community event will take place in M7, gathering local stakeholders to participate and contribute with their D&I experiences for an exchange of practices and for increased awareness on barriers to participation in the local communities by under-represented groups. Its regular and sustained continuity will be a key milestone in the NEOLAiA project.	48
16	First round of advice for the first audit is finished	WP3	2-UNIBI	Publication online. Description: The first D&I advisory round with WPLs will take place, kickstarting this continuous support role from the D&I WP towards other WPs to assure a sustainable and effective implementation of the NEOCharter policies.	24
17	Publishing of the "D&I practices in the Metaverse" roadmap	WP3	2-UNIBI	Publication online. Description: A roadmap document containing the best D&I practices applied to the metaverse will be published. A	18

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				workshop will ensue the publication of this document, to present the research results on best practices and strategies for creating an inclusive metaverse. As part of the roadmap, three articles/ posts will be published online aiming at providing valuable insights to help create a more inclusive and equitable online experience for everyone in the metaverse.	
18	Kicking off the NEOLAiA Mobility Support Team collaboration	WP4	3-OU	The minutes and list of attendance of the kick-off meeting, directory presenting the team members, published on the NEOLAiA website. Description: The team will be responsible for the coordination and delivery of multifaceted support for the implementation of all mobility formats and the preparation of the NEOLAiA mobility programme online guide, the list of all team members with their agendas and contact details will be published on the NEOLAiA website. The kick-off meeting of the whole team will be organised as an onsite/hybrid event at the University of Ostrava.	5
19	Start of the NEOLAiA Staff Mobility for Training Activities	WP4	3-OU	The list of attendance of the opening meeting, directory of the team members and piloting training offer published on the NEOLAiA website. Description: Development of sustainable ways of delivering workshops and webinars, fostering informed collaboration among administrators in all relevant agendas. Implementing Staff Mobility structured flows among partners.	8

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
20	Launching the NEOLAiA Traineeships list	WP4	4-USV	Online publication of the NEOLAiA traineeship section as part of the NEOLAiA website. Description: A comprehensive list of traineeship opportunities for NEOLAiA students will be published in a specific section of the NEOLAiA website, providing hypertext links to detailed information and contact persons as well as a search filter tool.	12
21	First NEOLAiA Research Framework issued/1	WP5	7-ORU	Report, made available digitally in all NEOLAiA languages. Description: Designing the common framework for the implementation of joint research projects and teams; sharing of research resources and infrastructure; topical issues related to research; seed funding.	18
22	First NEOLAiA Research Framework issued/2	WP5	7-ORU	Report, made available digitally in all NEOLAiA languages. Description: Designing the common framework for the implementation of joint research projects and teams; sharing of research resources and infrastructure; topical issues related to research; seed funding.	36
23	First Map research resources published/1	WP5	7-ORU	English-language report, made available digitally. Description: Detailed mapping of research resources at NEOLAiA universities that can be shared among the partners.	12
24	First Map research resources published/2	WP5	7-ORU	English-language report, made available digitally. Description: Detailed mapping of research resources at NEOLAiA universities that can be shared among the partners.	24
25	First Map research resources published/3	WP5	7-ORU	English-language report, made available	36

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				digitally. Description: Detailed mapping of research resources at NEOLAiA universities that can be shared among the partners.	
26	First Map research resources published/4	WP5	7-ORU	English-language report, made available digitally. Description: Detailed mapping of research resources at NEOLAiA universities that can be shared among the partners.	48
27	First Map research synergies issued/1	WP5	7-ORU	Creation of joint transnational research teams across the NEOLAiA universities. Description: Mapping of research to identify areas for building deep, longterm and sustainable transnational research teams with a strong regional anchoring.	12
28	First Map research synergies issued/2	WP5	7-ORU	Creation of joint transnational research teams across the NEOLAiA universities. Description: Mapping of research to identify areas for building deep, longterm and sustainable transnational research teams with a strong regional anchoring.	24
29	First Map research synergies issued/3	WP5	7-ORU	Creation of joint transnational research teams across the NEOLAiA universities. Description: Mapping of research to identify areas for building deep, longterm and sustainable transnational research teams with a strong regional anchoring.	36
30	First Map research synergies issued/4	WP5	7-ORU	Creation of joint transnational research teams across the NEOLAiA universities. Description: Mapping of research to identify areas for building deep, longterm and sustainable transnational research teams with a strong regional anchoring.	48
31	Creation of the NEOLAiA Expert Support Teams	WP5	8-UT	Creation of the NEOLAiA Research Support Team, and the NEOLAiA HRS4R Team.	12

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				Description: Staff from each university will participate in the NEOLAiA Research Support Team that will host at least 4 seminars/ workshops on different topics each year. They will also engage in physical and virtual mobility. The HRS4R Network will enable additional NEOLAiA universities to obtain the HRS4R award. A best practices guide will be developed for incoming researchers and their accompanying families.	
32	NEOLAiA ESR seminars initiated	WP5	7-ORU	Four yearly on-line seminars during year two to four on different topics for NEOLAiA ESRs. Description: Implementation of seminars to promote and enhance research quality and academic careers.	48
33	NEOLAiA Mentorship Programme started	WP5	7-ORU	Two 18-month programmes will be held. The programme will primarily be digital, but it will include at least one physical mobility during each run. Description: Initiation of the matching with other NEOLAiA universities or regional organizations to provide expert knowledge on research-specific matters as well as career advice.	48
34	NEOLAiA Living Lab Programme launched	WP5	8-UT	Two on-site seminars. Eight online workshops. Composition of, and activities within, the NEOLAiA Living Lab Hub, posted on the NEOLAiA website. Description: Creation of the NEOLAiA Living Lab Programme with activities that promote and enhance the participation of regional stakeholders in the research conducted within the consortium.	48

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
35	Standard operational procedure for the TAFE issued	WP6	4-USV	Internal Report. Publication of minutes from meetings. Description: Recommendations for the general functioning, distribution of tasks, communication policy and schedule for meetings.	3
36	Report issued on entrepreneurship best practices adapted to the regional innovation ecosystem	WP6	5-SKV	Report including internal project documents. Description: Analysis finished of internal strengths and regional needs which will serve as an input for adjusting the toolkit developed in the project.	12
37	NEOLAiA training toolkit for entrepreneurship training finished	WP6	4-USV	Internal Report. Description: Entrepreneurship curricula, training methodology and training tools designed.	24
38	Methodology and guidelines published for the NEOLAiA support system for entrepreneurial students: "We Start-You-Up"	WP6	4-USV	Methodology and guidelines publication. Description: Launching of a document regulating the programme for mentorship and entrepreneur shadowing.	28
39	Summer Entrepreneurship Challenge (SUMMA) activity plan published	WP6	4-USV	Concept plan publication. Description: Publication of a document including all activities of SUMMA.	24
40	Symposium on language policy conducted/1	WP7	8-UT	Recording of the symposium available online. A special issue of a high-impact journal every year it is held. Description: The symposium will be an invaluable opportunity to bring together international scholars and experts, harmonizing objectives, outlooks and practices on language policy. It is sized for approximately 300 attendees. It will be made available via public dissemination means (streaming) for greater outreach and impact.	6

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
41	Symposium on language policy conducted/2	WP7	8-UT	Recording of the symposium available online. A special issue of a high-impact journal every year it is held. Description: The symposium will be an invaluable opportunity to bring together international scholars and experts, harmonizing objectives, outlooks and practices on language policy. It is sized for approximately 300 attendees. It will be made available via public dissemination means (streaming) for greater outreach and impact.	30
42	Common charter on language policy and staff accreditation criteria launched	WP7	8-UT	Language policy document published publicly online. Description: A foundational language policy document will be drawn up, comprising an explicit mission statement on the role of languages and a roadmap for the promotion of plurilingualism and intercultural education in Higher Education (HE).	9
43	Language Assistant Exchange Programme (LAEP) set in place	WP7	1-UJA	Official document online outlining the basics of the exchange programme. Implementation of an online platform for exchanging ideas. Description: The basics of the exchange programme will be set in place to foster long-term mobility of language assistants and thereby enrich academic content teaching through another language. An online platform will also be created to enhance collaboration among language assistants to share activities, resources, experiences and ideas.	12
44	LACE programme materials designed	WP7	3-OU	Materials for three language and culture courses available. Platform set up online and open across	18

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				the alliance with their contents. Description: The language and culture courses will be designed, under the coordination of the NEOLAiA Student Network, in three mother tongues different from the ones in which the symposium on language policy will be disseminated. They will be set up online and offered as elective subjects across the alliance.	
45	Easy-to-use Open Science Policy issued	WP8	9-UNIC	Publication online. Description: Report including the NEOLAiA Open Science Policy including information on training activities that will enable members to implement the policy, as well as a Q&A section.	12
46	Annual Report on Open Data co-creation published/1	WP8	6-UNISA	Directory presenting the team members, published on the NEOLAiA website. Description: Annual Report containing activities conducted on the Social Platform for Open Data (SPOD), with a detailed description of: ● Training and dissemination events to stimulate production of Open Data among the partners ● Open datasets generated by each partner and by the alliance as a whole ● Community-generated open data ● Dissemination and training activities conducted in T8.2.	12
47	Annual Report on Open Data co-creation published/2	WP8	6-UNISA	Directory presenting the team members, published on the NEOLAiA website. Description: Annual Report containing activities conducted on the Social Platform for Open Data (SPOD), with a detailed description of: ● Training and dissemination events to stimulate	24

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				production of Open Data among the partners ● Open datasets generated by each partner and by the alliance as a whole ● Community-generated open data ● Dissemination and training activities conducted in T8.2.	
48	Annual Report on Open Data co-creation published/3	WP8	6-UNISA	Directory presenting the team members, published on the NEOLAiA website. Description: Annual Report containing activities conducted on the Social Platform for Open Data (SPOD), with a detailed description of: ● Training and dissemination events to stimulate production of Open Data among the partners ● Open datasets generated by each partner and by the alliance as a whole ● Community-generated open data ● Dissemination and training activities conducted in T8.2.	36
49	Annual Report on Open Data co-creation published/4	WP8	6-UNISA	Directory presenting the team members, published on the NEOLAiA website. Description: Annual Report containing activities conducted on the Social Platform for Open Data (SPOD), with a detailed description of: ● Training and dissemination events to stimulate production of Open Data among the partners ● Open datasets generated by each partner and by the alliance as a whole ● Community-generated open data ● Dissemination and training activities conducted in T8.2.	48
50	Guide on how to create a VR/AR Living Lab in the metaverse published	WP9	9-UNIC	Guide available online. Description: All-in-one, easy-to-use and complete guide to successfully	18

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				creating a VR/AR Living Lab focused on the metaverse.	
51	VR/AR labs across all NEOLAiA partners' campus areas implemented	WP9	9-UNIC	Course online. Description: Labs and 2-week online course "Introduction to the Metaverse", offered virtually via the Living Labs that will be created at each partner's campus, open to students, staff and the general public.	24
52	NEOLAiA Digital Identity Mechanism launched	WP9	6-UNISA	The mechanism is identified taking into account all IT tools from other WPs. Description: Identification of the most efficient and safe mechanism to use in the NEOLAiA Digital Identity Mechanism	6
53	Plan for dissemination and communication (PDC) issued	WP10	5-SKV	Internal Report. Description: The PDC will include essential information concerning the activities, target audience, channels of communication and KPIs.	3
54	Communication package designed	WP10	5-SKV	Communication package published online. Description: The project brochure and official presentation will be designed, as well as press releases. Paper copies will be provided locally only if necessary for specific events.	4
55	Alliance's website and social media accounts launched	WP10	5-SKV	Website updated and social media accounts active. Description: The alliance website will be launched and regularly updated. NEOLAiA social media accounts on Twitter, Facebook, LinkedIn, Instagram and Youtube will be set in place.	6
56	Digital Presence Forum launched	WP10	6-UNISA	Forum creation and active participation. Description: The Forum activities will be	12

Milestones

Grant Preparation (Milestones screen) — Enter the info.

Milestone No	Milestone Name	Work Package No	Lead Beneficiary	Means of Verification	Due Date (month)
				established by the partners and by each partner's external stakeholders	
57	NEOLAiA Gateway implemented	WP10	5-SKV	Publication online on the NEOLAiA website. Description: The platform will include a catalogue of Focus Academy courses, Summer School courses and joint degrees offered in English.	18
58	4th annual sustainability and financial report issued	WP10	5-SKV	Report delivery. Description: The sustainability report will be published once a year starting M12: 4 reports will be published during the project lifetime (M12, M24, M36, M48) and 4 reports after the initial 4-year funding (M60, M72, M84, M96).	48

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	Failures in project management Likelihood: Low Impact: Medium	WP1	Periodic management reports will enable an early detection of any management issues. The Quality Assurance Report will help to identify any risks and propose solutions to mitigate them.
2	Loss of a partner Likelihood: Low Impact: High	WP10, WP8, WP1, WP2, WP5, WP9,	There is a partner replacement plan which takes into consideration a takeover of activities by the rest of the partners in the alliance as a first step. As an optional step,

Critical risks & risk management strategy

Grant Preparation (Critical Risks screen) — Enter the info.

Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
		WP4, WP7, WP3, WP6	the existing partner would be replaced by another partner after a screening and ulterior selection process carried out by a Commission of the Steering Committee and with the approval of the Governing Board.
3	Below par performance from a partner Likelihood: Low Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	Internal communication and control will ensure the involvement of the partners to execute their tasks as described in the Quality Management and Monitoring Section 2.2. The structure proposed in the project with a balanced commitment from all partners in terms of work packages and task coordination facilitates individual and team accountability, thereby decreasing potential opportunistic behaviors.
4	Partners not able to commit to the financial and/ or personnel resources required in the application Likelihood: Low Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	All the project partners have agreed to financially commit to the project as described in the Sustainability and Financial Plan at the proposal stage and have signed the Mission Statement as a formal engagement. This plan will annually update and clarify budget requirements with instructions to be followed by all partners.
5	Low engagement from researchers and/or stakeholders Likelihood: Medium Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	According to the written membership agreements signed by all NEOLAiA members, NEOLAiA is strategically prioritized in the Strategic Plans of all member universities, which have set aside resources to support the project and attract researchers and stakeholders.
6	Key personnel no longer working with the project Likelihood: Low Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	Each university has at least three dedicated staff members working closely with NEOLAiA in order to decrease the risk of labor turnover. In case of staff loss, by using the Key and Human Resources Hub facility, NEOLAiA will also ensure a 2nd tier agile recruitment process when regular recruitments take longer than desirable.
7	Breach of ethics principles in joint projects Likelihood: Low Impact: High	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	The alliance has established joint seminars and written information on EU rules on ethics, what it means and how to deal with it. All member institutions follow internal written regulations for ethics management, signed and accepted by researchers and academic staff.
8	Delays in timeline Likelihood: Medium Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4,	The Quality Monitoring Plan will be the key tool to ensure a quarterly follow-up on timeline delays. Synchronous online meetings will also be held regularly and complemented with faceto-

Critical risks & risk management strategy

Grant Preparation (Critical Risks screen) — Enter the info.

Risk number	Description	Work Package No(s)	Proposed Mitigation Measures
		WP9, WP7, WP3, WP6	face meetings to iron out any potential timeline problems. WPLs will be responsible for a timely response to any delays in their tasks, milestones or deliverables.
9	Miscommunicatio n leading to loss of data, misinformation or imbalances in the work process Likelihood: Medium Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	A cohesive team environment will be fostered, with meetings at different levels, including: -Governing bodies meetings; -WP coordinators meetings; -Specific task meetings; -Minutes check of the governing bodies meetings / check data on internal websites and platforms.
10	Cost deviations resulting in project costs higher than budgeted estimates Likelihood: Medium Impact: High	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	The Cost Management Plan will ensure the adequate and periodical controls for cost deviations. Synchronous online meetings will also be held regularly and complemented with faceto-face meetings to iron out any potential cost deviation problems. WPLs will be responsible for a timely response to any cost deviations in their WPs.
11	Lack of alignment of the NEOLAiA strategies and individual university strategies Likelihood: Low Impact: High	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	NEOLAiA will be explicitly included in each of its 9 partner universities' strategy plans.
12	External health restrictions affecting NEOLAiA activities Likelihood: Medium Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	This risk will be addressed via the organization of hybrid/online events. Universities will have the structure/resources to cover online meetings and adapt activities to replace face-to-face events when possible.
13	Changes in laws and regulations Likelihood: Low Impact: Medium	WP10, WP1, WP8, WP2, WP5, WP4, WP9, WP7, WP3, WP6	National or local changes in laws and regulations could affect possibilities for joint/double degrees, sharing of research data, open science, regional funding, or the agile functioning and effectiveness of shared cross-border transnational structures such as the HKRH. These risks will be addressed jointly and flexibly to find alternative solutions.

VERSI ON	DATE	CHAN GE	JUSTIFICATION
1.0	21/07/202 3	**PART B**: The work packages' tables with timelines, descriptions of objectives, tasks and contributors (WP leaders, participants to tasks) were removed from 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	21/07/202 3	**PART B**: The list of deliverables and their descriptions were removed from 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.
		PART B: The list of milestones was removed from Part B and encoded in online Part A.	To ensure compliance with the content requirements for the Parts A and Part B of the Description of Action.
1.0	21/07/202 3	**PART B**: The list of critical risks and their descriptions (including the level of likelihood and mitigation measures) were removed from 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	21/07/202 3	**ESR – shortcoming**: "However, the proposal does not sufficiently demonstrate new and innovative agendas in education and research"	**PART B**: A new paragraph has been included in section 1.1.5. "NEOLAiA's ambitious and innovative approach" by summarizing the key arguments for innovation in Education and Research in the Alliance which will include: • Education. The innovative NEOLAiA approach to Education is based on: the implementation of a Pedagogical Hub with digital fora, the intensive use of Micro-credentials together with digital accreditation means; the implementation of a cross-sectional, blended and multi-track Focus Academy; the implementation of multiple degrees as a precursor, first stage step, for the final implementation of the 3 ulterior joint degrees (Master in Artificial Intelligence and Social Robotics applied to Healthcare, Master in Inclusion Studies and Bachelor in Science, Management and Politics for leaders in the Global Health Industry); a Research-based Summer School in Humanities and Social Sciences and the development of bottom-up initiatives co-led and co-constructed by students and their teachers, aiming at distributing the latest academic findings among students and the general public through digital educational and informational materials (NEOTeAch). In other words, NEOLAiA's innovative aim is to promote interconnection of higher education systems. NEOALiA aims to develop a cooperation framework between partners that promote international team-teaching with support of new learning materials and teaching methods that are aligned with the European Education Area and in accordance with the needs of modern societies and labor markets. The Pedagogical Hub may set the basis for the design and development of new course content in different fields of specialization. This includes adaptable learning in modules of increasing complexity with practical/realistic examples of theoretical concepts that helps to close the gap to the labor market and social demands. New, innovative professional project-based activities will be also integrated in curricula or offered as micro-credentials, as part of the Focus Academy, being designed in collaboration with associated partners to facilitate close cooperation between students, HEIs staff and professional experts. • Research. NEOLAiA's ulterior goal will be to build a strong foundation for innovative research that can blossom over the years. This will be accomplished through: (1) the

			implementation of seed-funding projects with a positive impact on research collaboration between NEOLAiA partners; (2) the development of a Research Framework with innovative approaches in Academic Freedom and Independence, Diversity and Inclusion, Human Resources Policies, Open Science, Research Ethics and Mobility and Academic Exchange; (3) the creation of NEOLAiA Expert Support Teams so that resources can be gathered and pooled in order to maximize options for external funding in Research and (4) the creation of a NEOLAiA HRS4R network for sharing of intra-Alliance best practices; (5) the creation of High-Impact innovative Research, through ESR Seminars; (6) setting up a mentorship program for Early Stage Researchers to support personal development and boost the generic skills of young scientists; (7) the launching of the NEOLAiA Living Lab and citizen science actions with a clear regional outreach-oriented approach. Hereby, it will be possible to involve citizens and stakeholders of the NEOLAiA regions in research, giving rise to a more inclusive, diverse, and innovative approach to science that also has clear regional roots.	

1.0	21/07/2023	**ESR – shortcoming:** "However, the proposal is insufficiently clear about reaching certain levels of mobility"	**PART A**: This shortcoming was addressed in WP4 and in a new Appendix. Since the detailed explanation of the entire mobility structure can be lengthy, the new Appendix separately indicates the number of mobility exchanges that are expected to be carried out by students and staff, respectively, as referred to in WP4. This Appendix also includes the expected number of on-site, virtual and blended mobilities and, in addition, also those that are included in the other WPs of NEOLAiA.
1.0	21/07/2023	**ESR – shortcoming:** "However, correspondence between research profile and the study programmes are not explained with sufficient details"	**PART B**: A new paragraph and table has been included in section 2.1.1.2. highlighting the research strengths of each institution as reflected in former Table 3 (i.e. new Table 4) and how these research strengths are connected with each of the study programs as defined in WP2. Also, Table 2 provides a mapping of the institutions that can be most directly involved in each study program and in the NEOLAiA Education initiative. It has also been stated in this section that research-active teachers will take part in both educational and research tasks so that students have the opportunity to directly obtain insights into on-going research activities (as it has been discussed in detail in the explanation of the NEOTeAch task in WP2) and to have philosophical discussions with teachers on topics such as "the scientific process", "research ethics", "the role of science and researchers in society", etc. etc.
1.0	21/07/2023	**ESR – shortcoming:** "However, there is not sufficient explanation of having a large number of WPs, resulting in a fragmentation of tasks"	**PART B**: A new paragraph has been included in section 4.1. to reflect the below justifications in relation to both the total number of WPs and the total number of tasks: The current number of WPs is 10, a number that can be justified in view of the division of responsibilities within the Alliance. 10 WPs allow each university to be in charge of one WP and therefore the structure of responsibilities in the Responsibility Matrix is balanced (1 WP per partner in addition to the WP dedicated to Management). Moreover, all WPs are justified by their content as they are focused on key activities of the Alliance and directly related to the Pillars in the Key Application Area: Teaching and Education; Research, Diversity and Inclusion; Multilingualism and Interculturalism; Entrepreneurship; Enhanced Mobility; Open Science; Digital Transformation and Sustainability. All partners take part in all WPs even if they are not the WP leaders, ensuring an interwoven and coordinated participation of each partner. Therefore, we do consider the number of WPs to be adequate, sufficiently justified and well-distributed among the Alliance partners.
1.0	21/07/2023	**ESR – shortcoming:** "The proposal discusses the long-term impacts in general terms but does not provide sufficient details on the quantitative long-term impact targets"	**PART B:** At the end of the funding period (Year 4), we will prepare a table of KPIs that will reflect the long-term impact target values for year 10. This has now been explained in a new paragraph that has been included at the end of section 3.1:

		Long-term impact targets Most of the impact targets defined above refer to the time horizon corresponding to the initial funding period. For the impact beyond the funding period, a table of KPIs, with their corresponding target values for year 10, will be prepared in order to identify the long-term impact. This table will be prepared at the end of the initial funding period (Year 4), once the Alliance has gathered enough evidence on the development and potential deviations of the impact targets. The first 4-year period will provide data on project impact that will serve as a basis for the projection of the indicators that can be used to evaluate the expected impact in the long run. The table will also be accompanied by a report summarizing deviations during the first funding period, including potential corrective actions that can be taken to positively affect the long-term impact.	
1.0	21/07/2023	**PART A - Change to the budget:** the budget was reallocated between two partners in WP1X. **Initial figures:** Partner X – UJAAcronym – Amount 37 senior- academic months Partner Y – ORUAcronym - Amount 2 senior-academic months **Modified figures:** Beneficiary X – UJA Acronym – Amount 26 senior-academic months Beneficiary Y – ORUAcronym -– Amount 2 senior-academic months + equivalent in Swedish senior academic months of 11 Spanish units	Change has been made to better assign the budget to the specific roles of ORU and UJA within the managerial and governance structure of the Alliance and Project. ORU will be in charge of the presidency of the Governing Board in the Project. The Overall Project Manager (OPM), as the senior managerial position described in WP1, is directly dependent on this presidency to serve the general management of the Alliance. Therefore, a transfer of 11 senior academic month-units (to the equivalent in Swedish senior academic month-units) from UJA to ORU has been included as an amendment of the budget. This transfer will not alter the overall balance of the financial distribution among WPs and will not affect the role of UJA as the Project coordinator institution. The overall budget per WP remains unchanged.
1.0	29/07/2023	**PART B**: The table "Project team and staff" has been updated to include new participants and roles from the coordinating institution, the University of Jaén (UJA).	Change is recommended to adequately adapt the staff and roles of the project team to the current governing structure at UJA. In particular, the new members included in the list are the new Vice Rector for Internationalization and the new Deputy Vice Rector for European Universities, who will reinforce the original team at UJA to ensure a successful coordination of the project and a more rational sharing of responsibilities. Consequently, a redistribution of roles is proposed within the UJA team, considering the consensual new role of Overall Project Manager assigned to the former Vice Rector for Internationalization of UJA. The new structure of the UJA team does not have any effect on the updated budget, beyond that reflected in the preceding change of this table.

1.0	29/07/2023/	**Part A:** The deliverables in the respective WPs have been updated to include 3 deliverables corresponding each one to the initial phase of the project (months 4-6), the mid phase (months 18-24) and the final stage (months 42-48).	This change is made following the European Commission indications in order to facilitate a better project follow-up and a better match with the financial structure of foreseen payments. This modification is also suggested as per in the GAP Instructions (p. 5).
1.0	22/09/2023/	**Part A:** Work Package 6 "End Month" changed from 42 to 46.	This change was made so that the WP fully covers the deliverables deadline. All progress will be reported.
1.0	22/09/2023/	**Part A:** A new appendix (Appendix 1. Detailed structure of mobility flows) was added.	The detailed explanation of the entire mobility structure can be lengthy, this new Appendix indicates the number of mobility exchanges that are expected to be carried out by students and staff.. This Appendix also includes the expected number of on-site, virtual and blended mobilities
1.0	29/09/2023/	**Part A:** Modified the UJA budget from WP6 from 108.684 to 107.628.	Apparently there was a mistake when sending the data to the SyGMa platform.
1.0	03/10/2023/	**Part A:** Modified the Deliverables, adding the description of each one of them in the means for verification box.	The Objectives and goals of the milestones are exposed more clearly this way.
1.0	03/10/2023/	**Part A:** Modified starting date justification.	Fixed the starting date justification to better capture the aim of the Consortium. The new justification is: *motivated by the need to efficiently organize work among the consortium and contribute timely to the objectives and tasks in line with the HEIs academic schedule.*
1.0	03/10/2023/	**Part B:** Corrected several typos.	Deleted blank pages throughout the document. Deleted highlights in paragraphs where it wasn't needed. Fixed header in several pages. Fixed list of annexes.
1.0	04/10/2023/	**Part A:** Added the contributors to each WP description.	The information was not included in SyGMa.
1.0	05/10/2023	**PART A:** The list of contributors of task 1.1 has been updated to assign ORU as coordinator since this university will chair the governing bodies as the Alliance Presidency.	This change is recommended to adapt the role in task 1.1 to the actual functioning of governing structures of the Alliance in which the Presidency will correspond to ORU university. This change has no implication in the role played by the Coordinating Institution (UJA) and nor in the budget or resource distribution in the project.
1.0	13/10/2023	**PART B:** Changed the subcontracted services table to "Subcontracting" in section 4.1 Work Plan instead of "Outside resources" in 2.1.3. Added information missing in the table.	These services belong to the section "Subcontracting" in 4.1, since they are subcontracted services and not outside resources.

1.0	13/10/2023	**PART B:** Regarding the subcontracting services table. The cost of the subcontracted service No.1 "External Advisor" for the Key Pillar D&I that was not included in the project, has been added.	The funding for this subcontracted service comes from partner UNIBI share in WP1, from their Senior Administrative Staff budget (15 months).
1.0	16/10/2023	**PART A:** Mention to The NEOLAiA Funding Expert Team (Task 5.3) has been modified to clarify its content, functions and objectives	This clarification has been requested by the EC in order to clarify the objectives, function and content of the NEOLAiA Funding Expert Team. This team will be in charge of developing the NEOLAiA research teams' professional knowledge and networks in order to gain further experience in research funding in the NEOLAiA regions.

Version as of 29/09//2023

TECHNICAL DESCRIPTION (PART B)

TABLE OF CONTENTS

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1. RELEVANCE

1.1 Background and general objectives

1.1.1. NEOLAiA's background

NEOLAiA (www.neolaiacampus.eu) was born as a **strategic initiative of a founding group of universities from Spain, Germany, the Czech Republic and Sweden in May 2019**. The formal establishment of the alliance stems from the previous cooperation that has existed for several decades between these founding universities through collaborations in international mobility, research and teaching. Since then, these founding NEOLAiA partners have had the opportunity to strengthen their cooperation and exchanges, building up momentum and launching multiple collaborations in the pursuit of common goals. Cooperation among the alliance partners has included monthly meetings, virtual projects and online workshops, ranging from top-down decision-making level (rectoral and vice-rectoral) to bottom-up student, teacher, researcher and staff level. The outcome of these multiple exchanges has demonstrated a strong potential for a continued partnership at all levels and a shared desire to further expand the NEOLAiA alliance into a European University. The current makeup of the alliance builds upon such initial collaborations and is based on the shared conviction that we can only respond to the major challenges of our era by ensuring that Europe is built on a genuinely regionally-rooted "bottom-up" experience.

The NEOLAiA alliance brings together university partners from non-metropolitan regions focused on shared goals for a European University (the European Universities Initiative outlined by the European Commission and the European Council) based on a network of highly diverse European non-metropolitan regions. As an alliance of European Universities, NEOLAiA has subsequently expanded into its current setup of 9 partner universities, through the incorporation of full partners from Italy, Lithuania, Romania, France and Cyprus. NEOLAiA participated in the pilot phase of the 2020 European Universities Call for Proposals, and obtained a score well above the quality threshold. In 2022 NEOLAiA received the highly coveted certificate by the **European Commission** of a **High Quality Proposal in a Highly Competitive Evaluation Process** with an overall score of 84/100.

NEOLAiA's past activities and innovative aspects

During these almost 4 years of sustained and constant academic collaboration, the alliance has raised 1,5M€ from European and national financing programmes and internal resources from the universities and launched numerous strategic institutional collaboration activities, such as:

- **Implementation of joint research actions** aimed at Horizon Europe, mapping of research resources and complementarity of research areas among partners (Research map:https://neolaiacampus.eu/research-areas/).
- **Creation of NEOLAiA thematic research and academic networks**: (1): NEOLAiA Historians network, initially established by historians in Örebro and Bielefeld in 2020 and then expanded to the rest of the Alliance; (2) Creation of network of the NEOLAiA Medical Schools, with a first working plenary meeting in Örebro in 2022 and (3) Participation of research colleagues from UT, UNIBI and ORU in the Unesco Chair on child abuse, also initiated in 2022 and (4) creation of the Plurilingualism and Linguistic certification NEOLAiA network, drawing upon a first collaboration kernel initiated by UJA and OU.
- The **NEOLAiA Focus Academy**, with a course offering aimed at developing a new generation of regionally-rooted student talents equipped with the knowledge and the tools to face shared regional challenges, innovating by fostering the perspective of a cohesive European Union that takes advantage of non-metropolitan regional strengths;
- A **common accreditation certificate for plurilingual education**, which accredits and empowers instructors to teach academic content, innovating by fostering the perspective of teaching also through the target regional languages;
- **NEOlogue podcasts on diversity and inclusion**, delivered each month, innovating by bringing all stakeholders closer to digital content that is easily accessible to all;
- **Joint applications for projects** such as The INEVIR project in 2020, bringing together key figures in the field of e-learning, inclusive education, and student-centered methodologies from 6 European countries (the Czech Republic, Germany, Greece, Lithuania, Romania, and Spain), innovating by offering research-based evidence and concrete resources to improve higher education and make the online learning experience a more inclusive reality for all;
- **Successful application and grant** by 3 partner universities for KA220-HED - Cooperation partnerships in higher education in 2021 "Supporting Academics to Become INTERNATIONAL EDUCATORS through Professional Learning Communities", innovating by fostering the adoption of digital tools by educators (total grant: 399,670.40€).
- **Proposals for double and joint degrees** (ERASMUS-EDU-2021-EMJM-DESIGN "pillars Inclusion - degree, competence, mobility"), cross-disciplinary and micro-credential courses, mapping of teaching resources, funding for the implementation of an Erasmus KA2 Strategic Partnerships project (KA220-HED - Cooperation partnerships in higher education "Supporting Academics to Become International Educators through Professional Learning Communities") with a total grant of 399,670.40€.
- **Mapping of inclusion and diversity resources** among partner universities and presentation of a Joint Project on Inclusion and Diversity in the call for proposals KA226 - Partnerships for Digital Education Readiness ("E-learn for all: Inclusive education through virtual learning environments"). A needs analysis survey was conducted among NEOLAiA partners on regionally identified under-represented groups and barriers to participation, the results of which serve as target groups for our D&I WP3 activities (please, refer to the Appendix section for further information).
- **Implementation of four Blended Intensive Programmes (BIPs)** within the NEOLAiA Focus Academy initiative. Creation of mobility maps with specific tracks for mobility connected with the NEOLAiA Focus Academy and preparation of mobility windows for researchers and students of future double or joint degrees. In 2021, a pilot project has also been launched with

specific scholarships for students who will undertake international mobility in the alliance countries, with an additional financial endowment per mobility scholarship.

- **Joint publications in the field of employability and mapping of entrepreneurship** resources among partners.
- **Joint articulation of two initial modules of a common accreditation certificate for plurilingual education,** piloted at the University of Jaén in the second semester of the academic year 2021-2022.
- **Creation of the NEOLAiA student network**, forerunner for the future Student Advisory Group (SAG), based on a student kernel set up in 2021 firstly established in Örebro, Ostrava and Tours with later participation of all member universities. First NEOLAiA student network plenary meeting in February 2022 and the second planned in Bielefeld in March 2023.

More information about these and other ongoing activities can be found at https://neolaiacampus.eu/ongoing-projects/.

NEOLAiA is thus the result of a sustained and determined commitment of its partner universities to establish a **long-term institutional collaboration strategy that spans the future of the alliance over the coming 10 years**. The participation in the European Universities Initiative call is one further initiative of the consortium aimed at strengthening the existing cooperation strategy, towards a fully integrated crossborder structure.

1.1.2. NEOLAiA's long-term mission

Endorsed by all partner university governing bodies, our ambition of *transforming regions for an inclusive Europe*, represents our deep commitment in our 3.5 years of alliance and for the coming years to (i) **transform** higher education for students, academics and staff, through innovative and interactive experiences that are **relevant to our regions**, **their interconnectedness** and improved ability to **face shared challenges**. We will achieve this by (ii) **working collaboratively towards** a fully integrated and inclusive alliance of regions based on novel transnational European legal entities and by (iii) **enacting our activities on regionally-rooted education, research and societal engagement** to improve our communities mutual collaboration, understanding and wellbeing.

1.1.3. NEOLAiA's contribution towards the long-term vision of the European Universities initiative

NEOLAiA envisions transforming regions for an inclusive Europe by reaching 2030 as:

- **A strong, highly integrated European University** representing a mainstay of European values and high-quality education for all the member university regions and contributing substantially to the European as well as global knowledge community;
- **An open and inclusive educational and social environment**, fostering equity at university and in European societies at large, ensuring that the diverse communities within academia and its regions feel connected, committed to working together to face the global challenges and to finding solutions for common challenges such as Global Health to improve well-being for all;
- **A European University in the EUI and the EEA**, that serves as a role model, motivating larger and more diverse cohorts of students to engage in innovative research and socially relevant study programmes that are cross-cutting between fields of knowledge, research areas, countries and cultures, leveraging on the ever-fast pace of digital transformation in teaching and learning, while deeply committing to a humanistic and sustainable development and prosperity of our future generations.

1.1.4. Rationale for the NEOLAiA – Our Pillars and our Key Application Area of Global Health

Mapping NEOLAiA research to the UN SDGs is one way to understand how much the academic and scientific activity of the alliance relates to societal challenges. More generally, it sheds light on the societal impact of the research led at our universities. NEOLAiA has looked at the research publications in **SCOPUS** and at the European projects in **CORDIS** produced by the alliance partners, and classified them according to the **SDGs**. NEOLAiA's vision to **transform regions for an inclusive Europe** can be reinforced by highlighting regional specialization in its research practices that support this vision for inclusive regional development. The level of NEOLAiA universities' specialization against the baseline of their European university counterparts is shown in Fig. 1, while the alignment of the current research at NEOLAiA universities regarding the UN Sustainable Development Goals (SDGs) is represented in Fig. 2.

As a whole, research specialization in Fig. 1 and research project focus in Fig. 2 clearly indicate that **NEOLAiA has been consistently specializing in areas such as Digital Infrastructure, Inclusion, Diversity and Equality studies,** as well as in solutions related to **Health Sciences and the Global Health area**[1]. The above-mentioned results lead us to conclude that NEOLAiA's potential research output is highest when we focus on three core dimensions / pillars: NEOLAiA **Pillar 1-NP1) Digital Transformation** (through its positive impact on sustainable connectivity and socio-economic development at a regional scale); **(NEOLAiA Pillar 2-NP2) Diversity & Inclusion** (through its positive impact of D&I policies in European populations and underrepresented groups); and **(NEOLAiA Pillar 3-NP3) Enhanced Mobility** (through its positive impact on cultural and social inclusiveness for a shared European citizenship against populistic tensions). These results also reinforce the idea that specialization and the configuration of quality academic hubs in our alliance favors its focus on the **Key Application Area of**

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[1] Drawing upon the SDGs specialization analysis, it is possible to state that research at NEOLAiA universities is highly specialized (in comparison to the EU-27 baseline) in the following SDGs: SDG 3 - Good Health and Well-being; SDG 4 - Quality Education; SDG 5 - Gender Equality; SDG 10 - Reducing Inequality; SDG 16 - Peace, Justice and Strong institutions.

Global Health[2]. This is particularly meaningful because these fields indicate a strong capacity to address health issues in non-metropolitan areas, where regional challenges are distinct from those in large metropolitan areas[3].
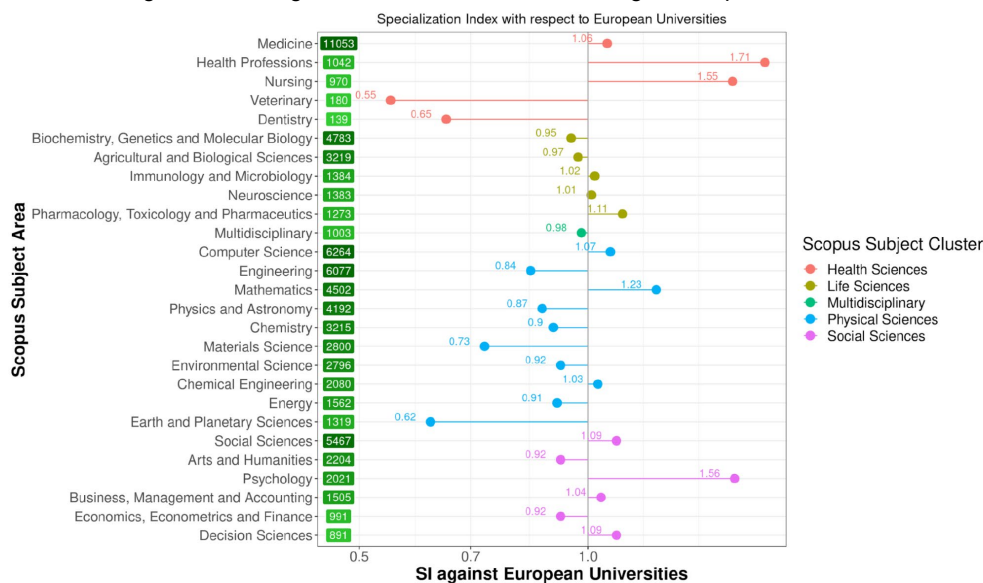
Fig 1. Specialization of NEOLAiA's scientific production with respect to baseline European Universities (internal analysis based on Scopus Subject Areas)
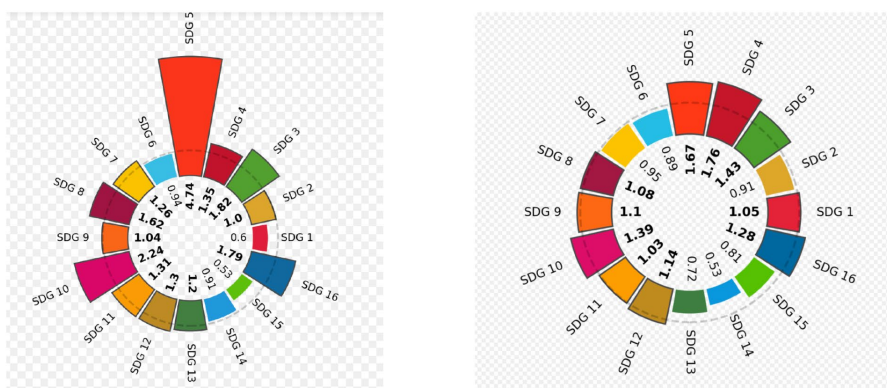
Fig. 2. Index-charts highlighting the relative results on the academic and research at NEOLAiA universities (left side graphic) and alignment with the UN Sustainable Development Goals (SDGs)vs. the baseline of overall European Universities (right side graphic)

1.1.5. NEOLAiA's ambitious and innovative approach

NEOLAiA aims to make an indelible impact on the strategy and institutional structure of its 9 partners and in the European Education Area. Within the initial 4-year EU funding period, NEOLAiA will build upon the cooperation thus far developed by implementing **sustainable collaboration** and **governance structures**, expanding its activities to include **key missions** such as innovative and inclusive education, cross-university research, entrepreneurship and societal engagement, within a digital environment. Furthermore, NEOLAiA enables all of its partners to become important drivers of a participative regional citizenship, mobilizing Europeans where participation is mostly needed, i.e. in **non-metropolitan regions** that are most distant from Europe's main decision-making centers.

The NEOLAiA project is ambitious in setting common goals that will have a deep structural impact on the level of cross-border integration required from all partner universities. That is why we consider establishing **common policies (charters and other shared guidelines)**, together with **knowledge sharing and best practice exchange** as core fundamentals of a European University. Another key step to a true integration among our partner universities will be the creation of the **Key and Human**

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[2] As expected for regionally-embedded universities, NEOLAiA is less specialized in some large fundamental fields such as Earth and Planetary Sciences, where the majority of publications tend to be theoretical and non-relevant to regional priorities (astrophysics is classically the dominant sub-field). Significantly, the three fields in which NEOLAiA is most specialized are all linked to the challenge of **Global Health**: Health Professions, Nursing and Psychology.

[3] OECD's *Regions and Cities at a Glance 2020* (OCDE, 2020) clearly underlines the impact and differences in access to health according to ethnic, socio-economic and regional background from a global perspective. These results reinforce the need identified by NEOLAiA to set in motion application projects in the key area of Global Health.

Resources Hub (KHRH), a transnational legal entity that will help NEOLAiA increase efficiencies and streamline processes such as human resources among partners.

By working as a catalyst for the above-mentioned structural innovations, NEOLAiA will act as a best-practice model in higher education, making an important contribution to the **European Education Area (EEA)** and specifically to the **European Universities Initiative (EUI)**, leading by example, empowering regions and regional universities. Besides inspiring our nine universities, this model also holds the potential to provide inspirational and useful examples to our 9 international university networks of partners.

NEOLAiA will be a leading model for the **EUI vision** of a **seamless transnational cooperation** among European universities, having as a cornerstone the **bottom-up participation** among its partners and stakeholders. It will strive to pursue a global vision with a local approach, supported by close links of its partners to each of its 9 regions. By serving as a leading European University that **promotes diversity and inclusion** as one of its 3 key pillars, NEOLAiA will become an **inspirational model** for other HEIs, transforming European non-metropolitan regions into inclusive communities that attract talent and **contribute to the international competitiveness** of the European Higher Education system.

NEOLAiA makes Europe a **transformative experience**. Our students are first-generation academics, often with a migrant background. They are ambitious, diverse and talented. Our societies and the future of the European Union need their potential.

NEOLAiA's ambition and innovation means that the alliance will clearly map out diverse and individually tailored paths with regional impact in: **Education (M1)**, from graduate to doctorate to lifelong learner; in **Research (M2)**, from junior researcher level to senior researcher and potential entrepreneur; and in **Societal Engagement (M3)**, from knowledge creation to economic development.

NEOLAiA stands for **personal empowerment at all academic levels**, and for the **constant personal and professional development** of our lifelong learners. It will support its community of learners with a range of modern, individually tailored educational solutions (from micro-credentials to PhD degrees, from summer courses to open conferences and outreach events).

NEOLAiA raises the unique potential of our regions through an ever-closer cross-border collaboration. **Empowering regions** means strengthening democracy, preventing populism, fostering inclusion, exploiting the potential of heterogeneity and countering extremism. This will provide our communities with the tools to understand and anticipate current global challenges, educating leaders for change and inclusion.

By boldly pushing for **more integrated forms of collaboration** in an increasingly complex cross-border setting, NEOLAiA will ultimately put in practice the vision of a t**rue European University**, while benefiting other higher education institutions as a role model of European collaboration.

As a bottom line, NEOLAiA provide innovative approaches in Education and Research:

- Education. The innovative NEOLAiA approach to Education is based on: (1) the implementation of a Pedagogical Hub with digital fora; (2) the intensive use of Micro-credentials together with digital accreditation means; (3) the implementation of a cross-sectional, blended and multi-track Focus Academy; (4) the implementation of multiple degrees as a precursor, first stage step, for the final implementation of the 3 ulterior joint degrees (Master in Artificial Intelligence and Social Robotics applied to Healthcare, Master in Inclusion Studies and Bachelor in Science, Management and Politics for leaders in the Global Health Industry); (4) the development of a Research-based Summer School in Humanities and Social Sciences and the development of bottom-up initiatives co-lead and co-constructed by students and their teachers, aiming at distributing among students and the general public the latest academic findings through digital educational and informational materials (NEOTeAch). In other words, NEOLAiA's innovative aim draws upon promoting the interconnection of higher education systems. NEOALAiA aims to develop a cooperation framework between partners that promote international team-teaching with support of new learning materials and teaching methods that are aligned with the European Education Area and are in accordance with modern societies and labor market needs. The Pedagogical Hub may set the basis for the design and development of new course content in different specialization fields, that included adaptable learning in modules of increasing complexity with practical/realistic examples of theoretical concepts that help to close the gap between the labor market and social demands. New, innovative professional project-based activities will be also integrated in curricula or offered as miro-credentials, and connected to the Focus Academy, being designed in collaboration with associated partners to facilitate close cooperation between students, HEIs staff and professional experts.
- Research. NEOLAiA's ulterior goal will be to build a strong foundation for innovative research that can blossom over the years. This will be accomplished through: (1) the implementation of seed-funding projects with a positive impact on research collaboration between NEOLAiA partners; (2) the development of a Research Framework with innovative approaches in Academic Freedom and Independence, Diversity and Inclusion, Human Resources Policies, Open Science, Research Ethics and Mobility and Academic Exchange; (3) the creation of NEOLAiA Expert Support Teams so that resources can be gathered and pooled in order to maximize options for external funding in Research and (4) the creation of a NEOLAiA HRS4R network for sharing of intra-Alliance best practices; (5) the creation of High-Impact innovative Research, through ESR Seminars; (6) setting up a mentorship program for Early Stage Researchers to support personal development and boost the generic skills of young scientists; (7) the launching of the NEOLAiA Living Lab and citizen science actions with a clear regional outreach-oriented approach. Hereby, it will be possible to involve citizens and stakeholders of the NEOLAiA regions in research, giving rise to a more inclusive, diverse, and innovative approach to science that also has clear regional roots.

1.2 Needs analysis and specific objectives

1.2.1. Needs analysis and NEOLAiA's contribution to regional development

European non-metropolitan regions are the space where Europe's future is negotiated on a daily basis. Most members of the European Union live in small and medium-sized cities, which face a wide range of societal challenges. As young universities

based in such regional contexts, NEOLAiA partners are key drivers of innovation and social change in their respective regions, with the power and commitment to reform local structures through a bottom-up approach to address global challenges. This feature aligns with the tasks our students set out for the European Universities of the future: **change the rules, renew the system, transform the world**.

NEOLAiA offers relevant responses to the challenges facing the still-fragile European cohesion, having identified, through a **needs analysis survey among its partner universities**, the key **Shared Challenges (SC)** that can be best faced together as an alliance (Table 1). These include **SC1- aging demographics**; **SC2- brain drain**; **SC3- tensions in migrant integration**; **SC4- inequitable access to services due to peripheral location**; **SC5- improve access to university funding.** These challenges require effective approaches as envisioned in objectives 1 to 5 in section 1.2.2., as they have an impact on employability and future socio-economic prospects for the regions, requiring targeted research efforts and multicultural approaches (objectives 2 and 3), as well as innovative lifelong learning modalities to reskilling, training and entrepreneurship in our communities (objectives 4 and 5). None of the above challenges, whether they are shared or individual challenges (identified by individual members, such as low R&D and STEM investment or post-industrialization/offshoring economics), can be successfully addressed by our regions in an isolated way, which is why we have shaped NEOLAiA to become a vehicle to collaborate in developing ways to address them. Each region brings its unique approach as an added-value to NEOLAiA (section 2.2.1) so that together we acquire the scale, voice and capacity to develop and implement solutions to address these challenges..

Table 1. Regional Shared Challenges (SCs) that can be best addressed together through NEOLAiA

Institution	Shared Challenges (SCs)
UJA WP1 and WP7 leader	**SC1- aging demographics, SC2- brain drain, SC3- tensions in migrant integration.**
UT WP2 leader	**SC4- inequitable access to services due to peripheral location, SC5- improve access to university funding**
UNIBI WP3 leader	**SC4- inequitable access to services due to peripheral location.**
OU WP4 leader	**SC4- inequitable access to services due to peripheral location. SC5- improve access to university funding.**
ORU WP5 leader	**SC1- aging demographics, SC2- brain drain, SC3- tensions in migrant integration.**
USV WP6 leader	**SC1- aging demographics, SC2- brain drain, SC3- tensions in migrant integration.**
UNISA WP8 leader	**SC1- aging demographics, SC2- brain drain, SC3- tensions in migrant integration.**
UNIC WP9 leader	**SC1- aging demographics, SC2- brain drain, SC3- tensions in migrant integration.**
SVK WP10 leader	**SC1- aging demographics, SC2- brain drain, SC3- tensions in migrant integration.**

1.2.2. NEOLAiA's objectives

Objective 1: Enhance regional connectivity to prevent populism through innovation in academic mobility. Internationalization and academic exchange are key for a cosmopolitan worldview that reacts against nationalistic and populist tensions. NEOLAiA will develop a series of mobility and multicultural initiatives that will expand on traditional exchange programmes and lead to a seamlessly integrated alliance of international universities.

Baseline: Currently standard semester of international exchanges for a total of approx. 50 participants (student and staff).

Target: A minimum three-fold increase in student and staff mobility participants (including virtual, blended and on-site mobility) for the whole alliance (achieved through the tasks in WP4). That means a minimum increase from 50 to 150 mobilities of students and staff per term is envisaged by the end of the project; with the new mobility formats running the target number of mobilities is to be sustained beyond the project period. A complete breakdown of the figures referring to physical, virtual and blended mobility involving staff and student mobility has been developed in the Appendix. It has also been collected in the same Annex the mobility figures arising not only from WP4, but also from the rest of the project WPs.

Objective 2: Strengthen inclusion and interculturalism, through common standards against barriers to participation by underrepresented groups. Inclusive societies embrace diversity as a contribution to economic and social development. NEOLAiA will be shaped by principles of widening participation and inclusion, driven by the concept of equity in education and research. It will create standards, policies, training and certification on diversity & inclusion (D&I) and plurilingual education. In addition, a strong focus on the societal engagement for D&I through open events will benefit the intercultural awareness of its academic community and societies in the largely diverse populations of the NEOLAiA non-metropolitan regions.

Baseline: Each partner university has implemented individual D&I policies and guidelines (9 different D&I policies) for university staff, students and academics. Approximately 5% of NEOLAiA students, researchers, teachers and staff have received training in common inclusion and intercultural policies and resources shared within NEOLAiA. Language accreditation standards have been partially adopted by 3 of the partners.

Target: NEOLAiA will implement a common D&I policy and guidelines for all alliance members (one common D&I policy). A minimum of 50% of NEOLAiA students, researchers, teachers and staff have received training in common inclusion and intercultural policies and resources shared within NEOLAiA (achieved through the tasks in WP3). Language accreditation standards will be adopted by all partners.

Objective 3: Increasing Regional Research Impact through higher scientific output by building on existing regional specialization strengths and on knowledge transfer (open science). Research and scientific output with real impact on regional development will be boosted with a smart specialization strategy based on existing regional research capacity and strengths, as found in NEOALAiA's needs analysis survey (bibliometric research, in section 1.1.4) on specialization areas that point to 3 key NEOLAiA's Pillars and the NEOLAiA Key Application Area of Global Health. NEOLAiA's actions will apply digital access to research by mapping synergies and resources among partners to increase: a) the number of peer-reviewed scientific

reports in high-quality channels; b) the diversity of concrete solutions at a regional scale in applying research for regional development, and c) the capacity for knowledge transfer (open science) to society.

Baseline: **a)** The yearly average number of scientific publications searchable in Web of Science (WoS) 2019-2021 for the whole alliance is 11,044. **b)** 3 relevant transnational NEOLAiA research collaborations including regional partners working as of beginning 2023. **c)** For 2021, a total number of 11,842 scientific publications for the whole alliance with 6,378 publications being open access publications (54% of the total) according to WoS.

Target: **a)** The yearly average of the alliance's scientific publications searchable in WoS 2019-2021 will increase by 20% by the year 2027; **b)** Formation of a minimum of 8 active transnational NEOLAiA research collaborations including regional partners; **c)** Increase number of open access scientific publications by 10% to at least 64% of all the alliance's publications listed in WoS.

Objective 4: Increasing regional output in terms of entrepreneurial training, product ideation, start-up support and incubation. Universities play a key role in regional economic development by bridging education, research, knowledge transfer and economic output. NEOLAiA will benefit academic communities and society at large in non-metropolitan regions with new educational infrastructures that support the transfer of ideas to production, contributing to the regional and economic development of its partners.

Baseline: 2.5% of all NEOLAiA students currently receive training or support on entrepreneurship. 61 startups are currently supported or coached among all NEOLAiA partners.

Target: 2-fold increase to 5% of all NEOLAiA students receiving training or support on entrepreneurship. 20% increase in the number of startups supported or coached among all NEOLAiA partners (achieved through the tasks in WP6).

Objective 5: Increasing the number and scope of joint teaching and learning programmes as well as microcredential and lifelong learning opportunities to address future proof-employability challenges and improve socio-economic prospects for all citizens. NEOLAiA will develop common teaching and learning standards and increase the number of double/multiple and ulterior joint study programmes as well as microcredentials.

Baseline: 1 Focus Academy with 3 short courses/BIPs

Target: Increase in the number and scope of study programmes to: 1 Focus Academy with 9 short courses/BIPs; 1 Pedagogical Hub; 3 dual/multiple degree programme implementation and design towards joint degrees; 2 Summer Schools; 20 NEOteach programmes; min. 40 Micro-credentials; 1 Digital Hub with 3 digital fora (achieved through the tasks in WP2).

1.3 Complementarity with other actions and innovation — European added value

1.3.1. NEOLAiA, the EEA, ERA and ESU

NEOLAiA pursues the values and objectives embodied by the European Union as set out in the Treaty on European Union (Article 2): human dignity, freedom, democracy, equality, the rule of law and respect for human rights – including the rights of persons belonging to minorities and underrepresented groups. The NEOLAiA European University is a standard-bearer for a **European**, **humanistic**, **research-oriented**, **technology-driven**, **diverse** and **inclusive university of the future**.

Through the new joint curricula that will be developed, NEOLAiA will offer students **a truly transnational experience**, firstly through the broad regional representation of its 9 partner universities that span North-South and East-West in today's European Union. These universities embody a sizeable portion of Europe's diversity in terms of history, landscape, biodiversity, economic challenges, cultural and educational traditions, languages, religion, gastronomy, among many other elements. This representation is all the more important for students from countries with underrepresented European languages (such as Cyprus, Romania, the Czech Republic and Lithuania), generally characterized by incoming-outgoing mobility imbalances, thereby helping to address difficulties still experienced in accrediting EU joint degrees and shared curricula.

NEOLAiA will contribute to the development of the **European Education Area (EEA)** by introducing a set of incremental and sustained innovations in its study programmes, focused on ensuring that, from the outset of their studies, students are exposed to multiple stimuli correlated with the understanding of global challenges, as opposed to the current higher education approach where students follow a series of increasingly specialized courses focused on narrower issues within a particular subject. This incremental process is designed to positively impact students' ability to combine different perspectives, moving between the interface of disciplinary boundaries, and to exploit available techniques and methods for problem-solving.

In synergy with the EEA objectives, NEOLAiA will also promote the **European Research Area (ERA)** objectives by integrating research results into the educational curriculum; **fostering open science** through common knowledge-sharing policies; **promoting international and attractive research careers**, through specific joint research mobility programmes; **bringing science closer to citizens** through our citizen science early knowledge-sharing practices and **supporting research and innovation** investments through expert services for researchers in terms of access to funding.

NEOLAiA will foster the implementation of actions relevant to the **European Strategy for Universities (ESU)**, firstly, by integrating knowledge resource sharing in research activities, allowing researchers to find **support for research funding** through expert teams, benefiting all NEOLAiA partners and communities. An open science approach will play a key role in supporting research and citizen science. Secondly, by pulling its institutional weight to boost **lifelong learning** and flexible reskilling for future-proof skills in its 9 regions, through the promotion of **microcredentials**, virtual and **blended learning** formats as democratic means to an equitable access to education as a fundamental right for all learners. **Digitalization** will be key to support this integration between research innovation and education. NEOLAiA will enable this integration through the development of specific digital platforms, which will provide students and researchers quick access to relevant information on NEOLAiA resources through databases of supervised research, lab practice PhD and other education pathway opportunities. Thirdly, by offering this personalized, inclusive and **flexible academic pathways**, based on digital support, NEOLAiA aims at creating attractive

academic and market-oriented careers for young students and lifelong learners. Fourthly, these learners will become equipped with the **digital skills** that will allow them to develop social and technological solutions for a green transition, through quality teaching and research as a bridge to entrepreneurship. This final ESU objective connects with NEOLAiA and **European Innovation Agenda** goals, in that through our entrepreneurship activities, we will be fostering the development of "**regional innovation valleys"** and networks of innovation players that can be scaled up and replicated from our regional industrial and business communities, to Europe and beyond.

1.3.2. NEOLAiA's contribution to regional development, engagement with regional ecosystems and communities in the context of Europe's Smart Specialization Strategies

NEOLAiA has identified through the previously mentioned research needs analysis surveys (see the Appendix section for more details) a set of clear regional research priorities, as well as clusters for knowledge-based investments, such as **Digital Infrastructure, Inclusion, Diversity and Equality studies,** as well as solutions related to health sciences and **Global Health as a Key Application Area**. Simultaneously our analysis on **interregional complementarity** (table 4) and **Institutional roles & existing collaborations** (table 5) in section 2.2.1.3 illustrates how our intersected complementarities and contributions aallow NEOLAiA to be a catalyst and vessel for Europe's regional **Smart Specialization Strategy,** reinforcing existing competitive strengths in our regions, where they have already established a critical mass for research and innovation and where they have the potential to further develop entrepreneurial resources and ecosystems with the longer-term goal of improving socio-economic growth supported on realistic built-in regional capacity.

European added value and transnational dimension as a cross-border governance institution

The NEOLAiA European University has the ambition to represent a blueprint and role model for a truly internationalized and integrated university, acting as a sandbox for existing and future transnational legal entities, pointing the way towards a more effective integration of its 9 partners. The **Key and Human Resources Hub (KHRH)** will be used as a transnational legal entity participated by all 9 NEOLAiA members, with the capacity to increase efficiencies in HR and other shared admin processes across the alliance, reducing overhead and bureaucratic costs. By experimenting with such cross-border cooperation models, NEOLAiA hopes to develop a shared capacity and apply its best practices to other higher education institutions in the EU and beyond.

Transnational dimension and added value on mobility, teaching and learning

NEOLAiA fosters the added value of mobility (WP4) for Europe as a fully integrated and transversal element that runs across the whole academic experience, for our students, researchers, teachers and university staff. Similarly, we believe mobility should be defined as a central element in all European funding areas – particularly relevant for the European Universities Initiative. Mobility is promoted to connect Europeans, to overcome barriers to participation in our societies and to create a stronger learning environment that is unique from both a social and academic perspective. Mobility must transcend the traditional model, which is structured in short periods and geared strictly towards pre-defined learning activities. Instead, mobility must evolve towards a transversal model, in accordance with the rest of the actions developed under the banner of the NEOLAiA project. Thus, by the end of the first 4 years of funding, NEOLAiA will have positively impacted mobility, teaching and learning transnationally by developing field-specific course packages for study exchange that inspire NEOLAiA universities for the design and planning of new joint degree programmes (WP2) addressing the 3 key Pillars and the NEOLAiA Key Application Area of Global Health. Specifically, NEOLAiA will implement innovative mobility actions, such as **a)** a support scheme for regional leadership student traineeships; **b)** a short-term mobility mode in blended learning that will include joint courses with faculty-led mobility, as well as blended courses with mobility; **c)** NEOLAiA staff training programmes, which will coordinate mobility and training actions for NEOLAiA members; and **d)** the set-up of a NEOLAiA virtual course and mobility offer.

Transnational dimension and added value on research, open science and digitalisation

NEOLAiA's mobility initiatives (WP4) are closely connected with our push for joint research mobility programmes with mixed internal/external funding (WP5) supported by accessible digital channels: NEOLAiA's database of mobility opportunities for researchers and PhD students (WP5) among NEOLAiA partners. In addition, the launch of a database of shared research resources (T5.2) will be synchronized with the development of a shared digital gateway and digital identity mechanism (WP9).

Transnational dimension and added value on diversity and inclusion

Building up-to-date D&I standards for Europe as a whole starts with the sharing of experience-based practices that support a cohesive set of recommendations. University campuses are the perfect laboratory to improve such practices. NEOLAiA will build on the D&I experiences of its partners, harmonizing them as standards within the alliance, disseminating them in its communities and transnationally, positively impacting other European institutions.

Transnational dimension and added value on entrepreneurship and regional development

NEOLAiA includes transnational initiatives in the realm of entrepreneurship such as TAFE (Task Force for Entrepreneurship (WP6 T6.1)), which facilitates the consolidation of a cross-sectional team of experts and the implementation of the NEOLAiA entrepreneurship charter (WP6 D7). Transnational training on entrepreneurship is also a focus area, together with a support system for entrepreneurial students and a Summer Academy in Entrepreneurship (SUMMA Entrepreneurship Challenge, WP6 T6.5). All these transnational initiatives provide a common structure to the NEOLAiA European University, fostering and supporting new upscaleable transnational entrepreneurial initiatives that contribute to the development of "regional innovation valleys", as expressed in the Smart Specialization Strategy for Europe.

2. QUALITY

2.1 PROJECT DESIGN AND IMPLEMENTATION

2.1.1 Concept and methodology

2.1.1.1. Consistency between the joint long-term strategy and the proposed joint structures and joint activities

NEOLAiA's long-term strategy shares the ambitions of the **European Universities Initiative (EUI)**, the **European Education Area (EEA)** and the **European Research Area (ERA)**, striving to achieve by 2030:

- Excellence in higher education, research innovation and societal engagement (NEOLAiA's 3 core missions);
- Gender equality, inclusiveness and equitable access to participation for underrepresented groups;
- A seamless transnational cooperation between European HEIs; and
- The transformation of our nine partner universities into an innovative, globally competitive European University.

As such, NEOLAiA builds on these ambitions for its long-term strategy as a highly integrated European University, by being a mainstay of European values and high-quality education for all partner university regions, providing:

- An open and inclusive educational and social environment, by fostering equity in academia and in European societies at large;
- Solutions to common regional challenges, supported on the **3 key NEOLAiA Pillars** with a **Key Area of Application of Global Health**;
- A role model as an international educator and research agent, by motivating large cohorts of students to engage in innovative, research-informed and socially relevant study programmes;
- An accessible approach to education, by leveraging on the digitalization of teaching and learning and by bridging borders between disciplines, research areas, countries and cultures.

Joint structures

Currently, the NEOLAiA European University governance structure comprises 2 decision-making bodies: the Governing Board and the Steering Committee. As an implementation body, it has the **Executive Committee**, for which members have already been designated (see https://neolaiacampus.eu/governance-structure/). In addition, the alliance will also count with 3 consultative bodies ensuring a robust bottom-up governance: the **External Advisory Board (EAB)**, the **Staff Researchers and Teachers Advisory Group (SRTAG)**, and the **Students Advisory Group (SAG)**, which will be preceded by the forerunner Student Network. Finally, NEOLAiA will also rely on a joint structure supported on a shared transnational legal entity participated by all 9 partners, with the objective of streamlining shared resources and reducing overheads in a more efficient manner: the **Human and Key Resources Hub (HKRH)**. This entity will start by overseeing the administration process of hiring 3 external Officers entasked with auditing, on a yearly basis, the 3 key NEOLAiA Pillar (NP) activities (NP1 Digital Transformation, NP2 Diversity & Inclusion and NP3 Enhanced Mobility) for their quality and sustainability. Throughout the existence of the alliance, the HKRH will allow NEOLAiA to organize and integrate its shared structures through more flexible and efficient cross-border processes, be it by making recruitment and other shared admin processes more agile or by overseeing the governance and auditing of specific projects, allocating resources that cannot be as rapidly put in place through the existing national structures of the partners.

2.1.1.2 NEOLAiA's joint strategy and alignment with the level of ambition of European Universities.

High-quality education: NEOLAiA is committed to jointly developing activities that address shared educational and training needs of students, researchers, teachers and staff, as well as the communities it serves most directly. It will make use of innovative challenge-based formats such as labs and summer schools that require team dynamics and discussions, where humanities and social sciences intersect, making use of blended delivery methods to enable an equitable access to lifelong learning and future-proof skills that address the job market and regional needs. Some of the joint activities include the following:

- Pedagogical Hub;
- NEOLAiA Focus Academy;
- Summer School in Humanities and Social Sciences;
- NEOLAiA Degrees.

Level of mobility: Designed to bring innovative international curricular options to students, researchers, teachers and staff, these joint activities introduce a variety of new mobility modes beyond traditional mobility schemes:

- Mobility windows and field-specific course packages;
- Short-term mobility mode in blended learning;
- Mobility programmes for joint research.

Links between education, research and innovation. How research results and innovation will feed back into education: Research of the highest quality is fundamental for European universities to be internationally recognised and competitive (one of the key agenda points for the European Strategy for Universities). It is also at the core of creating high-quality educational programmes that will provide the knowledge and skills needed by students to pursue their future careers. This, in turn, provides competitive graduates contributing to the European workforce at a regional, national and European scale. Therefore, reinforcing research impact at a regional scale in scientific areas where our regions have proven output capacity and specialization are key for our European University. For this purpose, NEOLAiA will develop the following joint activities pertaining to research:

- EarlyStage Researchers' (ESR) Seminars;
- NEOLAiA Mentorship Programme;
- Living Labs;
- NEOLAiA Funding Expert Team;
- NEOLAiA HRS4R Network;
- NEOLAiA Research Support Network.

The connection between Education and Research is one of the main motivations of the Alliance and has been highlighted throughout the Alliance's objectives and work packages WP2 & WP5. Each of the institutions brings a number of research strengths and areas of expertise that are also reflected in Tables 4 and 5 and that provide a solid basis for connecting the knowledge arising from basic and applied research to NEOLAiA's education and teaching initiatives. These connections are reflected in Table 2, which highlights the fields in which each university excels, the regional specialization strategy, and the study program or teaching initiative in which they will be most closely involved. In this way, teaching, research and innovation are clearly aligned within the overall NEOLAiA strategy.

Table 2. Institutional and regional specialization fields and connections with NEOLAiA Education initiatives and degrees

Institution	Institutional specialization fields	Regional specialization strategy (S3)	NEOLAiA related Education initiatives and degrees
UJA WP1 and WP7 leader	Atmospheric Science; Food Science & Technology; Computer Science & Engineering; Renewable Energies; Mechanical Engineering; Automation and Robotics; Humanities; Plurilingualism.	**Andalusia:** Agrifood industry, Aerospace industry; Renewable Energies; Automotive components manufacturing; automation of manufacturing processes; plastic technology industry.	- **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NEOLAiA Pillar 1 Digital Transformation (NP1), NEOLAiA Pillar 2 Diversity and Inclusion (NP2) and NEOLAiA's Key Application Area of Global Health (NKAA)] - **Inclusion Studies (Master)** [NP1, NP2] - **Science, Management and Politics for Leaders in the "Global Health" Industry (Bachelor)** [NP1, NP2, NKAA] - **NEOTeAch** - **NEOLAiA summer school in Humanities and Social Sciences** - **Focus Academy**
UT WP2 leader	One Health; Biopharmaceutical, Mental Health; Electronics; Urban & Environmental Sciences; Renaissance Studies, Cultural and Creative Industry; Migration Studies	**Centre-Val de Loire:** Metrology; Environmental Engineering for the preservation and sustainable management of natural resources; Pharma value chain - from innovation to added value for industry Biotechnologies and services for eco-friendly and personalized cosmetics; Components and sub-systems for the optimization of energy storage; ICT and heritage tourism-related services.	- **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] - **Inclusion Studies (Master)** [NP1, NP2] - **NEOTeAch** - **NEOLAiA summer school in Humanities and Social Sciences** - **Focus Academy**
UNIBI WP3 leader	Mathematics; Clinical Medicine; Public Health; Sociology; Biotechnology; Ecology; Educational Sciences.	**North Rhine-Westphalia:** Innovative Materials; Intelligent Manufacturing Systems (IMS); Networked Mobility and Logistics; Environmental and Circular Economy; Energy and Innovative Construction; Innovative Medicine, Health and Life Science; Culture, media,	- **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] - **Inclusion Studies (Master)** [NP1, NP2] - **NEOTeAch** - **NEOLAiA summer school in Humanities and Social Sciences** - **Focus Academy**

		creative industries and innovative services	
OU WP4 leader	Arts and Humanities; Computer Science; Mathematics Earth and Planetary Sciences; Social Sciences	**Moravian-Silesian region:** Digitalization, green technologies, circular economy, innovation and entrepreneurial ecosystems	• **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] • **Inclusion Studies (Master)** [NP1, NP2] • **NEOTeAch** • **NEOLAiA summer school in Humanities and Social Sciences** • **Focus Academy**
ORU WP5 leader	Nursing; Public Health; Nutritional Sciences; Clinical Medicine; Psychology; Environmental Science; Analytical Chemistry; Computer Science, AI and Robotics; Economics and Statistics; Education; Communication	**Örebro region:** Food in the intersection of culinary arts, health and sustainability; Autonomous, digital and intelligent production system; Inclusive and mobilizing innovation	• **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] • **Inclusion Studies (Master)** [NP1, NP2] • **NEOTeAch** • **NEOLAiA summer school in Humanities and Social Sciences** • **Focus Academy**
USV WP6 leader	Education, Humanities, Languages, Social and behavioral sciences, Business and administration, Environment, Physical sciences, Information and Communication Technologies (ICTs), Engineering and engineering trades, Manufacturing and processing, Health	**Suceava:** Bioeconomy; ICT; Space and security; Energy, environment and climate change; Eco-nano-technologies and advanced materials; Health (Precision medicine, Preventive medicine, e-Health and Biosecurity)	• **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] • **Inclusion Studies (Master)** [NP1, NP2] • **Science, Management and Politics for Leaders in the "Global Health" Industry (Bachelor)** [NP1, NP2, NKAA] • **NEOTeAch** • **NEOLAiA summer school in Humanities and Social Sciences** • **Focus Academy**
UNISA WP8 leader	Food Science & Technology; Physics; Mechanical Engineering; Electrical & Electronic Engineering; Chemical Engineering; Clinical Medicine; Computer Science & Engineering;	**Campania:** Aerospace; Logistics; Biotechnologies-Life Sciences and Agribusiness; Energy and the Environment; Cultural heritage tourism sustainable building; Advanced nano-materials	• **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] • **Inclusion Studies (Master)** [NP1, NP2] • **Science, Management and Politics for Leaders in the "Global Health" Industry (Bachelor)** [NP1, NP2, NKAA] • **NEOTeAch** • **NEOLAiA summer school in Humanities and Social Sciences**

	Energy Science & Engineering		● **Focus Academy**
UNIC WP9 leader	Business, Management and Accounting; Engineering; Mathematics; Computer Science; Artificial Intelligence; Blockchain; Metaverse; Medicine; Public Health; Nursing; Pharmacology; Toxicology; Pharmaceutics; Education	**Nicosia:** ICT (Information and Communication Technology); Global Health, One Health	● **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] ● **Inclusion Studies (Master)** [NP1, NP2] ● **Science, Management and Politics for Leaders in the "Global Health" Industry (Bachelor)** [NP1, NP2, NKAA] ● **NEOTeAch** ● **NEOLAiA summer school in Humanities and Social Sciences** ● **Focus Academy**
SVK WP10 leader	Smart Manufacturing & Logistics	**Šiauliai:** Smart manufacturing and logistics; Manufacturing of furniture, metal products including bicycles, plastics; Construction including mining, Finance Engineering, Agriculture and Processing of Products.	● **Artificial Intelligence and Social Robotics Applied to "Global Health" (Master)** [NP1, NP2, NKAA] ● **Inclusion Studies (Master)** [NP1, NP2] ● **NEOTeAch** ● **Focus Academy**

The level of engagement with key stakeholders: NEOLAiA sees societal engagement as one of the university's three 3 key missions. Engagement with key stakeholders means preparing leaders to contribute to the socio-economic prosperity of our societies, as well as educating citizens to pursue business ideas based on scientific output and innovative business models. We envision a Europe of fully participating lifelong learners and entrepreneurs who at any stage of their lives have the knowledge to set in practice their projects and make use of existing financing mechanisms as envisioned in the New European Innovation Agenda, for the prosperity of their regions and communities. NEOLAiA will thus foster the following joint activities:

- Summer Entrepreneurship Challenge (SUMMA);
- Task Force for Entrepreneurship (TAFE);
- Train-the-trainers' toolkit and entrepreneurship training curricula;
- "We Start-You-Up".

The social diversity of the student, academics and researchers body: Diversity and Inclusion is a key pillar for NEOLAiA. The social diversity of students, researchers, teachers and staff will be promoted and supporting measures will be set in place to ensure the inclusion, access, and participation of underrepresented groups, and people with barriers to participation, as well as support against gender discrimination in higher education.

NEOLAiA creates a community in which each student - regardless of race, ethnicity, religious beliefs, socioeconomic status, language, geographical origin, gender or sexual orientation - is respected and encouraged to participate actively. The alliance will apply a common diversity policy (charter) to ensure that all partners share the same understanding of terms such as "diversity", "inclusion" and "barriers to participation", as well as their associated values. This will result in a shared approach

towards diversity and inclusion issues (e.g. the campaign "University without Prejudices"). NEOLAiA will thus develop the following joint initiatives:

- NEOcharter - common D&I policy upon which all D&I related joint activities will be based;
- NEObest - map of D&I practices among partners for a best-practice approach;
- D&I NEOstaff - upskilling its staff to deploy and disseminate these best practices and the charter among NEOLAiA partners;
- D&I Ambassadors (for staff) and D&I mentors (for students);
- D&I NEOLif/ve - live D&I activities inviting local communities to participate;
- D&I NEOad - sustaining the D&I practices within NEOLAiA through continuous advice to all partners.

2.1.1.3 NEOLAiA roadmap for 2023-2027: Key phases, horizons and milestones for a joint long-term strategy

NEOLAiA's roadmap (Figure 1), for the initial 4-year funding is structured in 3 main phases leading to 3 main Horizons. These 3 Horizons will at times run in parallel to each other and each Horizon will be reached once its related clusters of milestones are completed. We will apply the **Plan-Do-Check-Act (PDCA)** approach to ensure the continuous feedback and improvement of all activities throughout and beyond the 4-year funding period.

Horizon 1 (H1): Setting up the NEOLAiA OS Operating System. We envision the NEOLAiA Operating System as a set of governance structures, operational standards, shared values and resources that all partners have committed to uphold and build together. These elements will ensure the longevity and sustainability of our European University. This horizon will include achieving milestones such as the creation of common charters and policies, as well as mapping resources that can be shared for increased efficiencies. Among these milestones, we have the launch of the governing bodies (M1.1 and M1.3); the implementation of the Pedagogical Hub joint structure to support teaching and learning (M2.1); a D&I-related charter (M3.1) and best practices database (M3.2); support teams for mobility (M4.1); research-related frameworks (M5.1); resource and synergy maps (M5.2 and M5.3); entrepreneurism-related operational procedures (M6.1); best practices reports (M6.2); a charter on language policy (M7.2); open science policies (M8.1); digital identity mechanism (M9.3); VR/AR guides (M9.1) and website, among other dimensions (M10.3).

Horizon 2 (H2): Building Teams. The NEOLAiA OS foundational milestones in H1 will provide the essential basis and common mechanisms upon which NEOLAiA will then start building teams and communities of students, researchers, teachers and staff who will become true stewards of these shared values, by educating and upskilling these stakeholders to become ambassadors and mentors to their peers for a true bottom-up sustainability of our European University. This will in some cases involve cross-sectional teaching and learning cohort training, such as the Focus Academy (M2.2). In order to reach H2, we will also need to achieve other milestones, such as awarding the first NEOLAiA Micro-credentials and Digital Badges (M2.6); training the first cohort of NEOstaff for D&I skills (M3.3); D&I mentorship programmes (M3.4); research-related expert support teams (M5.4); mentorship programmes (M5.6); entrepreneurship training toolkits (M6.3); the language assistance exchange programme (LAEP) (M7.3); as well as AR/VR Labs and courses (M9.2) and a digital presence forum involving internal and external stakeholders (M10.4). Our **PDCA** approach will enable our teams to ensure that the change process taking place is sustained and that project risks and obstacles are accounted for and mitigated along the way.

Horizon 3 (H3): Sustaining the vision. In H2, NEOLAiA has hopefully solidified the commitment of its communities by including them in the co-creation and change process, sharing best practices and educating them in a shared vision for our European University. In order to reach H3, it will thus be key to assure that the progress and quality of the joint activities are accounted for and sustained through time. For NEOLAiA, the initial 4 years of funding come after an initial 3.5 year period of collaboration among the partners, which is part of a longer process of converging into a truly international multi-campus HEI. Sustaining this vision will require regular reporting and feedback on joint activities for continuous improvement and accountability, following also our PDCA approach. Some milestones will need to be completed to achieve H3, such as the first yearly report issued on NEOLAiA governance quality assurance and risk management (M1.2); a 4-year cycle milestone of D&I NEOLife community on-site events (M3.5); the pilot of NEOLAiA Living Lab Programme (M5.7); the publication of the Summer Entrepreneurship Challenge (SUMMA) activity plan (M6.5); the 4th Annual Report on Open Data co-creation (M8.2); as well as the 4-year cycle of the annual alliance sustainability and financial report (M10.6) for a full overview of the initial 4 years of funding.
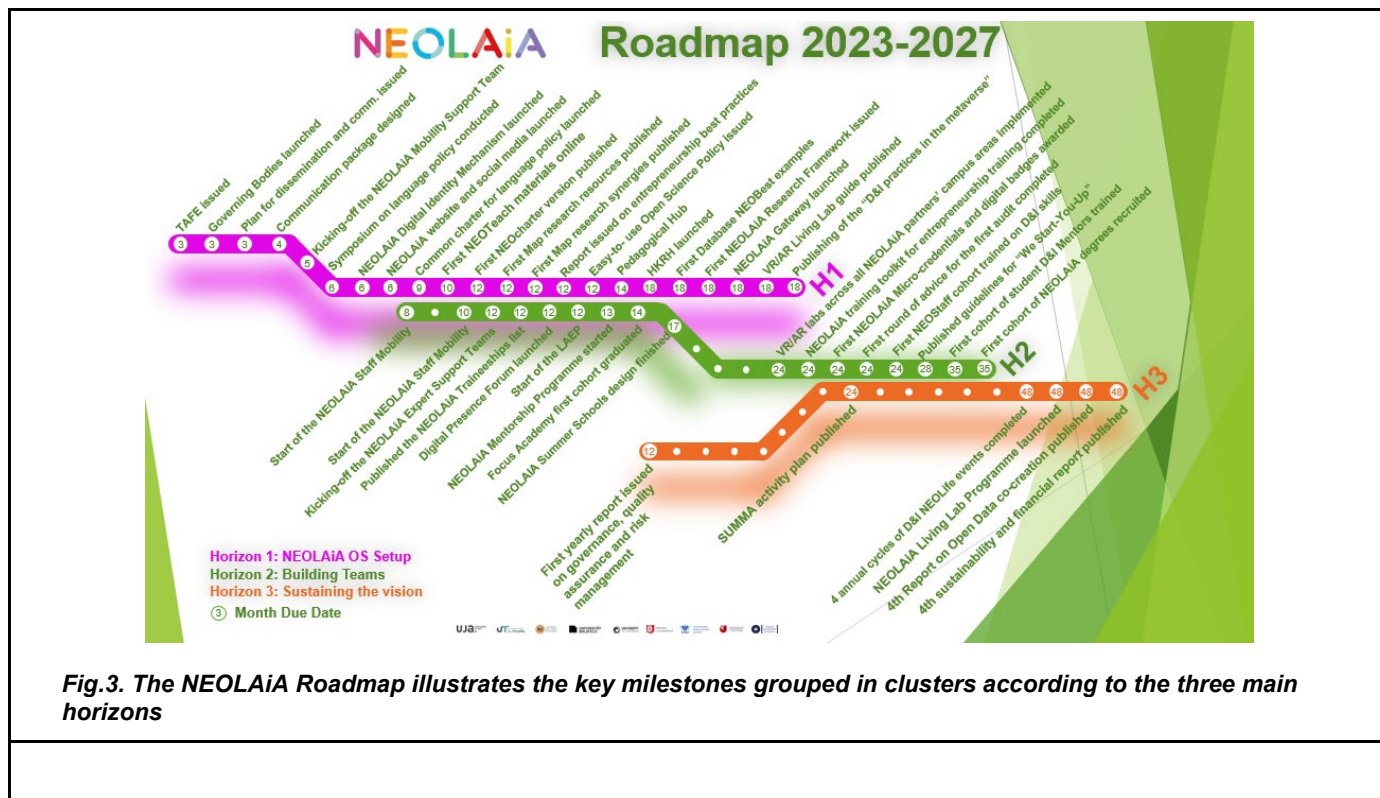
Fig.3. The NEOLAiA Roadmap illustrates the key milestones grouped in clusters according to the three main horizons

2.1.2 Project management, quality assurance and monitoring and evaluation strategy

In this section we will address both the "**Project management, quality assurance, monitoring and evaluation strategy"** and the ERASMUS-EDU-2023-EUR-UNIV call 2.1 section item **"Quality and financial settings"**.

2.1.2.1. Project implementation, quality assurance and timeliness

With the aim of providing a common basis for quality management throughout the project, we will use a variety of techniques to support effective planning. Among them, techniques of **Agile Project Management and Lean Project Management** will be considered. Through Agile Project Management, it is possible to focus on what is really necessary at any given moment in the project, while safeguarding the principle of adaptability and flexibility that must be inherent to the application of agile principles. Thus, according to the roadmap defined in the previous section (fig. 1), the project management will consider the 4 methods of Agile: a) define the vision; b) start in a broad direction; c) learn and adapt; and d) evolve towards target. These methods will be developed in accordance with the **pace set by the 3 horizons defined in the roadmap**. In addition, the principles of Lean Project Management will be applied in the deployment of the **PDCA cycle**, by means of which a structured review of the progress of activities will be carried out, ensuring that the **tasks in progress add real value to the project**, eliminating actions that do not provide ultimate value.

The Overall Project Manager (OPM) and the Coordinating Institution (CI), as well as the Work Package Leaders (WPLs), will be responsible for the **correct application of Agile and Lean methods** for efficient project management. The methods for project quality assessment are described below, with emphasis on the periodic review of the indicators and, in particular, of the **Key Performance Indicators**, which will serve as a scorecard on which the OPM will report potential deviations. **Deviations might be in time and/or cost, as detected through the monitoring of the KPIs.** This systematic evaluation of the Project Scorecard will be carried out on an ongoing basis, as described below in 2.1.2.2.

The NEOLAiA project quality management and control for the timely, qualitative and successful execution of the overall project, its WPs, tasks and deliverables, will be served by **3 project agents:**

Coordinating Institution (CI): The CI will be in charge of officially representing the NEOLAiA university and its 9 partners. It will be the unique contact point with the European Commission. The CI will be responsible for requesting and reviewing documents required by the EC, in particular during reporting periods, and for providing templates and guidelines to ensure a professional editing of these documents. The CI will be supported by the Overall Project Manager (OPM), hired specifically to oversee the project.

Overall Project Manager (OPM): The OPM will be responsible for the day-to-day management of the entire project, including the overview and timely execution of all WPs. The OPM will report to the Executive Committee, to the Steering Committee and to the Governing Board.

WP Leaders (WPLs): WPLs will have the responsibility of assuring the quality and timeliness of the WP activities according to the overall project work plan. Each WPL will also be responsible for ensuring the successful execution of their WP and the

successful completion of its deliverables. The work plan will be discussed and adjusted (when needed) during Executive Committee (EC) meetings including all WPLs.

2.1.2.2. Methodology for quality assessment: Qualitative and quantitative indicators

Effective quality assurance monitoring is a key element in NEOLAiA's project cycle management and a critical component for a sustainable project. For this reason, it is incumbent on operational roles such as WPLs to assess the quality of their WP tasks and deliverables. Overall assessment and discussions on quality assurance issues will thus take place during EC meetings with all WPLs, held every 3 months. As outputs of such meetings, the EC is responsible for:

● Designing a **Quality Monitoring Plan** (in the first 3 months following the launch of the project), including evaluation tools through questionnaires to partner universities and third parties, evaluation reports and contributions to the Sustainability and Financial Plan.
● Configuring a **shared online tool hosted at UJA** to facilitate the quality monitoring of the project.
● Elaborating **bi-annual monitoring reports**.

To ensure the quality of the activities developed, the following **methodology** will be applied:

● **Methods to collect qualitative information**, including online questionnaires addressed to stakeholders, and access to databases to collect quantitative information. The CI, with the support of the OPM, will collect data from WPLs' reports, fed by the beneficiaries. The modus will be defined in WP1;
● **Biannual presentation of results to the Staff Researchers and Teachers Advisory Group**, from whom feedback will be expected;
● **Annual external evaluation by the External Advisory Board**, which will review the project deliverables and provide feedback to the EC;
● **Designation of an external expert consultant** to provide an external overview of the project, in line with the Mission Statement;
● **Attendance to the meetings of European Universities organized by the EC** and sharing of the feedback among the consortium members to ensure that actions are aligned.

The Executive Committee, supported by the OPM, will be responsible for the progress, processes, deliverables and impact of quality-related topics and will carry out the following **tasks**:

● **Quarterly indicator updates** at EC meetings to ensure activity monitoring. Any deviation from the schedule, expected deliverables in each phase, etc. identified will be analyzed by the EC, which will propose corrective measures to the WPLs.
● **Yearly online surveys** to measure the level of stakeholder satisfaction (among students, researchers, staff, and society) will be evaluated by means of online satisfaction surveys administered annually.
● **A Project Management Framework** will be delivered within the first 6 months of the project, including all the required information on tools and templates concerning project management.
● **A process report** will assess quality processes established by partner universities, with recommendations to ensure coherence and homogeneity of processes in which the stakeholders are affected by actions related to the alliance (management of mobility actions, registration for courses, registration for formal training, participation in meetings, etc.).
● **An impact evaluation report** will involve a brief document delivered at the end of the project, establishing the effects that the project has generated for the alliance stakeholders (students, researchers, teachers, staff, economic agents, civil society, etc.). This report will include best practice recommendations.
● **A yearly report on governance,** quality assurance and risk

Fig. 4. Quality Management Structure

management (M1.2) will be delivered at the end of each academic year. The implementation of the NEOLAIA WPs will be monitored closely to assure smooth, consistent and timely execution. This report will be presented to the Steering Committee (M1.2).

The monitoring of the indicators will be ensured by:

• **An online platform** accessible to the Monitoring and Quality Committee members;

• **Measurable and checkable items, clearly indicating what are the Key Performance Indicators** (e.g. document published online, yes/no, etc.) and **figures** (e.g. number of attendees, trained people, in/outgoing mobilities, etc.).

A sensitivity threshold will be established in which, if the indicator does not reach 50% of the target value 6 months before the biannual evaluation, the Steering Committee will take additional measures according to the type of non-compliance, which may require:

• increased commitment from the stakeholders involved;

• rethinking of the methodology used;

• increased resources (people involved in the implementation);

• replanning the action, etc.

Each of the tasks planned within the WPs clearly specifies the goals and qualitative and quantitative indicators which will help in monitoring the effects of each action. The WP leaders will be responsible for uploading the indicators in the online tool (quarterly).

Table 3. Qualitative and quantitative KPIs (key performance indicators) per WP. No baseline values are indicated, as NEOLAiA is a foundational alliance (topic 2); therefore, it is future-targeted and its current focus is on target values for the first 4-year funding.

WP	List of qualitative and quantitative KPIs	Target value (first 4-year funding timeframe)
WP1	● Management and joint governance structure running ● Number of consultative bodies set up and running ● Number of reports on quality assurance issued	● All governance bodies running ● All consultative bodies running ● Min. 2 yearly reports
WP2	● Pedagogical Hub set up with digital forums ● Number of Focus Academy courses online ● Number of Multiple or Joint degrees set up and ready to be launched ● NEOLAiA Summer School in Humanities and Social Sciences ● Qualitative survey to improve teaching from students and staff ● Number of NEOteach programmes launched ● Number of Micro-credentials launched	● Min. 3 digital forums active ● Min. 9 courses implemented ● Min. 3 multiple or joint degrees running ● Min. 2 summer schools implemented ● Survey satisfaction rate above 70% ● Min. 20 NEOteach programmes ● Min. 20 Micro-credentials implemented
WP3	● D&I common charter policy guideline document adopted ● Number of NEObest D&I best practices among partners ● Number of D&I staff trained at onsite workshops ● Number of D&I student mentors trained at onsite workshops ● Number of NEOlife events	● Charter commitment signed by each rectorate in the alliance ● Min. 40 NEObest practice examples collected ● Min. 20 staff members trained ● Min. 20 student mentors trained ● Min. 40 NEOlife events
WP4	● Number of pre-departure sessions organized ● Number of online reflection sessions ● Post-mobility survey ● 1 Staff Training Expert Team ● Number of degree programmes with mobility windows and field-specific course packages ● Number of COIL courses with faculty-led short-term mobility and blended courses with short-term mobility ● Number of international virtual courses for NEOLAiA students ● Number of pilot traineeships ● Number of grants awarded by NEOLAiA in the frame of the researcher programme (senior & young researchers)	● Min. 2 sessions / 10 attendees ● Min. 2 online reflection sessions / 10 attendees ● Satisfaction rate above 70% ● Min. 9 members of Staff Training Expert Team ● Min. 9 programmes with mobility windows ● Min. 9 field-specific course packages ● Min. 6 COIL courses and 6 blended courses ● Min. 18 virtual courses / 100 attendees ● Min. 7 traineeships and ● Min. 18 grants awarded to ESR and senior researchers
WP5	● NEOLAiA Research Framework integration into the strategic documents of the partner universities ● Number of seed-funding projects with a positive impact on NEOLAiA research collaborations ● Number of research resources shared among NEOLAiA partners ● Number of new collaborations based on the research synergy map ● Number of joint applications for funding ● Number of NEOLAiA partners holding the HRS4R award ● Number of mobilities for research support staff ● Number of online Early-Stage Researcher Seminars carried out ● Increased support for NEOLAiA Early-Stage Researchers ○ Number of mentorship programmes	● Min. 1 strategic document per partner including commitment to the NEOLAiA Research Framework ● Min. 5 seed-funded projects per partner during 2023-2026 ● Min. 10 research resources shared among NEOLAiA partners ● Min. 10 new collaborations ● Min. 10 new joint applications ● Min. 6 NEOLAiA partners holding the HRS4R award, or are in the process thereof ● Min. 60 mobilities between 2023-2026 ● Min. 12 on-line NEOLAiA Early-Stage Researcher Seminars carried out ○ Min. 2 NEOLAiA mentorship program set up

	○ Number of Early-Stage Researchers ● Number of joint research collaborations with stakeholders in the NEOLAiA regions through the Living Lab Hub	and running ○ Min. 2 Early-Stage Researchers attending from each university ● Min. 10 joint collaborations between NEOLAiA partners and regional stakeholders
WP6	● Number of Task Force on Entrepreneurship groups running ● Number of entrepreneurship conferences held ● Number of best practices identified ● Train-the-trainers' toolkit online ● Number of attendees for the NEOLAiA Entrepreneurship Pilot Training ● Number of Internship and shadowing programme beneficiaries ● Number of beneficiaries of the start-up support and incubation/business coaching programme ● Number of webinars online carried out ● Summer Academy SUMMA set up ● Number of bootcamps with international competition	● Min. 1 Functional TAFE group running ● Min. 3 Entrepreneurship conferences ● Min. 9 best practices identified ● 3 pilot training courses for (1) bachelors and master students; (2) PhD and postdoc researchers; (3) aspiring and existing entrepreneurs ● Min. 27 attendees ● Min. 18 alumni entrepreneur beneficiaries ● Min. 18 students, PhD or postdoc researcher beneficiaries ● Min. 9 webinars / 10 attendees per webinar ● Min. 3 bootcamps (SUMMA) ● Min. 27 student attendees for the Summer Entrepreneurship Challenge (SUMMA)
WP7	● Number of symposia held on language policy ● Number of learning modules on plurilingual and intercultural education published ● Number of mobility of Language Assistants set in place ● Number of LACE programme materials designed	● Min. 2 symposia ● Min. 5 modules published ● Min. 2 assistants per year / partner ● Min. 3 LACE courses set up and offered
WP8	● Number of workshops on "Open Science and Open Data" ● Number of training courses (remote) organized ● Social Platform for Open Data (SPOD) set up ● Open CKAN repository set up	● Min.1 workshop / 20 attendees ● Min. 2 courses (on "Open Data" and on "Collaborative Creation of Open Data") with at least 20 registrations each ● 1 platform set up with at least 50 users registered from NEOLAiA partners and 50 citizen users ● Min. 100 open datasets online
WP9	● Number of VR/AR labs across all 9 NEOLAiA partners' campus areas ● Number of registered attendees for the short courses on the metaverse ● IDs created for NEOLAIA students, faculties and staff ● Number of digital NEOLAiA services interfaced with the Digital Identity	● 9 VR/AR Labs ● 300-500 registered attendees ● Min. 1,000 IDs created ● Min. 5 services
WP10	● Please refer to Section 3.2 table 7 for Dissemination and Communication indicators ● Number of online fora organised ● Percentage of the planned funding granted annually in the Sustainability and Financial section (of the 1,5€M annual budget)	● Please refer to Section 3.2 table 7 for Dissemination and Communication target values ● Min. 45 + 10 online forums ● Min. 90% of funded obtained

2.1.2.3. Cost Management and Financial settings

Cost Management Plan:

NEOLAiA's long-term sustainability will be assured by the proper monitoring and management of its financial items. A **Cost Management Plan (CMP)** will establish the criteria for ensuring the cost-effectiveness of each action. The EC will help WPLs, supported by the OPM, to draft the Cost Management Plan for each WP and for the whole project. The CMP will report on the following items:

● **Resource Planning:** It will determine how many human resources, equipment and facilities will be required to deliver the project as a whole and the individual WPs.

- **Cost Budgeting:** This will make use of the project schedule (where costs are allocated by time periods), work breakdown structure and cost estimates to calculate a cost baseline for the project. The cost baseline is essential for tracking project management costs during the project life cycle. All external resources (associated partners, additional funding, etc.) will be included.
- **Cost Estimation:** This involves procurement for subcontracting with the aim of selecting the most cost-effective options for the alliance without necessarily compromising quality.
- **Cost Control:** This involves tracking and measuring cost deviations from the baseline that was calculated during budgeting.

Cost control of the project will be the primary responsibility of the OPM. Likewise, the use of resources by each WPL will be carefully monitored by the OPM, who will also ensure that each task manager has the corresponding means available to achieve the deliverables in a timely manner. However, and again following the **Agile and Lean Methodology**, a proactive review of deviations in time and cost will be conducted, allowing adaptation to new conditions as they arise. When necessary, suggestions for reallocation and amendment to the project resource matrix, and therefore to the budget, will be considered.

Proposed modifications affecting more than 3% of the WP budget will be raised to the NEOLAiA Executive Committee by the OPM and the WPL. The reallocation of key resources will also be done through the **Human and Key Resources Hub** whenever they affect critical or piloting resources, as described in WP1. In both cases, modifications affecting more than 5% of the budget will also be forwarded for consultation and subsequent report to **the alliance's student and staff representative bodies**, STARG and SAG, respectively, who will be required to report on the proposed modifications. The amounts of resources and supply costs allocated to the tasks have been calculated by carefully applying the **allocation principles approved by the NEOLAiA Executive Committee:** relevance to the Alliance, relevance to the call and congruence between the resources allocated to each task and the operational capacity of each partner. In the event of essential modifications to the costs allocated to the project, NEOLAiA will communicate to EACEA the corresponding budget modification for subsequent acceptance, if applicable, following the budget modification rules established by the funding body.

<u>Sustainability and Financial Plan:</u>

NEOLAiA is financially backed with a **long-term commitment**, drawing not only from its partners' own funding, but also from **funding provided by its network of national/regional government agencies**. Financial requirements will be adjusted on a yearly basis by all partners through the consultative bodies and in close cooperation with the Steering Committee. This means that after the 4-year funding is invested, **NEOLAiA's financial commitment and sustainability will be assured** by already having included its joint activities in the strategic plans of each of its partner universities.

A yearly sustainability and financial plan (T10.4 WP10), will assure that joint activities are sustained in the long-term, during and beyond the 4-year funding period. This plan will provide **concrete budget allocation** from each NEOLAiA partner, as well as progress on the tasks and deliverables execution. This plan will detail the long-term strategy of the alliance for 3 years after the completion of the EC funding.

The **sustainability part** of the plan will include topics such as a) Long-term organizational and legal structure, governance and reporting systems built upon the lessons learned during the 4-year project; b) Research programmes to be implemented following the end of the project funding period; c) Degrees and other courses to be implemented following the end of the funding; d) Diversity and Inclusion section on activity implementation and sustainability; e) Infrastructure development plan; f) Events and communications.

The **financial part** of the plan will detail the long-term support for the project activities, with concrete financial contributions and commitments from each partner, adjusted on a yearly basis for sustainability purposes. In terms of current funding commitment and sources, NEOLAiA will draw from a) own funding and b) national/regional government funding. Overall funding sources a) and b) will allow each respective university to allocate a sustainable amount, as indicated in the table in section 3.3 Impact - Sustainability and Continuation, under the Consortium Agreement (CA) signed by all partners.

2.1.3 Project teams, staff and experts

Name and function	Organisation	Role/tasks	Professional profile and expertise
Sebastián Bruque Cámara, Professor at the Department of Business Organisation, Marketing and Sociology	UJA	Senior Academic Overall Project Manager	Former Vice-Rector for Internationalization, Prof. Bruque is author and co-author of more than 60 research articles and 50 conference papers. He has been the main researcher in 6 projects and has served as academic manager in EU projects (EACEA). Visiting scholar in more than 10 International Institutions, Prof. Bruque was the President for the Internationalization Group of the Conference of Rectors of Spanish Universities (CRUE) and the Executive Secretary of the Internationalization Section of CRUE.

Beatriz Valverde Jiménez Deputy Vice Rector for European Universities and Associate Professor at the Department of English Philology	UJA	Senior Academic Project Coordination WP1 Leader	Prof. Valverde has published over 40 research publications in international journals and books, and is co-editor of collections of essays on English literature. She has given more than 50 lectures and talks in different European countries and the U.S. She has been a visiting scholar in prestigious universities, such as Georgetown University, Boston College or Loyola University Chicago, where she was a NTT Professor at the Department of Modern Languages and Literatures. She has participated in 3 research European (Erasmus+ KA3) and national projects and is co-author of *Toolkit for Assessing Social and Emotional Skills at School* (2020).
José Ignacio Jiménez González Vice Rector for Internationalization and Professor at the Department of Mechanical and Mining Engineering	UJA	Senior Academic Steering Committee & institutional support for coordination	Former Secretary of the Mechanical and Mining Department. Prof. Jiménez has published over 30 articles in prestigious journals and has contributed to more than 50 international conferences on Aerodynamics and Bio-Engineering. He is author of 3 teaching books on engineering and innovative e-teaching/e-learning audiovisual and interactive material. He has been the PI of 8 European, national and regional funded projects, including Erasmus+ KA2 projects. He has been visiting scholar in prestigious institutions of France, Germany, Finland and the US.
María Luisa Pérez Cañado, Full Professor at the Department of English Philology	UJA	Senior Academic WP7 Leader	Former Rector's Delegate for European Universities and Language Policy. Prof. Pérez Cañado's work has appeared in over 120 scholarly journals and edited volumes and she is author or editor of 15 books on the interface of second language acquisition and second language teaching, and editor or member of the editorial board of 18 international journals. María Luisa has given more than 150 lectures and talks in the EU, Mexico, Brazil, Peru, China, Australia, Japan, the United States and all over Spain. She has been the head researcher of 8 European, national, and regional research projects, has received 1 research and 3 teaching innovation awards, and is included within Top 2% of the world's most cited scientists, according to the *Ranking of World Scientists* (Stanford University, 2021 y 2022).
Daniel López Cano, Senior International Relations Officer	UJA	Senior Administrative Staff WP1 and WP5 Task Coordinator	Daniel López Cano has worked in the International Relations Office managing students' mobilities and as assistant to the Vice-Rector for Internationalization. He specializes in Tourism and Sustainable Development.
Guillermo Domínguez Fernández, Senior International Relations Officer	UJA	Senior Administrative Staff WP1 and WP8 Task Coordinator	Guillermo has worked in the International Relations Office managing several international scholarships and is currently working as an assistant to the Vice-Rector for Internationalization. He studied the degree in Tourism and a Master in sustainable tourist destinations.
Angelika Epple, Vice-Rector for Research and International Affairs and Professor	UNIBI	Senior Expert and Academic	Former Vice-Rector for International Affairs and Diversity; former Dean in her Department; former Spokesperson of the Collaborative Research Centre 1288 "Practices of comparing. Ordering and changing

of History at Department of History, Philosophy and Theology		Steering Committee member	the world" funded by the German Research Foundation; Responsible for the strategic development of projects concerning refugees.
Professor Michaela Vogt	UNIBI	Senior Academic WP3 Leader	Expert on fundamental issues in special and inclusive education, on inclusion and exclusion, on methods of special needs assessment procedures and realizing equity. Developing concepts and modules for focus academy.
Michael Johannfunke, Head of Inclusion Unit	UNIBI	Senior Administrative Staff WP3 Co-Leader	Responsible for the implementation of the institutional inclusion plan, developer of the inclusion map, expert in reducing digital barriers.
Renáta Tomášková, Vice-Rector for International Cooperation	OU	Senior Academic WP4 Leader, NEOLAiA Summer School Steering Committee Member	Renáta Tomášková is teacher and researcher specializing in discourse analysis and translation, former Head of the Department of English and American Studies, Deputy Head of Centre for Research in Professional Language, involved in EU projects – language, academic, managerial and internationalization strategy competences, intercultural competences.
Ivana Adamiková, Head of the Centre for International Cooperation	OU	Senior Administrative Staff Executive Committee member WP4 Co-Leader	Work experience at Ministry of the Environment of the Czech Republic and the UNO operation in Bonn; managerial competences, strategic leadership in internationalization, intercultural competences.
Kamila Danihelková, Institutional Coordinator of Erasmus+	OU	Senior Administrative Staff Executive Committee member WP4 Co-Leader	Former project manager – managerial and project skills, including financial management, intercultural competences.
Monika Šmídlová	OU	Senior Administrative Staff	International Officer, former translator, project manager – language, managerial and project skills, intercultural competences.
Monika Šumberová, Head of the Rector's Office	OU	Senior Administrative Staff	Responsible for the supervision of the legal department and IT support section, former political science teacher and researcher – managerial, academic and project skills, intercultural competences.
Martin Štěpnička, Director of Institute for Research and Applications of Fuzzy Modeling	OU	Senior Academic	Researcher, Associate Professor in Applied Mathematics and Fuzzy Modeling, academic, managerial and project skills, intercultural competences.

Valentin Popa, Rector and Professor at the Department of Computers, Electronics and Automation	USV	Senior Academic	Former Minister of National Education (2018). Vice-President of the National Council of Rectors. President of the ACADEMICA PLUS Consortium (11 universities from Romania) and President of CUMRU – an academic consortium of 6 universities from Romania.
Ștefan Purici, Vice-Rector for International Relations	USV	Senior Academic Coordination of the USV activities of inclusion and mobility Steering Committee member	Responsible for the institution's image and European development. Former Dean of the Faculty of History and Geography. Researcher at the Bukovina Institute of the Romanian Academy, specializing in the field of Bukovina history. Extensive experience of project and team management (over 25 research projects and research contracts).
Gabriela Prelipcean, Vice-Rector for Resource Planning and Student Affairs, Professor and PhD supervisor in Economics	USV	Senior Academic Coordination of the USV teaching and learning activities Executive Committee member	Wide-ranging experience as a researcher coordinating large teams and complex projects funded at national and European level. Coordinator of the USV Start-up Support and Incubation Lab.
Mihai Dimian, Professor and the Vice-Rector for Scientific Activities	USV	Senior Academic Coordination of the USV research and open science activities	Following a 10-year period as a tenured Associate Professor / Assistant Professor at Howard University (US). PhD in Electrical Engineering from the University of Maryland (US) and post-doctoral fellowship from the Max Planck Institute, Germany. His research interests lie at the interface between engineering, physics and mathematics, including topics from optoelectronics, nanoelectronics, applied electromagnetics and communications.
Carmen Nastase, Dean of the Faculty of Economics and Public Administration	USV	Senior Academic WP6 Leader Executive Committee member	Institutional Coordinator of the Student Entrepreneurial Society (SAS) which runs the Business Incubator Lab, and a founding member of the Student Entrepreneurial Club (CAST). More than 21 years of academic experience, a doctoral and a postdoctoral degree in the field of management, and a trainer certificate of CEFE International - Competency based Economies through Formation of Enterprise (2004).
Carmen Chașovschi, Head of the Office for European Affairs	USV	Senior Academic	Carmen Chasovschi has graduated in Tourism and has a PhD in Human Resources Management. Since 2012 has been Director of the European Affairs Office and Associate Professor at the Faculty of Economics and Public Administration since 2006. Hermain professional competences are in the fields of HRM, tourism, management, tourism development through participatory approach, strategic development and entrepreneurship.

Anamaria Bucaciuc	USV	Senior Administrative Staff	Anamaria Bucaciuc has worked as an assistant manager in projects led by USV. Also, she has occupied the position of research assistant in research projects and holds a PhD in Social Economics.
Philippos Pouyioutas, Rector and Professor of Computer Science	UNIC	Senior Academic/ Senior Researcher Governing Board member	Former Bologna Expert/Promoter for Cyprus, Member of the Working Group of Quality Assurance of EURASHE (European Association of Institutions in Higher Education). He successfully coordinated the applications of UNIC for the Diploma Supplement Label and the ECTS Label. His current applied research work focuses on developing ICT tools to support the EHEA reforms and Quality Assurance and has resulted in more than 35 relevant publications.
Panayiotis Angelides, Vice-Rector for Academic Affairs, Professor of Education	UNIC	Senior Academic / Senior Researcher Steering Committee Member	His research interests are focused on finding links between inclusive education, teacher development and school improvement. He is an experienced researcher with involvement in many local and international projects. He has published 15 books and over 100 research papers in peer-reviewed academic journals. He has coordinated 12 research projects.
George Giaglis, Executive Director of the Institute for the Future	UNIC	Senior Academic / Senior Researcher WP9 Leader Executive Committee Member	Leading expert on blockchain technology and applications and advisor to many blockchain projects and technology startups. Research interests on digital currencies and blockchain, with a main focus on new forms of industrial organization and novel financial systems. He has designed the curriculum of the world's first full academic degree on blockchain. He has published 12 books and more than 170 articles in leading scientific journals and conferences. Chief Editor for Blockchain Technology at the Frontiers in Blockchain Journal and member of the Editorial Board at Ledger.
Dimitris Drikakis, Vice-President for Global Partnerships	UNIC	Senior Academic / Senior Researcher	Executive Director, Research and Innovation and the President of the Defence and Security Research Institute. Joint Professor's appointment in the School of Sciences and Engineering, and Medical School. Former Professor, Executive Dean, and Head of Department at various UK universities. He has co-authored 2 books and has published 417 papers in journals and conference proceedings.
Melpo Iacovidou, UNIC NEOLAiA Project Coordinator Director of the Academic Compliance Office- Office of the Rector	UNIC	Executive Committee Member	Accounting and member of the Internal Quality Assurance Committee, as the Internal Quality Assurance Auditor and as the Erasmus Institutional Coordinator. Project Team Member for the Industry Liaison Offices that operate in the Cyprus Republic and the Head of the Industry Liaison Office. Former Project Manager for the applications for the Diploma Supplement Label and the ECTS Label. Extensive experience as senior researcher and senior administrator in funded European projects.

Theodoros Millidonis, Head of Research Administration as well as Secretary to the Board and Legal Representative	UNIC	Senior Administrator	Member of the Association of Chartered Certified Accountants. His main research interests include sustainable approaches to e-learning systems design, understanding human and social factors involved in elearning, and identifying cost-effective methodologies for the implementation of technology-enhanced learning systems. Significant experience in the coordination of EU projects, having served as Head of Erasmus Office.
Marianna Charalambous, Research Project Manager at the Institute For the Future	UNIC	Administrator WP9 Task Coordinator	She has over ten years of experience in project management. Project manager for the European Union Blockchain Observatory and Forum, a European Commission initiative to accelerate the development of the blockchain ecosystem within the EU, and INFINITECH, a H2020 project aiming to lower the barriers for BigData/IoT/AI driven innovation.
Marianna Michael, Head of Erasmus Office	UNIC	Senior Administrator	Responsible for the supervision and coordination of the main two KA1 Erasmus Projects. She has an experience of more than 10 years in the European Educational Projects of Tertiary Education. Marianna is a true believer that the diverse cultural perspectives, promoted by the Erasmus+ Programme, can inspire creativity and drive innovation.
Lina Tamutienė, Rector and Associate Professor in Information and Communication Sciences	ŠVK	Senior Academic Governing Board and Steering Committee member	Organizational and project skills; institutional representation and strategic partnerships; coordination and relations with external stakeholders.
Nedas Jurgaitis, Vice-Rector, Deputy Chairman of the Academic Council	ŠVK	Senior Academic Executive Committee Member WP10 Leader	Former Head of the International Relations Department - project manager, Associate Professor of German language; language, managerial and project skills; intercultural competences.
Rasa Pocevičienė, Head of Studies and Research Unit	ŠVK	Senior Academic Contributor to the Pedagogical Hub and Focus Academy Activities Executive Committee Member	Associate Professor of Department Management and Communication, Education expert, with extensive research experience in self-directed learning, implementation of educational innovations, development of social competencies.
Lina Garšvė, Chairwoman of the Academic Council	ŠVK	Senior Academic Diversity and Inclusion activities, institutional supervision of	Associate Professor of Social Work Department, Erasmus+ KA1 and KA2 expert and evaluator, intercultural competences.

		research activities	
Raminta Kudrickaitė, Head of International Relations Office	ŠVK	Senior Administrative Staff Mobility Scheme	Institutional Erasmus+ Coordinator – managing Erasmus+ projects, International Credit Mobility (KA171), Erasmus+ KA2, Nordplus and other projects. Experience in events and meetings organization, dissemination, and cooperation with foreign partners.
Milda Mikalonytė Head of Communication and Marketing Office	ŠVK	Senior Administrative Staff Communication and Dissemination activities, WP10.2 Task Coordinator	Managing external and internal communication; experience in social media management, event organization; advertising and marketing skills.
Anna-Karin Andershed, Deputy Vice Chancellor	ORU	Senior Academic	Professor of Psychology, and Research Director of the Center for Criminological and Psychosocial Research.
Ake Strid, Pro-Vice-Chancellor for Internationalisation	ORU	Senior Academic Steering Committee Member	Professor of Biochemistry. More than 13 years of experience of leadership positions at the University as Head of Department, Dean of Faculty and Pro-Vice Chancellor.
Karin Hedström, Dean of the Faculty of Business, Science and Engineering	ORU	Senior Academic Executive Committee Member	Professor of Informatics focusing on how digitalization is changing society.
Ida Andersson-Norrie, International Strategy Officer	ORU	Senior Administrative Staff Executive Committee Member WP5 Leader	Andersson-Norrie's work is carried out in close collaboration with the Pro Vice-Chancellor for Internationalization and is focused on overarching strategic issues connected to ORU's internationalization. Convenor of the International Board and the Network for Internationalization.
Jenny Peterson Engstrom, International Operations Coordinator	ORU	Senior Administrative Staff	Responsible for the operations of the International Office and its team. Responsible for the development of the work connected to student and staff mobility, partnerships, support for international students. She serves as the main link between the International Office and senior management, schools, faculties and departments.
Ulrika Kvist, International Coordinator at the International Office	ORU	Senior Administrative Staff	Erasmus+institutional coordinator. Responsible for the administration connected to the Erasmus+ KA1 activities such as agreements, financial reporting and scholarships.

Colombine Madelaine, Vice-Rector for International Affairs	UT	Senior Academic Member of the Steering Committee	Former lawyer at the European Court of Human Rights before joining UT as a lecturer in public Law. Her research focuses on national and European human rights law (EU and Council of Europe) and on the legal analysis of the development of authoritarian regimes.
Emmanuelle Huver, Vice-President for Research and for doctoral studies	UT	Senior Academic, WP5 Task coordinator Member of the Executive Committee	Full Professor in the area of Language Didactics (Language Sciences) at the Department of Sociolinguistics and Language Learning and Teaching. Member and Former Director of the research team Dynadiv (Dynamiques et enjeux de la diversité linguistique et culturelle). President of the learned society Acedle (Association des chercheurs et enseignants didacticiens des langues étrangères) and editor-in-chief of the leading scientific journal *Recherches en Didactique des Langues et des Culture*s.
Emilie Vierron, Vice-President for Pedagogical and Digital initiatives	UT	Senior Academic, WP2 Task coordinator Member of the Executive Committee	Associate Professor in Biostatistics in the area of medical, pharmaceutical and clinical research. Interested in new pedagogical experimentations, she created the first serious game of UT applying it in a training programme for students (Mercheros, in the field of methodology for clinical research). She supports new educational programmes offering active learning methods to students and is a member of an inter-university consortium for digital education of health students. Co-leader of the professional BA in clinical data-management, which opened in 2022-2023.
Marc Debono, Assistant Professor in Language Sciences	UT	Senior Academic Executive Committee member WP7 Task coordinator	His research combines language didactics and sociolinguistics. Former Head of the Department of Sociolinguistics and Language Didactics, he is currently an adviser to the Vice-President in charge of International Affairs for matters related to French as a Foreign Language. Member of the Conseil National des Universités - the French authority for academic recruitment and careers.
Graziella Beynet, Director of the International Relations Office	UT	Senior administrative staff	She manages a 12-staff team dedicated to the implementation of the international strategy regarding student and staff mobility, cooperation agreements, and internationalization of academic programmes. In charge of the implementation of the international cooperation policy, notably by fostering the development of mobility programmes and double degrees. Erasmus + evaluator for the French National Agency since 2016.
Mélissa Bougrier, International Project Manager	UT	Senior Administrative Staff	International Project Manager in the International Relations Office; Coordinator of Erasmus+ projects (International Credit Mobility KA171, Erasmus Mundus, cooperation partnerships), internationalization of academic programmes; Manager of Double Degree Cooperation; managerial and project management skills.

Francesco Donsì, Vice-Rector for International Relations Full Professor of Food and Chemical Engineering	UNISA	Senior Academic Steering Committee member	PhD in Chemical Engineering. Marie Curie fellow in the Unilever R&D Center. Coordinator for Strategic Partnerships at the International Office. Coordinator of the PhD programme in Industrial Engineering. Researcher in the field of novel technologies in food engineering.
Vittorio Scarano, Full Professor of Computer Science	UNISA	Senior Academic Executive Committee member WP 8 Leader WP 8.2 Task leader WP 8.3 Task Leader WP 9.3 Task Leader	Director of the Research Lab ISISLab, on distributed computing. Advisor of over 20 PhD students and project coordinator of the H2020 project Raising Open and User-friendly Transparency-Enabling Technologies for Public Administrations.
Bice Della Piana, Associate Professor of Cross Cultural Management, Cross-Cultural Competence and International Project Management	UNISA	Senior Academic Executive Committee WP 2.3 Task Leader WP 4.2 Task Leader	PhD in Public Management, Scientific Director of 3CLab-Cross Cultural Competence Learning & Education and Coordinator for International Relations at Department of Management & Innovation Systems. Research Fellow at ICCM (Florida Institute of Technology), GLOBE2020 Country-Co-Investigator.
Maria Rizzo, Senior International Relations	UNISA	Senior Administrative Staff	Maria Rizzo holds a Degree in Economics and Business, a Master in Economics, Finance and Risk Management and a Master of Science in Development Sociology (Fulbright Scholarship Program).

Outside resources

NOT APPLICABLE

2.1.4 Cost effectiveness and financial management

NOT APPLICABLE

2.2 PARTNERSHIP AND COOPERATION ARRANGEMENTS

2.2.1 Consortium set-up

2.2.1.1 Geographical balance

NEOLAiA universities are young research-oriented and regionally embedded HEIs (<50 years old), located in non-metropolitan or post-industrial areas. As a strategic principle for NEOLAiA, we have strived for the **widest and most balanced regional**

representation possible, with a particular focus on a geographical coverage with **France and Germany in the West; Sweden and Lithuania in the North; Spain, Italy and Cyprus in the South; and the Czech Republic and Romania in the Centre/East** (See F. 5).
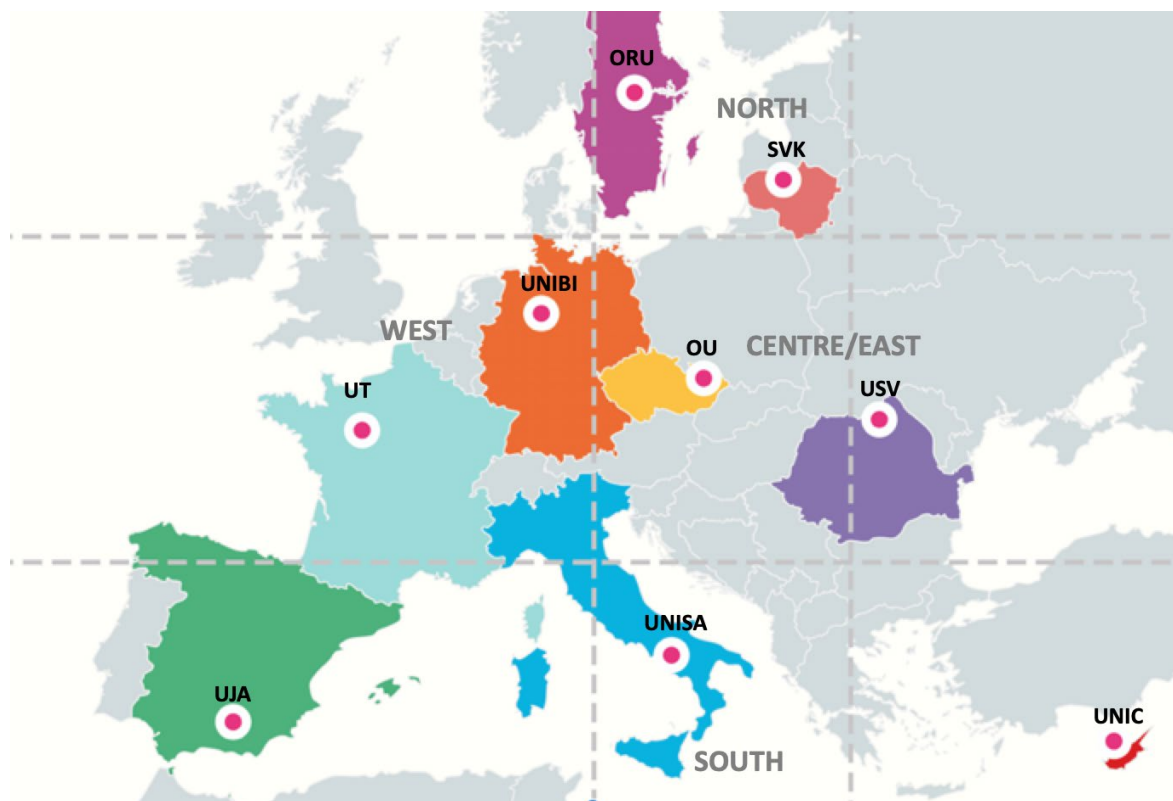
Fig. 5. NEOLAiA partner universities and their regional location

2.2.1.2 Our motivation - How regional diversity brought us together

While all partners share essential characteristics such as their non-metropolitan character, NEOLAiA is a true embodiment of diversity. We deeply believe that our regional differences enable each of our universities to provide unique contributions that strengthen our alliance and the EEA as a whole, with increasingly frictionless exchange of new knowledge and practices that will ultimately benefit us all as a community of partners. This is what fundamentally motivated each of our members to join NEOLAiA: **each one is endowed with a unique history and distinctive features, contributing with their complementary research, education expertise and best practices in different fields to the whole of NEOLAiA (see Table 2)**. Committed to jointly face shared challenges in their regions, we are all **deeply motivated by the benefits from a joint cross-border collaboration and integration** such as the EUI, and we have clearly identified **areas in which NEOLAiA will strengthen our institutional capacity:**

- Boosting internationalization and mobility;
- Improving access to EU funding for education and research by joint collaborations;
- Scaling up as an alliance to compete with larger metropolitan universities;
- Obtaining economies of scale and resource efficiencies derived from a more integrated transnational university model.

Our shared challenges

Each of our NEOLAiA member regions, their recent history and regional footprint contribute to the alliance. Their **Shared Challenges (SC)** (introduced earlier in section 1.2.1.) inform them of the **benefits of working together as an integrated European University** with a strategic focus on the 3 key NEOLAiA pillars that run across multiple NEOLAiA activities. In addition, our partners have identified how these collaboration benefits will often arise from **economies of scale, shared resources, institutional and regional S3 complementarities**, each bringing unique added value to the alliance that will positively impact the regional quadruple helix (see Table 5).

Our shared positioning

NEOLAiA universities share a similar positioning in rankings which provides consistency to the alliance. Most of the universities involved are positioned in at least one of the most relevant worldwide rankings for HE, such as THE or ARWU. Bielefeld University, Örebro University, the University of Tours, the University of Ostrava, the University of Nicosia, the University of Salerno and the University of Jaén are included in the Top 300 of THE Young Universities (2021) and/or belong to the top 50 of Y Generation, THE Ranking 2018 & 2019. They also belong to the top 1,000 world universities and Shanghai-ARWU ranking, 2022. This consistent, homogeneous positioning in international rankings is an indicator that demonstrates the similarity of the

structures, strategic orientation and resource endowment across the alliance – a similarity which will guarantee the long-term sustainability of NEOLAiA's achievements.

2.2.1.3 Complementarities - cost efficiencies, value added and unique roles towards our common vision

Cost efficiencies from our collaboration - The NEOLAiA partners' existing expertise and strengths in specific fields mean that we can **use existing and scalable human and technological infrastructure resources** (laboratories, machinery, staff, etc. - see **our resource mapping initiatives** as a key base for our integration in research, diversity and inclusion, teaching and mobility WPs), reducing redundancies and administrative overheads, thus increasing cost efficiencies. Specifically beyond academic and research activities, several administrative processes, such as joint budgeting and human resource allocation, will be increasingly regarded as a joint effort (staff sharing or joint project-based staff recruitment). We will gain flexibility as we **establish transnational legal entities that allow us to manage with increased simplicity our joint HR processes** (Key and Human Resources Hub - KHRH will facilitate the recruitment of external specialists for specific services).

Value added by each of our partners - By pooling our unique specializations as universities (see Table 4 below, columns *institutional role and regional complementarity*), we are bringing unique value and experience to the alliance as a whole. The varied composition of some studies and research focuses within the alliance (fields such as engineering, entrepreneurship studies, health sciences and medicine, fine arts and music) are unique to some of our partners. This enables the alliance to devise novel interdisciplinary research projects and to propose innovative approaches in joint degree programmes, building on the synergy of research and teaching experiences, facilitating the development of online courses, opening up opportunities for virtual mobility, and enriching study opportunities for all students. The distinctive expertise of the individual universities has been translated into the multifarious tasks that are envisaged as part of the project, with **each university contributing with a unique role,** drawing upon its own institutional knowledge and experiences as well as its regional specialization, as clearly explained in table 4. Each university will be coordinating the relevant work package or task where it most adds unique value (table 5). In accordance with the EU motto "united in diversity", our heterogeneity allows each individual institution to exploit its own advantages; all institutions are thus mutually complementary within the framework of the alliance, creating a high level of added value thanks to the contributions of all the partners involved.

Our unique institutional contributions - how we complement each other towards our common vision of transforming regions for an inclusive Europe

Table 4 illustrates how together all 9 members will create a strongly interconnected network of contributions not only at an academic level between institutions, but especially at a regional and societal level. The fact that all partner universities are currently deeply involved in their own specialization areas and that they are increasingly aligning with their regions' S3 strategy means that future opportunities for cross-complementary regional collaboration such as the **Interregional Innovation Investments (I3) Instrument** and the **Partnerships for Regional Innovation,** will increase, enlarging the scope of NEOLAiA's impact. This will ensure a sustainable pursuit of the NEOLAiA vision: **designing and implementing an inclusive and cross-complementary model for regional integration**, shared across the entire alliance and with the potential to be scaled to other regions. In addition, as shown in table 5, each NEOLAiA member is already providing multiple benefits to its partners and to NEOLAiA as a whole. In the column *Institutional roles in NEOLAiA,* we highlight how **each partner institution's specialization brings added value to the alliance** through WP leadership or task coordination.

Table 4. NEOLAiA interregional complementarity				Table 5. Institutional roles & existing collaborations	
Institution	Institutional specialization fields	Regional specialization strategy (S3)	Institutional contribution to the NEOLAiA regions	Institutional role in NEOLAiA	Inter-institutional existing collaborations
UJA WP1 and WP7 leader	Atmospheric Science; Food Science & Technology; Computer Science & Engineering; Renewable Energies; Mechanical Engineering; Automation and Robotics; Humanities; Plurilingualism.	**Andalusia:** Agrifood industry, Aerospace and Renewable Energies. Automotive components, manufacturing, automation of manufacturing processes, plastic technology industry.	UJA will offer complementary expertise in S3 for **North Rhine-Westphalia, Moravian-Silesian, Campania, Nicosia, Örebro and Šiauliai regions.**	Complementary expertise to NEOLAiA in international collaboration projects, general management and research, adding value to general NEOLAiA management activities as WP1 leader and plurilingual activities as WP7 leader.	**Mobility:** All **Research:** ORU, OU, UNIBI, UNISA, UT, USV

UT WP2 leader	One Health; Biopharmaceutical, Mental Health; Electronics; Urban & Environmental Sciences; Renaissance Studies, Cultural and Creative Industry; Migration Studies	**Centre-Val de Loire:** Metrology; Environmental Engineering for the preservation and sustainable management of natural resources; Pharma value chain - from innovation to added value for industry Biotechnologies and services for eco-friendly and personalized cosmetics; Components and sub-systems for the optimization of energy storage; ICT and heritage tourism-related services.	UT will offer complementary expertise in S3 for **Andalusia, North Rhine-Westphalia, Moravian-Silesian, Campania, Nicosia, Örebro, Suceava and Šiauliai regions.**	Complementary expertise to NEOLAiA in teaching and learning activities as WP2 leader. It will also contribute to research resource development and to research tasks in WP5.	**Mobility :** UJA, UNIBI, OU, ORU, UNISA,UNIC, USV **Research :** UJA, UNIBI, OU, ORU, USV, UNISA, UNIC
UNIBI WP3 leader	Mathematics; Clinical Medicine; Public Health; Sociology; Biotechnology; Ecology; Educational Sciences.	**North Rhine-Westphalia:** Innovative Materials; Intelligent Manufacturing Systems (IMS); Networked Mobility and Logistics; Environmental and Circular Economy; Energy and Innovative Construction; Innovative Medicine, Health and Life Science; Culture, media, creative industries and innovative services	UNIBI will offer complementary expertise in S3 for **Andalusia, Moravian-Silesian, Campania, Nicosia, Örebro, Suceava and Šiauliai regions.**	Complementary expertise to NEOLAiA in the fields of diversity and inclusion (D&I) as well as a strong institutional research profile, adding value to D&I activities and to the key NEOLAiA Pillar of D&I (NP2) as WP3 leader. It will provide to the Alliance a strong institutional research profile and resources.	**Mobility:** All **Research:** UT, OU UNIC, ORU
OU WP4 leader	Arts and Humanities; Computer Science; Mathematics Earth and Planetary Sciences; Social Sciences	**Moravian-Silesian region:** Digitalization, green technologies, circular economy, innovation and entrepreneurial ecosystems	OU will offer complementary expertise in S3 for **North Rhine-Westphalia, Campania, Nicosia, Örebro and Šiauliai regions.**	Complementary expertise to NEOLAiA in international mobility, adding value to the key NEOLAiA Pillar of Enhanced Mobility (NP3) as WP4 leader.	**Mobility:** all **Research:** UJA, ORU, UNIBI, UNISO, USV
ORU WP5 leader	Nursing; Public Health; Nutritional Sciences;	**Örebro region:** Food in the intersection of culinary arts, health and sustainability;	ORU will offer complementary expertise in S3 for **Andalusia, Centre-Val de**	Complementary expertise to NEOLAiA in research fields; research organization and management; it will act as WP5 leader. It will contribute to	**Research:** UNIBI, OU, UNISA **Mobility:** UNIBI, UT, USV, SVK,

	Clinical Medicine; Psychology; Environmental Science; Analytical Chemistry; Computer Science, AI and Robotics; Economics and Statistics; Education; Communication	Autonomous, digital and intelligent production system; Inclusive and mobilizing innovation	**Loire, North Rhine-Westphalia, Moravian-Silesian, Campania, Nicosia, Suceava and Šiauliai regions.**	overall resource management and allocation in General Management and Teaching & Learning.	UNIC, OU, UJA
USV WP6 leader	Education, Humanities, Languages, Social and behavioral sciences, Business and administration, Environment, Physical sciences, Information and Communication Technologies (ICTs), Engineering and engineering trades, Manufacturing and processing, Health	**Suceava:** Bioeconomy; ICT; Space and security; Energy, environment and climate change; Eco-nano-technologies and advanced materials; Health (Precision medicine, Preventive medicine, e-Health and Biosecurity)	USV will offer complementary expertise in S3 for **Andalusia, Centre-Val de Loire, North Rhine-Westphalia, Moravian-Silesian, Campania, Nicosia, and Örebro regions.**	Complementary expertise to NEOLAiA linking research to industry, adding value as WP6 leader, creating a task force for entrepreneurship, identifying best practices on innovation ecosystems, as well as by creating a support system (training, mentoring and challenges) for entrepreneurs. It will act as WP6 leader.	**Mobility:** UJA, UT, UNIBI, OU, ORU, UNISA **Research: UJA, UT, OU,** ORU
UNISA WP8 leader	Food Science & Technology; Physics; Mechanical Engineering; Electrical & Electronic Engineering; Chemical Engineering; Clinical Medicine; Computer Science & Engineering; Energy Science & Engineering	**Campania:** Aerospace; Logistics; Biotechnologies-Life Sciences and Agribusiness; Energy and the Environment; Cultural heritage tourism sustainable building; Advanced nano-materials	UNISA will offer complementary expertise **in S3 for Andalusia, Centre-Val de Loire, North Rhine-Westphalia, Moravian-Silesian, Nicosia, Örebro, Suceava and Šiauliai regions.**	Complementary expertise to NEOLAiA in research and knowledge dissemination, collaborative open data aiming at openness and transparency fields, adding value as WP8 leader. Key stakeholder on the most important research centers on topics related with the Mediterranean Region Expertise in double degree development with multiple international partner universities, adding value to tasks related with joint degrees as WP2 task coordinator.	**Mobility:** UNIC, UNIBI, UJA, OU, USV, UT **Research:** UJA

UNIC WP9 leader	Business, Management and Accounting; Engineering; Mathematics; Computer Science; Artificial Intelligence; Blockchain; Metaverse; Medicine; Public Health; Nursing; Pharmacology; Toxicology; Pharmaceutics; Education	**Nicosia:** ICT (Information and Communication Technology); Global Health, One Health	**UNIC will offer complementary expertise in S3 for North Rhine-Westphalia, Moravian-Silesian, Örebro and Campania regions.**	Complementary expertise to NEOLAiA in distance learning and virtualization of the educational environment, digitalization, new technologies, as well as inclusive metaverse activities, adding value to the key NEOLAiA Pillar of Digital Transformation (NP1) as WP10 leader. Institutional strategy connected to One Health objectives.	**Mobility:** UJA, UT, OU, ORU, UNISA **Research:** UT
SVK WP10 leader	Smart Manufacturing & Logistics	**Šiauliai:** Smart manufacturing and logistics; Manufacturing of furniture, metal products including bicycles, plastics; Construction including mining, Finance Engineering, Agriculture and Processing of Products.	**SVK will offer complementary expertise in S3 for Andalusia, Centre-Val de Loire, North Rhine-Westphalia, Moravian-Silesian and Campania regions.**	Complementary expertise to NEOLAiA in institutional communication and dissemination with local and international stakeholders, adding value to sustainability and dissemination activities as WP10 leader.	**Mobility:** OU, UNIC, UJA, UNIBI, ORU **Research:** OU, UJA

2.2.1.4 NEOLAiA full partners - responsibilities and tasks

NEOLAiA's set-up and arrangement structure, staff involvement in the NEOLAiA co-creation

NEOLAiA's arrangement structure reflects our organizational principle of leveraging on the unique institutional and regional expertise of each of our members, **distributing specialized leadership roles** to those staff members (teachers, researchers or admin) that already have a proven track record in managing specific projects, assigning to them specialized work package leadership and task coordination. This represents a true co-creation approach. In some cases, the focus of these leadership responsibilities will be on research-focus services and activities (**ORU for WP5 and UNISA for WP8**), education-focus services (**UT for WP2 and UJA for WP7**) or innovation-focus services such as entrepreneurship (**USV for WP6**). **While having an essential role in co-creating and improving NEOLAiA activities,** our staff will also be key participants in the NEOLAiA bottom-up governance approach, through advisory bodies such as the **Staff, Researchers and Teachers Advisory Board (SRTAB),** one of NEOLAiA's advisory bodies that provides strategic advice to the Executive Committee (Fig. 6). While being an active part of NEOLAiA's co-creation process, our staff will also benefit from access to the shared management structures and resources mentioned in the next paragraph, as well as from multiple training and mobility opportunities. The NEOLAiA members have agreed unanimously and at the highest level of their institutions to abide by an **arrangement structure that is ultimately organized with a distribution of responsibilities in WPs and tasks according to the unique expertise** of each member (Table 5) and is **proportional to their financial and structural commitment (table 9 section 3.3.1.1).**

Shared management structures, common provision of services, databases, human resources and scientific infrastructure.

*T*he increased integration of processes and structures enabled by NEOLAiA will generate important benefits in efficiencies, reduced redundancies and administrative overheads. The ultimate goal is that, by integrating common services and harmonizing processes, we can both reduce obstacles to cross-border mobility and collaboration and ensure gains in productivity and at a cost level. Examples of shared management structures that will allow us to benefit from such shared efficiencies are: **the KHRH** for common human resource processes and services; the **Living Labs** joint research ecosystem; the **NEOLAiA Digital Identity system** and the **Digital NEOLAiA Passport** for a shared common identity; the future **NEOLAiA metaverse campus;** the **Pedagogical Hub** joint structure to support teaching and learning; **microcredential** and **digital badges** as a shared learning

and certification platform; the **NEOLAiA startup hub** for shared support on entrepreneurship initiatives; or NEOLAiA Open Science infrastructure, digital presence and media channels.

Student involvement in the NEOLAiA co-creation.

Students have been involved in the co-creation of the alliance since its outset, and more recently through the creation of the **NEOLAiA Student Network, a key joint structure** founded in February 2022, which will be the precursor of the **Students Advisory Group (SAG),** one of NEOLAiA's advisory bodies at a strategic advice level (Fig.6). This body will provide input from a student perspective to the Executive Committee, so that students' needs can be operationalized in the most agile manner. Students will thus have an important role in co-creating current and future NEOLAiA activities, actively contributing to its continuous improvement. This direct bottom-up advisory approach is essential to NEOLAiA's vitality and continued sustainability, assuring its relevance to the student community as a key stakeholder.

Table 6. NEOLAiA full Partners - responsibilities and tasks per WP. The financial commitment from each full partner is indicated in Table 9 - Non-EU funding commitment per partner

Work Packages	WP Leader	Tasks	UJA	UNIBI	UNIC	ORU	OU	UNISA	USV	UT	SVK
1. Project management and coordination	UJA	1.1	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		1.2	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		1.3	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		1.4	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		1.5	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		1.6	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
2. Improving Teaching and Learning	UT	2.1	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN
		2.2	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		2.3	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN
		2.4	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN
		2.5	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN
		2.6	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN
3. Overcoming barriers of Inclusion	UNIBI	3.1	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		3.2	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		3.3	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		3.4	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		3.5	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN
		3.6	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		3.7	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN
4. Enhanced Mobility	OU	4.1	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN
		4.2	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN
		4.3	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN
		4.4	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN
		4.5	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN
		4.6	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN
		4.7	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN
	ORU	5.1	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN

Theme	Lead	Task									
5. Increasing Regional Research Impact		5.2	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN
		5.3	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CON	BEN
		5.4	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN
		5.5	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN
6. Entrepreneurship – NEOLAiA Capabilities for the Society of Tomorrow	USV	6.1	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN
		6.2	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO
		6.3	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN
		6.4	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN
		6.5	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN
7. Towards a Plurilingual and Intercultural European University	UJA	7.1	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN
		7.2	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO	BEN
		7.3	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		7.4	CO	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN
		7.5	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN
8. Adopting and Sustaining Open Science	UNISA	8.1	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN
		8.2	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN
		8.3	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN
9. Digital Transformation	UNIC	9.1	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN
		9.2	BEN	BEN	CO	BEN	BEN	BEN	BEN		
		9.3	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN	BEN
10. Sustainability and Dissemination	SVK	10.1	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO
		10.2	BEN	BEN	BEN	BEN	BEN	BEN	BEN	BEN	CO
		10.3	BEN	BEN	BEN	BEN	BEN	CO	BEN	BEN	BEN
		10.4	BEN	BEN	BEN	CO	BEN	BEN	BEN	BEN	BEN

2.2.1.5. NEOLAiA Associated Partners - responsibilities and tasks

Each NEOLAiA partner has identified several Associated Partners (AP) who will contribute with their expertise to the project, with the following requirements:

- Local partners and 1 international partner connected to at least one NEOLAiA pillar and one WP.
- Associated partners have expressed their strong interest to take part in the project activities, as described in the support letters provided in the Appendix section.
- Particular attention has been paid to EU partner countries, especially Ukraine, in order to express our solidarity with Ukrainian academics, researchers, students and citizens.

Table 7. NEOLAiA Associated Partners- responsibilities per WP

Associated Partners	Work Packages									
	1	2	3	4	5	6	7	8	9	10
Macrosad		X	X		X	X				
Diputación de Jaén				X	X				X	
Universidad de Zenica		X	X	X	X	X				
Innovasur									X	
City of Bielefeld			X		X	X			X	
Stiftung Bethel			X							
National University Of Kyiv-Mohyla Academy		X	X	X	X	X	X	X	X	

	WP1	WP2	WP3	WP4	WP5	WP6	WP7	WP8	WP9	WP10
Dr. Oetker		X								
Codeca	X	X		X	X		X	X		
Cardet	X			X	X			X	X	
CYENS	X			X	X		X	X		
Örebro Student Union	X									
The Swedish Association of Local Authorities and Regions (SALAR)	X	X								
Statistics Sweden					X		X			
Region Örebro County					X					
012 Factory	X			X			X	X		
Albanian University	X		X	X	X		X	X	X	
Bimed (Biennale delle Arti e delle Scienze del Mediterraneo)		X					X	X	X	
Confindustria Salerno	X			X			X	X		
Borys Grinchenko Kyiv University		X							X	
Teen Enterprise					X				X	
Virtual Real Life s.r.o.								X	X	
Centrum Narovinu, o.p.s.		X								
Agentia Pentru Dezvoltare Regionala Nord-est		X		X	X	X	X	X	X	
Camera de Comert si Industrie Suceava					X			X	X	
Universitatea Tehnica a Moldovei	X		X	X	X			X	X	
Chernivtsi National University Yuriy Fedkovych	X		X					X	X	
Association pour le développement de l'enseignement bi/plurilingue (ADEB)	X	X				X	X			
LE STUDIUM Loire Valley Institute for Advanced Studies (LE STUDIUM)					X					
The Centre-Val de Loire Regional council									X	
Sumy State University (SumDU)	X	X	X	X	X	X	X	X		
Ministry of Education, Science and Sport of The Republic of Lithuania					X			X	X	
Association of Šiauliai Youth Organizations "Round Table"	X	X		X						
Siauliai Chamber of Commerce, Industry and Crafts	X			X					X	
Caucasus International University	X		X	X			X	X	X	

Work Packages: 1 Management - 2 Teaching and Learning - 3 Diversity and Inclusion - 4 Mobility - 5 Entrepreneurship and Outreach - 6 Research - 7 Plurilingualism and Interculturalism - 8 Open Science - 9 Digital Transformation - 10 Sustainability and Dissemination

2.2.2 Consortium management and decision-making

2.2.2.1 Management structures and decision-making mechanisms for an integrated cooperation: Governing bodies

The NEOLAiA governance is aimed at ensuring the support, coordination and facilitation of the alliance activities as a whole. Measures are included to ensure that the required quality levels are met and that their described impact is achieved. Project management techniques will be used to monitor all activities, assuring that they are carried out in a timely manner. The alliance's management structure will work towards efficiency so as to support the realization of the project's objectives within the defined budget limits. All governing bodies will meet once a year during the plenary partnership meeting.

The Coordinating Institution (CI) will be in charge of officially representing the NEOLAiA alliance and its members. It will be the unique contact point for the European Commission.

Decision-making mechanisms are described according to the levels below.

- **Level 1 – Decision-making level:** The Governing Board (GB) and Steering Committee (SC) act as the decision-making bodies for the alliance and comprise one representative from each partner organization:
  - **Governing Board (GB)**: Made up of the 9 universities' Rectors. It is responsible for establishing general policy, long-term and medium-term strategies, and major goals for the alliance. Vice-Rectors (SC) will be consulted before GB

meetings and asked to share their overall vision on matters related to training, research, administration, finance and student-related issues. It will meet every quarter (every 3 months).

- **Steering Committee (SC):** Made up of the universities' Vice-Rectors for Internationalization or Senior Managers in this field. Responsible for overall coordination of the Work Plan and for decision-making between Governing Boards' meetings, the SC will report to the GB. Ultimately, the SC makes all the final decisions regarding the management of the project, including budget management and reporting. It will meet every month to organize and supervise the project activities, ensuring that the activities are carried out and completed to the highest standards and in accordance with the project objectives and planning. The External Advisory Board will be invited once a year to SC meetings.

Level 2 - Implementation level: The Executive Committee (EC) is in charge of the execution of the project and shall report to and be accountable to the SC.

- **Executive Committee (EC):** Made up of all WPLs and a second representative at the operational level. It is in charge of the WP and the overall work plan, as well as of the process, progress, deliverables and impacts of the project, with support from the Advisory Boards. The EC is also responsible for monitoring and quality assurance (with the assistance of an External Consultant). The EC will report once a year to the SC on the progress of the project. The EC will collect and forward the outcomes, deliverables and reports to the SC for validation. It will meet every month.

Level 3 - Strategic advice level: The External Advisory Board (EAB) is a consultative body which will foster exchange with the SC and the EC members on strategy and sustainability issues. It will be seconded by the Staff Researchers and Teachers Advisory Group and the Students Advisory Group in order to cover all stakeholders.

- **External Advisory Board (EAB)**: This consultative body will foster exchange with the SC and the EC members on strategy and sustainability issues. It will be responsible for external advice. It will include a minimum of one representative from each partner region representing socio-economic agents, local authorities, university staff, academics or students from other universities external to the alliance, AP representatives and a minimum of 2 participants from non-EU countries to provide an external perspective. The EAB, which will meet twice a year, will audit the compliance of the alliance's activities with the policy objectives of the European Higher Education Area and issue recommendation reports to the SC for further development.

- **The Staff, Researchers and Teachers Advisory Group (SRTAG)**: Composed of one staff member and 2 researchers/faculty elected from each partner university, the SRTAG will coordinate staff, researcher and teacher involvement in the NEOLAiA project and will ensure that input and feedback are analyzed and transferred to the SC for implementation. It will meet at the beginning of the academic semester.

- **Students Advisory Group (SAG):** This body will be composed of students enrolled at NEOLAiA partner universities and selected from each partners' student network. It will provide bottom-up advice from students on their specific needs and concerns. It will cover all stakeholders responsible for coordinating student involvement, ensuring student input and feedback to alliance activities and policies. It will meet every quarter and will participate in the plenary partnership meeting once a year, together with the rest of the governing bodies.
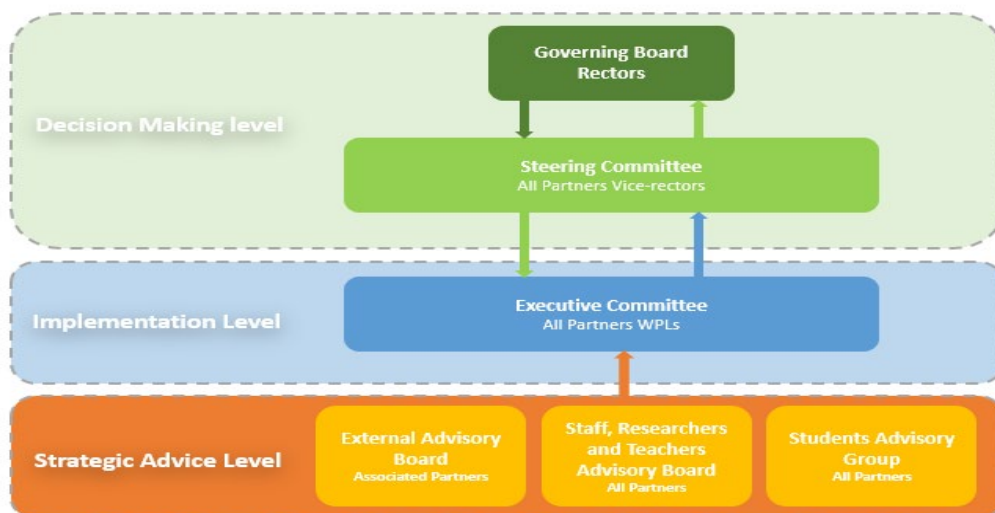
Fig. 6. NEOLAiA Governance Structure

Leadership by women will be encouraged in all governance bodies, as will all types of diversity, including the representation of minorities, in order to ensure gender parity (50%), as well as minority groups representation. The structure and roles of these bodies will be reviewed yearly as part of task 1.4 to ensure inclusive and adaptable governance.

Decision-making framework

The statutes of the joint governing bodies will be defined in the Consortium Agreement (CA), which will be signed before the official start of the project. The SC, in coordination with the GB, will uphold the Consortium Agreement (CA) and the Grant Agreement (GA), and will ensure their effective implementation within the alliance, including budget follow-up, cost control, and GA amendments (when necessary).

The Consortium Agreement (CA), in force from the beginning of the project, will lay down the detailed rules for decision-making and conflict resolution. In particular, the CA will state the rights and obligations of each partner –referred to as a "Party"-, but also the voting rules and the specific issues to which the decision-making power of the partners applies. Partners should constantly refer to the CA as regards the following administrative and legal aspects: management structure, decision process, liabilities, defaults and remedies, confidentiality, disputes, affiliated entities, etc. Beyond the CA, some basic decision-making mechanisms apply to the project:

- Each consortium body shall not deliberate and decide validly unless a quorum of two-thirds (2/3) of its members are present and represented;
- Each member of a consortium body present or represented in the meeting shall have one vote;
- Defaulting Party members may not vote;
- Decisions shall be taken by a majority of two-thirds (2/3) of the votes.

Reducing administrative barriers and obstacles to transnational cooperation

NEOLAiA will actively contribute to fulfill the vision of the EEA in terms of **reducing administrative barriers and obstacles to cooperation among European Universities**. It will do so by creating management structures such as the **Key and Human Resources Hub (KHRH),** which will serve as a sandbox to optimize processes between partners, in particular for HR allocation and procurement, increasing the agility and autonomy of each member when such resource allocation is required for a specific project or activity. This structure will become instrumental to improve efficiencies and seamless staff cross-border mobility.

NEOLAiA will pursue this with an experimental philosophy, by using the most agile transnational legal entities available, piloting it within the alliance with a long-term objective of upscaling this integration to increasingly more processes and eventually to a future fully unified administrative transnational entity as a European University.

2.2.2.2 Conflict resolution, risk management and reporting and communication between the participating organizations

Whenever a dispute arises and cannot be solved by the ordinary abovementioned decision-making mechanisms, the following procedures should occur:

(1) Each partner immediately reports in writing both to his WP Leader (WPL) and to the Overall Project Manager any risk situations that may conflict with the project objectives;

(2) The involved WPL and the OPM shall assess the conflict's impact on the work progress within the concerned WP, as well as on other WPs;

(3) The WPL shall then try to resolve the conflict with all WP members;

(4) If no consensus can be found, the issue shall be deliberated on during an extraordinary session of the SC;

(5) In case the dispute cannot be solved by the SC, the issue will be managed by mediation. Eventually, the final settlement of disputes will be resolved by the courts of Brussels.

It should be clear, however, that the conflict resolution scheme, as agreed in the Consortium Agreement with a final settlement in Brussels, will only deal with disputes that are beyond the ordinary decisions of the consortium; that is to say, beyond "differences of opinions". For these ordinary disputes, an amicable solution should be found between the partners; if not, the subject of dispute will be voted by a majority vote at the SC meeting.

Effective communication and cooperation are key concepts within the NEOLAiA alliance, which will guarantee smooth decision-making and effective conflict resolution.

Reporting and communication will be ensured through six main channels:

Email: Email communication will be constant. It will be crucial to organize tasks and activities, provide information, send documents, or solve possible queries.

Cloud-based Drives: In compliance with GDPR regulation, shared documents produced for the project (position papers, modules and courses, Open Education Resources, rubrics, frameworks, project management tools, calendars, etc.) containing private information related to stakeholders, students, etc. will be uploaded and edited from cloud-based platforms.

Message/chat groups: Whenever necessary and specially to thrash out specific details or solve urgent queries, WhatsApp chat groups will be created among participating institutions.

Virtual video meetings and conference calls: Video conferencing platforms such as Google Hangouts/Teams or Zoom will be used regularly to oversee correct project development. Scheduled meetings will be held according to the periodicity indicated in the project chronogram. Any other ad-hoc virtual meetings that are deemed necessary will also be held at any point in time to ensure the project implementation stays on track.

Plenary partnership meetings: Crucial for communication and cooperation, 4 different meetings will be held: one at the outset of the project, one upon its completion, and two more at the beginning/end of the second and third years. They will be essential to prepare the tasks allotted to each year and to share the outcomes produced in the previous year.

Conflict resolution: NEOLAiA's 3.5-year history of trust and cooperation among partner institutions is an essential cornerstone of the alliance. It has allowed invaluable insights to be gleaned into the potential difficulties which may arise during the development of a project of this nature. Our strategy for conflict resolution involves anticipating potential difficulties, responding flexibly, promoting dialogue, and fostering cooperation and support among the participants. Nonetheless, in the event that potential difficulties arise, these might hinge on three main fronts:

Budgetary problems: In the event that the budget allocation within the project generates conflicts for any of the partners, the others would respond with support to solve the situation. The budget assigned by each participating university could also be used to solve that potential financial glitch and ensure the project meets its objectives. For more details on budgetary and timeline conflict resolution, please refer to section 2.1.2.3.

Timeline delays: A second potential difficulty involves the timing and order of the planned activities. The solution is to respond by applying **Agile methodologies** that will allow for a flexible adjustment and troubleshooting of potential delays which might arise during the project's lifetime.

Lack of clear instructions and coordination: Finally, we are fully cognizant of the fact that NEOLAiA is a transnational alliance comprising a substantial number of participating countries, with a broad geographical dispersion. Thus, to ensure that the project runs smoothly, very specific instructions will be written up for each of the stages and work packages. Synchronous online meetings will also be held with the entire team and by subteams through online platforms. The plenary partnership meetings will also help to iron out any potential problems or queries on this front.

For further details on the risk management framework and corrective actions, see section 2.1.5.

3. IMPACT

3.1 Impact and ambition

NEOLAiA will actively contribute to reach the objectives of the European Strategy for Universities, aiming to strengthen the European dimension in research and education, encourage mobility and promote academic excellence, cooperation and institutional integration among European HEIs. NEOLAiA will also improve the ability to attract the best academic staff, researchers and students from all over the word, offering high-quality and innovative mobility experiences.

The initiatives proposed by NEOLAiA will enhance an **inclusive**, **innovative**, **interconnected** and **digitally-ready** higher education system as a key contributor to the **European Green Deal** and the **United Nations' Sustainable Development Goals (SDGs)**.

As part of its policy strategy, NEOLAiA has defined the following **6 Target Groups (TGs)** for the project activities within and after the project lifetime:

- TG1: Students at the Bachelor, Master and Doctoral levels;
- TG2: Academic staff, including teachers and administrative personnel;
- TG3: Researchers;
- TG4: Industries, including spin offs, start-ups and SMEs;
- TG5: Local authorities, regional authorities and policy-makers at the national and EU levels;
- TG6: Citizens, associations and NGOs.

The following effects have been defined for the different Target Groups (TGs):

- **Short-term effects** (at the end of the 4-year project);
- **Medium-term effects** (6-7 years after the project start);
- **Long-term effects** (10 years after the project start).

NEOLAiA will address all the impacts listed in the Call document as follows:

3.1.1. - Impact 1: Play a critical role in promoting the European way of life and in achieving the European Education Area and the European Research Area, in synergy with the European Higher Education Area.

NEOLAiA will be conducive to achieving the goals of the European Education Area by improving quality and equity in education and training (TG1, TG2, TG3) and by implementing inclusion measures (TG1, TG2, TG3), mobility for staff (TG2) and digital education (TG1, TG2, TG3).

The alliance will boost several types of mobility (short-term/virtual/blended/credit/degree mobility). Mobility (TG2, TG3) is seen as crucial – both for the professional development of the NEOLAiA staff and to strengthen European values across regions. NEOLAiA will ensure rising numbers of students with international experience, achieving a considerable 3-fold increase in mobility by 2026 (including virtual, blended and on-site mobility) from a 2021 baseline of 50 standard semester international exchanges. Virtual and blended mobility have the positive medium- to long-term effect of exploiting the consortium's mobility potential, as well as environmentally sustainable mobility options.

NEOLAiA will have a positive medium- to long-term effect on the **European Research Area** by:

- Aligning research policies and increasing critical mass for regional research institutions that both reinforce **existing regional research specialization strengths** and address **regional S3** and **Shared Challenges (SCs - section 1.2.1)**, which will be a common focus for all NEOLAiA activities (TG1, TG2, TG3, TG4, TG5, TG6);
- Bringing science closer to citizens through NEOLAiA's diverse regional presence;
- Strengthening researchers' mobility and knowledge-sharing through cross-border cooperation (WP5);
- Building up research and innovation ecosystems, such as the NEOLAiA Living Labs, to improve excellence and competitiveness (WP5);
- Enhancing Open Science, by developing and sustaining an alliance-wide open science policy (WP8).

And towards the **European Higher Education Area** by:

- Increasing staff and student mobility to facilitate employability (TG1, TG2);
- Respecting the needs of students (TG1) and pursuing the principles of equality and inclusion. In this sense, NEOLAiA will launch a flexible mobility scheme (WP4) interrelated with teaching (WP2), research (WP5), entrepreneurial (WP6) and plurilingualism (WP7) activities, supported by policies and tools fostering diversity and inclusion (WP3);
- Developing, accrediting, implementing and delivering joint degrees.

3.1.2 - Impact 2: Contribute to a more united, innovative, digital, connected and green Europe, open to the wider world, by increasing the resilience, excellence, geographical and social inclusiveness of European higher education institutions

Internationalization for all: NEOLAiA will have a positive medium- to long-term effect in opening up international mobility to the majority of students, researchers, teachers and staff (TG1, TG2 and TG3), both through effective methods of internationalization at home (increasing the number of incoming students, visiting teachers, cotutelle programmes, virtual mobility) and by boosting outgoing mobility (a coordinated study offer to ensure the integration of study/internships abroad into study programmes at home; new mobility formats including a variety of short-term mobilities; a coordinated internship offer across the countries involved) (WP4).

The NEOLAiA alliance's objectives are shaped by the unifying concept of empowering the community, developing an open environment and connecting people as part of common endeavors to improve well-being for all. The consortium is continually expanding its alliance to strengthen the NEOLAIA network and its visibility. Currently, several universities such as the University of Zenica (Bosnia- Herzegovina), Borys Grinchenko Kyiv University (Ukraine), Technical University of Moldova (Moldova), Yuriy Fedkovych Chernivtsi National University (Ukraine), Caucasus International University (Georgia), National University of Kyiv-Mohyla Academy (Ukraine), Albanian University (Albania), and Sumy State University (Ukraine) are involved as Associated Partners. These universities have been identified as strategic for the alliance to strengthen deeper collaborative relationships in the short and medium term.

The key NEOLAiA Pillar of Digital Transformation (NP1) will have a transversal effect in several dimensions, spanning from the digitalization of mobility, research and teaching, to the development of innovate virtual mobility options (WP4), open science through digital adoption (WP8) and virtual/blended study programmes (WP2), be they on-campus or in immersive virtual campuses/metaverses (WP9). This increased accessibility facilitated by digital infrastructures will contribute to a more closely connected and inclusive Europe.

3.1.3 - Impact 3: Increase the attractiveness and competitiveness of participating higher education institutions on the global scene, by becoming stronger together through deeper transnational cooperation and the seamless mobility of students, academics and researchers, and creating and sharing knowledge, developing new concepts, technologies and innovation at unprecedented speed.

Guided by the core idea of inspiring the European sense of community and tackling educational and social challenges together, NEOLAiA universities are expected to feel immediate but lasting effects at assuring scalable, expandable and transferable actions to other HEIs in Europe by:

- Increasing mobility mode options, be they on-campus and virtual or via metaverse alternatives (WP4, WP9);
- Expanding opportunities for participation in international research networks and access to key shared research resources (WP5);
- Attracting new students to competitive new offerings in multiple and double degrees, as well as to flexible micro-credential schemes that increasingly match demanding job market requirements (WP2) with a view to setting up fully-integrated future joint degrees;
- Offering attractive intercultural universities that are open to the best talent, through intercultural awareness courses and training for teaching multicultural groups to facilitate the integration of international students into the local student community (WP7);
- Deepening transnational cooperation by experimenting with novel legal entities (NEOLAiA Human and Key Resources Hub - HKRH) for more efficient human and infrastructure resource allocation among Universities, as a role-model for other European universities.

3.1.4 - Impact 4: Promote European values, foster respect for academic freedom and institutional autonomy, and strengthen the European identity for all learners, teachers, researchers and staff to cooperate and co-create knowledge within different European and global cultures, in different languages, across borders, sectors and academic disciplines.

NEOLAiA will have a positive medium- to long-term effect on all TGs, educating and training a new generation of regionally-rooted Europeans with an open world view, through the promotion European values such as:

- Respect for its rich cultural and linguistic diversity, by investing in multicultural and plurilingual approaches to education that stave off populistic tensions (WP7);
- Contribution to peace and security, by enhancing cooperation and establishing common shared values, policies and interdependencies among its partners (shared policies, standards, guidelines and charters in WPs 3, 5, 7, 8 and 9);
- Combating social exclusion and discrimination, through effective diversity and inclusion measures (WP3).

3.1.5 - Impact 5: Act as actors of change for the digital and green transitions, for Europe's recovery and future resilience.

NEOLAiA's action areas are expected to have an immediate but lasting effect on digital and green transitions, deeply aligned with the ambitions stated in the:

1) **European Green Deal initiative**:

- **No net emissions of greenhouse gasses by 2050**, through digitalisation of teaching and learning programmes, the creation of virtual/green mobility options (recognized in Erasmus initiatives), as well as the implementation of metaverses as novel virtual campuses (WP9);
- E**conomic growth decoupled from resource use**, through a clear mapping of the alliance members' current resources in areas such as research (WP5), teaching and learning (WP2), to allow for an efficient use of shared resources;
- **No person and no place left behind**, via the implementation of strong measures and alliance-wide diversity and inclusion policies and tools (WP3), as well as through the above mentioned digitalization of teaching and learning, virtual and online educational options and;

2) **EC Digital Transition targets**:

- **Connectivity,** through blended and digital mobility modalities (WP4);
- **Digital skills,** through a comprehensive education offer of online and on-campus programmes (WP2);
- **Digital business,** through entrepreneurship initiatives that build on university-generated knowledge to generate digital business opportunities (WP6);

- **Digital public services,** through a strong focus on addressing the NEOLAiA Key Application Area of Global Health, facing regionally identified Shared Challenges (SCs), by mapping relevant research areas (WP5) and offering specific joint degrees (WP2).

3.1.6 - Impact 6: Boost the excellence dimension of higher education, research and innovation, while promoting gender equality, inclusiveness, diversity and equity.

NEOLAiA will ensure a positive medium- to long-term effect on the excellence of its initiatives through rigorous internal quality assurance processes (section 2.1.2) and specifically in a) research excellence and knowledge transfer by:

- Ensuring the sustainability of research teams, as well as offering support for new research initiatives (development funding for new initiatives, project department support);
- Supporting research mobility, interdisciplinary and inter-institutional collaboration and long-term partnerships (postdoctoral mobility grants);
- Supporting research excellence and interdisciplinarity, by facilitating the creation of new teams of researchers and the design of international projects, with new opportunities for PhD students and postdoctoral researchers;
- Enhancing research infrastructure and devising a scheme for sharing facilities with partner universities implementing support activities of the newly established Knowledge & Technology Transfer Centre.

And in b) promoting diversity and equity by:

- Offering a comprehensive set of digital and open support forums (in teaching and learning, mobility and research), accessible to all NEOLAiA researchers, students and staff to ensure an inclusive and diverse participation and access to academic resources and knowledge by all stakeholders.

3.1.7 - Impact 7: Make lifelong learning a reality in higher education, by offering diverse education opportunities and introducing innovative and student-centered pedagogies, jointly delivered across European inter-university campuses, where a diverse student body can build flexible learning paths at all levels of their studies and career.

NEOLAiA is expected to immediately impact higher education and life-long learning with long-lasting effects, through innovative pedagogical offers such as microcredentials (Focus Academy and Summer School in Humanities and Social Sciences in WP2) and multiple and joint degrees (WP2). The alliance will expand the current study programmes to include new courses and develop new interdisciplinary programmes that are student-centered in that they will include specialized, flexible and market-ready knowledge, transferable skills and intercultural competences. These offerings are designed to specifically help students and people in the job market looking for new and flexible learning paths for skills acquisition that address the current and future European job market's fast-changing needs.

3.1.8 - Impact 8: Contribute to regional development and positively impact the local communities and ecosystems through education and training, research and knowledge exchange, contributing to improvements in societal well-being.

NEOLAIA's effect in local communities will be felt in the long term, particularly through:

- The active participation of Associated Partners from each region, demonstrating local involvement and political support for the NEOLAIA project. Currently, NEOLAIA has obtained the support of the following 9 local institutions working closely with them: Diputación Provincial de Jaén; City of Bielefeld; Chamber of Commerce and Industry Suceava; Siauliai Chamber of Commerce, Industry and Crafts; Region Örebro County; Swedish Association of Local Authorities; and Région Centre-Val de Loire.
- Research excellence and knowledge-transfer activities (WPs8 and 9) conducted with regional stakeholders such as local businesses, industries and other public/private partnerships.

3.1.9 - Impact 9: Act as catalysts for the launch of new instruments and legal frameworks to accelerate the transformation of all universities across Europe.

Since its inception in 2019, NEOLAiA has regarded the European Universities Initiative as a unique opportunity to develop innovative approaches to legal partnership that are flexible and adaptable to evolving circumstances, expecting to have a medium- to long-term innovative effect on legal frameworks by:

- Making use of the EC's goal of establishing new legal transnational governance instruments such as the European Groupings of Territorial Cooperation (EGTCs) or other transnational legal entities that help integrate processes and resources in future European University alliances;
- The addition of new partners, be they full, associate or affiliated to the agreement;
- The addition of new modules that complement the original agreement in areas such as common degrees and transnational research endeavors, among others.

In addition, the development of shared normative instruments such as charters, guidelines or common policies (such as those in WPs 3, 4, 5, 7, 8 and 9) will accelerate the transnational integration of:

- Joint degrees with a flexible model, departing from shared double and triple degrees;
- Current and future stackable microcredential courses as flexible and inclusive learning tools, to push for legal international accreditation and credit recognition frameworks;
- Flexible agreements, where partners can join at their own pace, such as in the case of the Focus Academy, public-private partnerships or knowledge transfer to the private sector.

Long-term impact targets

Most of the impact targets defined above refer to the time horizon corresponding to the initial financing period. For the impact beyond the funding period, a table of KPIs, with their corresponding target values for year 10, will be prepared in order to identify long-term implications. This table will be prepared at the end of the initial funding period (Year 4), once the Alliance has gathered enough evidence on the development and potential deviations of the impact targets. The first 4-year period will provide data on

project impact that will serve as a basis for the projection of the indicators that can be used to evaluate the expected impact in the long run. The table will also be accompanied by a report summarizing deviations during the first funding period, including potential corrective actions that can be taken to positively affect the long-term impact.

3.2 Communication, dissemination and visibility

3.2.1. Plan for Dissemination and Communication

The consortium is fully aware that a Plan for Dissemination and Communication Activities (PDC), which is regularly updated, is key to create awareness and maximize the impact of the project results. Within NEOLAiA, WP10 is dedicated to all activities dealing with dissemination and communication precisely to attain this goal. The first action consists in developing a PDC to be ready for delivery at Month 3. The plan presented below for the purpose of this proposal is the culmination of an ongoing collaboration which started in 2019, when NEOLAiA was formed. It is targeted towards dissemination and communication activities to showcase the attractiveness of the project, together with its results and impact on a target audience composed of key stakeholders (Target Groups below).

This plan aims at structuring the D&C strategy and associated tools/channels for the whole duration of the project in order to:

1) **Inform stakeholders** about the project's objectives and activities and highlight the added value of European universities, through key D&C channels (detailed below);

2) **Raise awareness** on the importance of tackling **Shared Challenges** from a regional and global perspective, through activities pertaining to the **3 key university missions** - education (WP2 and WP7), research (WP5 and WP8) and societal engagement (WP6) -, as well as the **3 key NEOLAiA Pillars** - Digital Transformation (WP9), Diversity and Inclusion (WP3) and Enhanced Mobility (WP4);

3) **Enhance knowledge transfer, reusability of scientific data, capacity-building, and promote exchange on R&D results**, through activities in open science, digital transformation (WP8 and WP9) and entrepreneurship (WP6) to favor technology transfer, future-proof employability and increased EU competitiveness;

4) **Boost the project's long-term legal sustainability**, through the development of a joint transnational legal structure for NEOLAiA that makes use of pending EC mechanisms such as European Groupings of Territorial Cooperation (EGTCs) and the HKRH described in WP1.

Target Groups for communication, dissemination and visibility (as defined in section 3.1) include:

- TG1: Students at the Bachelor, Master and Doctoral levels
- TG2: Academic staff including teachers and administrative personnel
- TG3: Researchers
- EU Grants: Application form (ERASMUS BB and LS Type II): V1.0 – 25.02.2021 42
- TG4: Industries, including spin offs, start-ups and SMEs
- TG5: Local authorities, regional authorities, policy-makers at the national and EU levels
- TG6: Citizens, associations and NGOs.

Definition of the message: In order to achieve a high impact across all stakeholders, the following messages will notably be communicated to the relevant audience: NEOLAiA brings together a new generation of creative Europeans capable of cooperating across languages, borders and disciplines to address societal challenges and face the continuous reskilling demands required by European and global markets.

Key D&C Channels: The table below provides an overview of the planned activities and channels toward the targeted audiences, as well as the associated Key Performance Indicators:

Table 8. Dissemination and Communication KPIs

Dissemination & Communication activities	Target Groups						KPIs	
	1	2	3	4	5	6		
Communication								
Communication package	x	x	x	x	x	x	No. Brochure	1
Press releases					x	x	No. Press releases	10
Website	x	x	x	x	x	x	No. Visitors/News	1000/50
Social Media	x	x	x	x	x	x	No. Followers/Posts	150/30
E-newsletter	x	x	x	x	x		No. Newsletter/Readers	8
Interviews	x	x	x	x	x	x	No. Video/Viewers	9
Dissemination								
Public deliverables	x	x	x	x	x		No. Deliverables	15
Organisation of conferences/workshops	x	x	x	x	x	x	No. Events organised	2
Participation in conference/workshop	x	x	x				No. Participants	3
NEOLAiA Gateway	x	x					No. Vistors/News	1000/50
NEOLAiA Digital Presence	x	x	x	x	x	x	No. Forums organised	55
Joint actions with others EU project(s)	x	x	x	x	x	x	No. Actions	2

Planning for implementation

1) Initial awareness phase (M-6): It includes the upgrading of the project website, identification of communication and dissemination opportunities, creation of basic tools including graphical identity (i.e. logo, presentations, brochure and press releases), and consolidation of a stakeholder database to optimize targeted communication and dissemination.

2) Targeted dissemination phase (M6-36): The consortium will enrich the website and attend selected events. Preliminary project results will be presented to the target audiences through publications, conferences and workshops. Impact assessment is crucial at this stage to monitor and redirect the strategy if necessary.

3) Presentation of results (M36-48): This represents the period immediately before the end of the project, as it reaches its most significant outputs. This phase will be focused on informing the target audience about the project implementation. This will be the most active period in the whole PDC.

3.2.2. Capacity of the alliance to act as role model

The NEOLAiA alliance will continue to disseminate its activity via its website, along with its social media accounts. During and beyond the four-year period of funding, the alliance partners will work together to identify regional, national and international conferences on higher education, international education and innovation in HEIs (including digitalization in HE) in order to promote and showcase the project objectives and achievements. The envisaged participation in such outreach events (including dedicated sessions, conferences, stands or other formats to promote the project and its results) will be scheduled on an annual basis so that the results of the European University can be disseminated to as large an audience as possible, facilitating international exchange and outreach of NEOLAiA as a **role model** for the European and international higher education sector.

How the project results will be used

Each consortium member has its own **network of partner universities and institutions in and outside the EU** (e.g. the University of Ostrava has more than 400 EU partners and more than 50 partners outside the EU; Bielefeld University has more than 230 EU partners and 150 non-EU partners; the University of Jaén has 1,063 EU partners and more than 300 non-EU partners, etc.). Each member is involved in university networks (e.g. the University of Ostrava is part of the SGroup and the Baltic University Programme). This international network of HEIs underlines the consortium's best practices in international **alliance building and role-modeling**, which will help support the sustainability and relevance of the NEOLAiA alliance as a **natural dissemination channel** of the alliance's achievements.

3.2.3. Use of Open Education and Open Science and Citizen Science resources

Despite the fact that Open Science is a policy priority for the European Commission, a recent 2021 survey by the European University Association showed that only 54% of institutions have an Open Science policy, while 37% are developing one. NEOLAiA is **committed to following and fulfilling the EU's Open Science policy**, which requires that research (ranging across methodologies, tools, data, results, etc.) becomes accessible without restriction to the general public and all groups as **FAIR data** (Findable, Accessible, Interoperable and Re-usable). NEOLAiA sees itself as an open and inclusive educational and social environment, ensuring that the diverse communities existing within academia and across the regions feel mutually interconnected and committed to joining forces when facing the challenges of the NEOTrends and improving well-being for all.

The topic of Data Management will be addressed in the definition of the NEOLAiA Open Science Policy (WP8 focused on Open Science). **The majority of outputs are planned to be made public** from the very start of the project implementation. In order to assure that project contributions in all areas are **transparent and accessible**, all the activities will be open to relevant stakeholders. This includes the development of guides, methodological support materials, e-platforms or databases, as well as other tools and materials published online. This will serve as a **model to be potentially applicable in other HEIs** or as an inspiration and support for new emerging consortia.

During the project, the alliance will develop open educational resources (multimedia resources) which will be made accessible to other universities, teaching university staff and students via the NEOLAiA website. These learning tools will contain educational material from all the partners (online lectures, presentations at joint events, courses, modules, textbooks, streaming videos, as well as other materials and techniques used to promote and support universal access to knowledge). All contents will follow national and European intellectual property rights and regulations.

Research conducted within the NEOLAiA alliance will follow the principles of Open Science by emphasizing global, collaborative and creative research and by making research results accessible to all interested parties through public open access. Open Science has already been a key focus of our partners, who have established specific Open Science online portals (e.g. PortaBLe from Bielefeld University), Open Access university presses and Open Access journals (e.g. *Ostrava Journal of English Philology*, *Psychology and its Contexts* – Ostrava University; **The Age of Human Rights Journal** – University of Jaén; *Advances in Electrical and Computer Engineering Journal* [indexed in Web of Knowledge® and Scopus], the *Codrul Cosminului bi-annual academic journal* [indexed in Scopus], the *Annals of the Ștefan cel Mare University Suceava, Ecoforum Journa*l, *Distributed Systems Journal, Annals of Philosophy, Social and Human Disciplines* – "Ștefan cel Mare" University of Suceava; *Herausforderung Lehrer_innenbildung / HLZ* – Bielefeld University).

Furthermore, the NEOLAiA alliance will foster the practice of citizen science by informing stakeholders and citizens about science via various dissemination tools and by exploring ways of involving citizens in the research process (observing, gathering or processing data).

Taking these facts into consideration, data, documents, audio-visual and social media activity within the NEOLAiA alliance will be disseminated in a FAIR manner:

- Findable: The data and metadata will be searchable and easy for users to find;

- Accessible: The data will be accessible openly or through authorization and authentication;

- Interoperable: The data will be interoperable, integrated with other data, applications or workflows in order to facilitate analysis, storage and processing;

- Re-usable: The data will be re-usable for replication and/or combination in other different settings, future projects or even in standardization activities (transfer of good practices).

3.3 Sustainability and continuation

3.3.1 Our long-term strategy for the sustainability of the alliance

NEOLAiA's long-term vision for sustainability is premised on a **bottom-up culture** in which all stakeholders have ownership of the alliance and our communities are guaranteed an inclusive participation reflected in the governance structure of the alliance. We will support this vision through an **Agile approach**, through which we will flexibly adapt, continuously monitor and improve the quality of our activities as we find challenges along the way. We will focus on a **Lean methodology**, applying it to our shared resources and knowledge, increasing process and financial efficiencies and maximizing the gains from the complementary expertise of each of our 9 members. Another key factor for the long-term sustainability strategy of NEOLAiA lies in the **complementary specialization of our members.** This level of differentiation between partners will ensure that the current foundations for an interdisciplinary and integrated European University will be more than the sum of its individual members, ensuring a sustainable and mutually beneficial integration between all partners that lasts beyond the initial 4-year initial funding period.

3.3.1.1. Our members' financial commitment to NEOLAiA activities

The fact that NEOLAiA has successfully implemented transformative actions over the past three and a half years, despite not being financed by the EUI, is a clear demonstration of our commitment and our capacity to develop an ambitious proposal. Looking to the future, the 9 Rectors have backed their respective universities' investment for the project lifetime. The partners are aware that the NEOLAiA EU budget will not cover all the expenses of this ambitious project. In this context, the partners are willing to provide the necessary financial resources, as stated in **Table 9,** as decided during the Plenary NEOLAiA meeting on November 28th, 2022, in order to carry out all the activities planned within the project framework.

Financial periods and funding sources for long-term sustainability

Three **financial funding periods** can be distinguished since the foundation of NEOLAiA. The **first period started 3.5 years ago**, during which 100% of NEOLAiA activities are funded by its members, local governments and national and international calls (prior to this call funding). Our expectations on a successful outcome for this call would result in a **second 4-year financial period,** during which we would have a significant boost in activity support with a **mix of 40%/60% of own funding/EU funding respectively, after which a third financial period would begin during which NEOLAiA would sustain its activities based again on a 100% own funding by its members** (with a budget allocation increase per partner when compared with the first period), ensured through the **long-term financial commitment and contributions** (T10.4) beyond the 4-year initial EU funding period, embedded as a key priority in each of our members' strategic and financial plans.

The **Financial and Sustainability Plan,** as described in WP10, will detail the long-term support for activities with concrete financial contributions and commitments from each partner, adjusted on a yearly basis for sustainability purposes. In terms of current funding commitment and sources, NEOLAiA will draw from a) own and private funding and b) national/regional government funding. Overall funding sources a) and b) will allow each respective university to allocate a sustainable amount, as indicated in Table 9. The current financial timeline and commitments are as follows. These amounts **exceed the minimum 20% of co-funding as stated in the call**. Each partner contribution **is in accordance with each university's total budget, accessibility to national and regional external sources and national costs**.

- Current period (prior to EU funding): yearly €723,500;

- 4-year period with EU funding approval: yearly €M1,43 (corresponding to circa 40% of EU yearly funding);

- Period after 4-year EU funding approval: yearly €M1,78 (corresponding to circa 49% of EU yearly funding).

Table 9. Non-EU funding commitment per partner. Timelines and targets

	Funding 2022	Funding 2023	1st year funding period	2nd year funding period	3rd year funding period	4th year funding period	Beyond funding
UJA	280.000,00 €	320.000,00 €	380.000,00 €	380.000,00 €	380.000,00 €	380.000,00 €	450.000,00 €
UNIBI	45.000,00 €	49.500,00 €	124.444,44 €	124.444,44 €	124.444,44 €	124.444,44 €	150.000,00 €
ORU	90.000,00 €	90.000,00 €	250.000,00 €	250.000,00 €	250.000,00 €	250.000,00 €	350.000,00 €
UNISA	45.000,00 €	49.500,00 €	124.444,44 €	124.444,44 €	124.444,44 €	124.444,44 €	150.000,00 €
USV	30.000,00 €	33.000,00 €	124.444,44 €	124.444,44 €	124.444,44 €	124.444,44 €	150.000,00 €
SVK	25.000,00 €	27.500,00 €	62.222,22 €	62.222,22 €	62.222,22 €	62.222,22 €	80.000,00 €
UT	55.000,00 €	60.500,00 €	124.444,44 €	124.444,44 €	124.444,44 €	124.444,44 €	150.000,00 €
UNIC	40.000,00 €	44.000,00 €	124.444,44 €	124.444,44 €	124.444,44 €	124.444,44 €	150.000,00 €
OU	45.000,00 €	49.500,00 €	124.444,44 €	124.444,44 €	124.444,44 €	124.444,44 €	150.000,00 €
	655.000,00 €	723.500,00 €	1.438.888,89 €	1.438.888,89 €	1.438.888,89 €	1.438.888,89 €	1.780.000,00 €

The set-up of a Sustainability and Financial Plan, detailing all expenses and resources required for the continuation of the alliance, will constitute an essential element for its sustainability strategy. After the initial 4-year funding period, the sustainability of all the activities will be based on the following pillars, which will provide financial support, **synergies and complementarities**:

● ERASMUS+ mobility support (student mobility for study; student mobility for traineeship; teacher mobility for teaching; teacher mobility for training; staff training mobility);
● Other project funding: EU projects for research mobility, research collaborative projects (Horizon Europe Clusters), MSCA Doctoral Networks, MSCA COFUND, ERASMUS+ Erasmus Mundus Joint Master Degree, strategic partnership projects, Interreg Europe, ESIF;
● NEOLAiA university budgets – each university in the alliance will commit to a long-term self-funding allocation securing the implementation of all on-going activities of the consortium;
● Private funding by encouraging the active participation of private companies.

To secure backing from public bodies, the alliance will:

(1) Enhance the attractiveness and visibility of the project, stressing its added value for public institutions;

(2) Identify actors who can ensure the financing of the project as a whole or partially;

(3) Identify any cultural or economic obstacles that could hinder political and socio-economic support;

(4) Actively lobby the regions, the relevant ministries and universities to secure resources;

(5) Include stakeholders (e.g. regions) in the project who can reach out for public support.

With regards to private funding, it will be sought through increasing the cross-sectional training and mobility of students, researchers and academics at all stages of their careers. The collaboration with industrial and non-academic partners will work towards increasing the involvement of these stakeholders in the definition of new courses, operating as key speakers conducting case studies/courses, and co-supervising students (internships) and PhD theses. An additional approach to be strengthened by NEOLAiA will be co-funding collaborative research projects by sharing their infrastructure and expertise.

This type of private funding can consist in co-funding through the allocation of personnel resources or direct co-funding, such as private scholarships. NEOLAiA will also develop local strategic partnerships with public institutions (e.g. chambers of commerce, industrial associations, etc.) to ensure their support and participation.

More broadly, applications will also be submitted to private funders such as Santander-Universia (mobility, teaching innovation and research), Fundación Botin (mobility and research), La Caixa Foundation (research and mobility), BBVA Foundation (research and internationalization studies), Room Mate Hotels (diversity and inclusion), JCI Romania, The Romanian American Foundation, etc.

In the long term, the summer schools developed within the project could also become fee-paying for some audiences, which would diversify the sources of funding.

3.3.1.2. How NEOLAiA's impact will be sustained beyond the initial 4-year EU funding

The conjunction of the following elements will be key to sustain the attractiveness of the alliance towards self-financed and publicly- or privately-funded student talent.

● The overall content quality of the project activities and their attractiveness to sustain a steady inflow of students (in particular international students);
● The implementation of a flexible promotion strategy (see WP10) and the provision of accessible information to potential candidates for NEOLAiA programmes;
● Strong links to the job market, high employability rates among students, as well as a close involvement of visiting teachers, staff and researchers in the programmes as key factors which contribute to a reputation of excellence and to international visibility;
● Quality excellence in the academic course offering;
● Adequate and comprehensive services and administrative support for students;

- Effective communication and outreach actions as described in section 3.2;
- Capacity to attract world-class faculty and researcher talent;
- Ability to build and leverage a reputation as a strong brand of excellence among European Universities through its global alumni community and network.

3.3.1.3. Beyond EU funding - NEOLAiA's activities to be continued or maintained

In alignment with our long-term mission, activities directly connected with the **3 key NEOLAiA Pillars** (digital transformation, diversity & inclusion and enhanced mobility), as well as those connected with the **key application area of global health,** will be prioritized for continuation beyond EU funding. This long-term strategy will be set out in a detailed Sustainability and Financial Plan delivered on M12 and updated yearly as an annual report from M24 to M84, well beyond the initial 4-year funding period (WP10, T10.4 and D12). This plan will be elaborated jointly by all alliance members, with the support of the consultative bodies (EAB, SRTAG and SAG, described in WP1, T1.2). It will include specifically:

- Long-term organizational and legal structure, governance and reporting systems built upon the governance structure, as set up in the frame of WP1, including lessons learned during and beyond the 4-year project;
- Research programmes to be continued and/or implemented in the 4 years following the end of the funding, whether financed through regional, national or EU funding;
- Degrees and other courses to be implemented in the 4 years following the end of the funding;
- Infrastructure development plan;
- Events and communications;
- Budget and funding, including public and private funding.

The Quality Monitoring Plan (section 2.1.2.2.) will contribute to the Sustainability and Financial Plan by providing feedback from evaluation tools and reports. These will be addressed to the project stakeholders and will be presented annually to the Steering Committee for feedback.

3.3.1.4. Possible synergies/complementarities with other public funding options that can build on the project results

Each university will conduct national and regional lobbying activities, actively identifying **complementary funding call sources**. Regional and national authorities are generally supportive of application submission for European universities and the implementation of alliances which obtained an overall high score. At this stage, **a set of institutions from each partner has been identified to support the alliance**. As an example, the consortium will also apply to institutions supporting European university initiatives such the German Academic Exchange Service (DAAD) through the funding programme European University Networks (EUN), which supported in 2021 institutions' entry into the dynamic process of establishing European Universities and helps strengthen the visibility and networking of German universities in the EUN (support for German universities in EU-funded consortia up to 750,000 EUR; e.g. 250,000 EUR/year). In Spain, the Ministry of Universities has implemented a co-funding plan for the Spanish universities included in EU funded alliances which in 2022 covered an amount between 278,000 euros per leading Spanish institution and 223,000 per participating, not leading university. Other funding initiatives are also backed by the French government and, proportionally, by other regional or local authorities.

3.3.1.5 Integrating NEOLAiA at the heart of our universities

The previous approaches are all designed to ensure the long-term capacity of NEOLAiA to launch new initiatives, in particular from a financial perspective. However, the most important factor of long-term sustainability is embedded in our approach and our proposed actions. These are focused on transforming and europeanising our core missions in education, research and societal engagement. In other words, they will ensure that within 4 years, the way we use recurrent funding from our individual stakeholders (mostly public funding from the ministries of HE&R of our respective countries) is indissolubly linked to our strategy as members of NEOLAiA. NEOLAiA will thus become the strategic driver of our activity as universities whatever the level of additional funding that we are able to secure.

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

4.1. Work plan

The image below (Fig. 7) illustrates the overall structure of the work plan, supported on the 3 key NEOLAiA Pillars and 3 core missions from which the main WPs and their key activities derive. As introduced in section 1.1.2., the 3 key NEOLAiA Pillars are transversal focus areas that run across the whole alliance, permeating through different WPs. The University Core Missions (Education, Research and Societal Engagement) will ensure that the NEOLAiA European University remains close to the original mission as a HEI. WP1 Project Management and WP10 Sustainability and Dissemination will function as **Infrastructure Support WPs**, assuring both daily functioning as well as the long-term viability and continuous improvement of the alliance. The NEOLAiA Key Application Area of Global Health is transversal to the whole project and it derives from identified regional research strengths that will benefit from the scale and resource efficiencies provided by NEOLAiA membership.
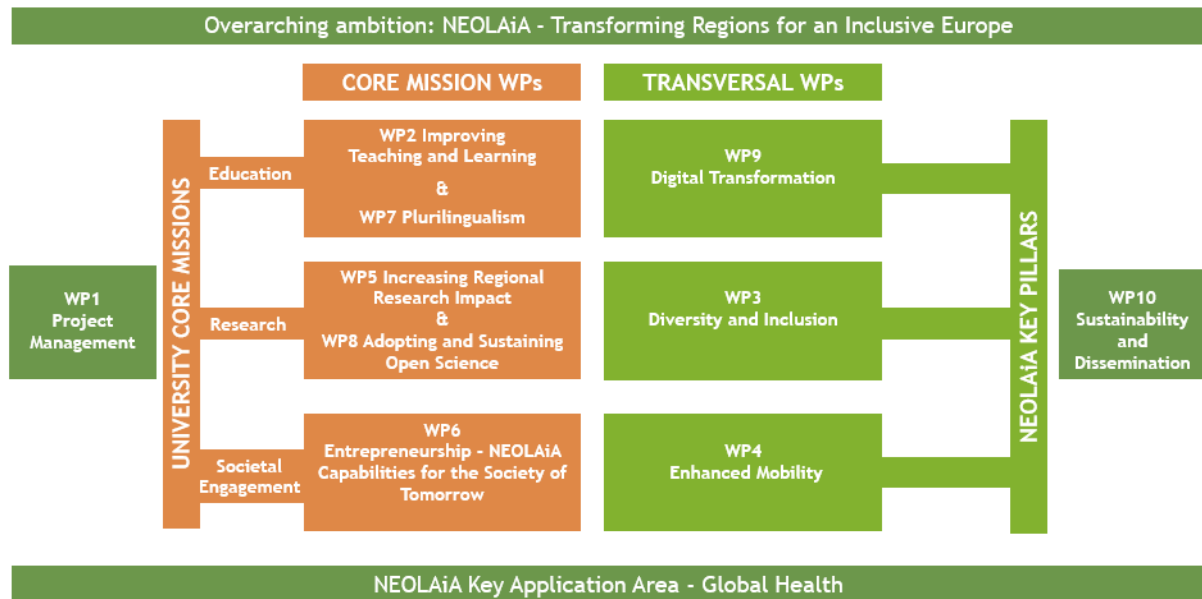
Fig. 7. Graphical representation of the NEOLAiA European University work plan

Core Mission WPs

Education (Mission 1)

- **WP2 Improving Teaching and Learning** - The NEOLAiA partners will establish a Pedagogical Hub with thematic labs/forums to involve staff, researchers, student representatives and community stakeholders. Its objectives will be twofold: 1) to identify the main global challenges impacting the regions, and 2) to generate inputs and resources for the NEOLAiA curriculum proposed by the partners. The results will include the development of a series of NEOLAIA joint degrees, courses, and summer schools.

- **WP7 Towards a Plurilingual and Intercultural European University** - This WP will consist in the implementation of a wide array of initiatives to build a plurilingual and multicultural European University, including the development of a common charter on language policy and staff language accreditation, a symposium on language policy, an accreditation certificate on plurilingual education, a Language Assistant Exchange Programme, and a Language and Culture Exchange programme.

Research (Mission 2)

WP5 Increasing Regional Research Impact - Research is a key mission of the NEOLAiA alliance. During the European University project, the participants will establish the NEOLAiA Living Lab in order to pilot a joint research strategy. In addition, the researcher population will be mapped to build up and reinforce existing networks, shared resources and efficiencies. Joint research groups will be established and aligned with this strategy, also in connection with partner institutions and external private and public institutions**.**

- **WP8 Adopting and Sustaining Open Science -** Open Science activities will support research results, adopting a set of policies and technological infrastructure to ensure a collaborative knowledge-sharing research ecosystem that is both inclusive and equitable, enabling transparency and science citizenship participation.

Societal Engagement (Mission 3)

- **WP6 Entrepreneurship - NEOLAiA Capabilities for the Society of Tomorrow -** The NEOLAiA European University project sees entrepreneurship as a key engagement tool with its local communities, bridging academia, research and the local institutions. By supporting students and citizens with expertise, training and infrastructure to develop ideas into products and businesses, our 9 universities will enable stronger connections and partnerships with local private and public agents. Benefits will range from increased R&D transfer to self-employability and socio-economic participation.

Transversal WPs (3 key NEOLAiA Pillars)

Digital Transformation (NEOLAiA Pillar 1- NP1)

- **Digital Transformation** - This WP will focus on supporting the key NEOLAiA Pillar of Digital Transformation. NEOLAiA will actively enable the use of advanced digital skills for inclusion, widening the participation and usage of digital technologies among all NEOLAiA community users and society at large. It will put technology at the service of underrepresented groups in the regions where the alliance is present (see WP3 on underrepresented groups), facilitating lifelong learning education that prepares the workforce for the ever-changing market demands.

Diversity and Inclusion (NEOLAiA Pillar 2- NP2)

- **WP3 Diversity and Inclusion – Overcoming barriers to participation** - This WP will operationalize one of the 3 key NEOLAiA Pillars: Diversity and Inclusion. This cross-sectional dimension will be embedded in various activities throughout the whole alliance. It will ensure an active D&I advisory role to both NEOLAiA members and communities, enabling internal and societal awareness on topics of D&I such as best practices and barriers to participation, in particular by underrepresented groups in the regions where the alliance is present.

Enhanced Mobility (NEOLAiA Pillar- NP3)

- **WP4 Enhanced Mobility** - This WP focuses on designing innovative and inclusive mobility schemes, offering truly international curricular options for students, researchers, teachers and staff. It will introduce a variety of new mobility forms and modes beyond classic Erasmus+ programmes (courses, short-term, blended), building the basis of a massive virtual mobility offer across the alliance.

Infrastructure Support WPs

- **WP1 Project Management -** This WP will establish the governing structure, its rules and partnership agreements. It will not only supervise the coordination and administration of the tasks and deliverables, but will also manage and monitor potential risks and quality assurance matters for NEOLAiA as a whole.
- **WP10 Sustainability and Dissemination** - This WP will ensure the communication of the NEOLAiA alliance mission statement and activities through digital channels and events across Europe. It will also ensure the sustained continuity of the alliance through a Sustainability and Financial Plan and its yearly reporting, which will detail the budget commitment and funding sources for the activities during and beyond this European University's first 4-year funding period.

Number of WPs and distribution of tasks

As described above, the overall number of WPs is 10, a number that can be justified in view of the division of responsibilities within the Alliance. 10 WPs allow each university to be in charge of one WP and therefore the structure of responsibilities in the Responsibility Matrix is balanced (1 WP per partner in addition to the WP dedicated to Management). Moreover, all WPs are justified by their content as they are grouped according to the university missions and focused on the key pillars and on the Key Application Area: Teaching and Education; Research, Diversity and Inclusion; Multilingualism and Interculturalism; Entrepreneurship; Enhanced Mobility; Open Science; Digital Transformation and Sustainability. All partners take part in all WPs even if they are not the WP leaders, ensuring an interwoven and coordinated participation of each partner. Therefore, we do consider the number of WPs to be adequate, sufficiently justified and well-distributed among the Alliance partners.

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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?)
3	1	External advisor	BEN- UNIBI TASK- T1.6 Diversity and Inclusion is one of the 3 key NEOLAiA Pillars. In order to ensure that our policies are appropriate and sustainable, we will need internal but also external advisors. Their function will be to give their professional opinion and to audit our reports and measures.	68093	With not only internal, but also external advisors, our policies will be more accurate and adequate.	Tender procedure.
6	2	Proofreading service	BEN- USV TASK- All tasks Work Package 6 revolves around Entrepreneurship. Many reports, courses and conferences will be generated from the activities in the program. NEOLAiA will need a proofreading service to correctly present all these pieces of information.	5000	Proofreading will be needed to correctly review all the pieces of information the WP will generate.	Tender procedure.
6	3	Translation and proofreading services	BEN- USV TASK- Tasks 6.3, 6.4 and 6.5 The entrepreneurship program in Work Package 6 will bring together many young potentials from different countries in Europe. Because of that, the alliance will require translation and proofreading services to correctly manage and analyze the entrepreneurs' input.	6000	Entrepreneurships from different regions of Europe will join in the NEOLAiA's start-up HUB. Because of that, we will need translation services.	Tender procedure.
6	4	Layout and printing services for the training toolkit	BEN- USV TASK- T6.3 The customized training toolkit is one of the key outcomes of the Work Package centered about Entrepreneurship. Layout/printing services will ensure a useful and quality product.	3000	A quality printing service will be required to produce the training toolkit.	Tender procedure.

Other issues:	Insert text
If subcontracting for the project goes beyond 30% of the total eligible costs, give specific reasons.	

Events meetings and mobility

Event No (continuous numbering linked to WP)	Participant	Description					Attendees
		Name	Type	Area	Location	Duration (days)	Number
E2.1	All	NEOLAiA Focus Academy	English-taught short courses applying a blended teaching methodology	Identify the impact of the NEOLAiA Pillars on European regions	In each region where the 9 NEOLAiA universities are located	5 to 30	9 to 27 students
E2.2	All	NEOLAiA Summer School in Humanities and Social Sciences	English-taught courses applying a blended teaching methodology	Cross-cultural and interdisciplinary approaches to Humanities and Social Sciences	Ostrava, Czech Republic and Tours, France	14	40 students
E3.1	All	D&I upskilling for NEOLAiA staff	Training	Developing NEOLAiA staff skills and awareness of barriers to participation and inclusion]	Bielefeld, Germany	5	Min. 20 staff members trained

E3.2	All	D&I training for NEOLAiA students	English-taught one week courses applying a blended teaching methodology	Solutions to tackle barriers to inclusion provided by the NEOCharter and the best practices	Bielefeld, Germany	7	Min. 20 student mentors trained
E4.1	All	NEOLAiA Staff Mobility for Training	Workshops	Enhancing their expertise, and renovating the supportive processes necessary for a close and effective collaboration	Ostrava, Czech Republic	8	9 (1 participant from each partner)
E5.1	All	NEOLAiA Living Lab Programme	Seminar	Increase the potential use of research results and to help solve regional challenges	Tours, France and Örebro, Sweden	2	50
E6.1	All	Task Force for Entrepreneurship	Internal meeting	Discussion on TAFE role, work procedure, events planning	Suceava, Romania	5 days	9 (1 participant from each partner)
E6.2	All	NEOLAiA Entrepreneurship Conference	Conference	Best practice and optimal know-how exchange between universities and regional stakeholders	Suceava, Romania	3 conferences * 5 days	3 meetings (1 participant from each partner)
E6.3	All	NEOLAiA Start UP HUB: "We Start-You-Up"	Hybrid bootcamps	Recognize the best start-up ideas and to offer direct support through a competition.	Suceava, Romania Salerno, Italy Tours France	3 bootcamps * 7 days	27

E7.1	All	Symposium on language policy	Symposium	Forum to share best practices and foster improvement and sustainability of the language policies for plurilingualism and intercultural education	Tours, France Jaén, Spain	2	90 (10 participants form each university)
E7.2	All	Common accreditation certificate for plurilingual education	Staff exchanges	Piloting of specific modules through blended learning in order to strike a balance between physical presence and digital tools.	Jaén, Spain Ostrava, Czech Republic Salerno, Italy Suceava, Romania Tours, France	35 (5 at each university)	35 (5 participants form each partner)
E8.1	All	Open Data and Open Science upskilling and training for NEOLAIA staff	Blended methodology	Developing NEOLAiA staff skills and awareness of opportunity and solutions deriving from the openness to data and science	University of Salerno (and blended for all participants need to attend)	5	27 (3 member staff for each partner)

Timetable

ACTIVITY	YEAR 1				YEAR 2				YEAR 3				YEAR 4			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
WP 1	D1 / M1.1			M1.2		M1.3										
Task 1.1																
Task 1.2																
Task 1.3																
Task 1.4																
Task 1.5																
Task 1.6																
WP 2				M2.5	M2.1/M2.2	M2.4		M2.6				M2.3		M2.4		D2
Task 2.1																
Task 2.2																
Task 2.3																
Task 2.4																
Task 2.5																
Task 2.6																
WP 3																
Task 3.1																
Task 3.2																
Task 3.3																
Task 3.4																
Task 3.5																
Task 3.6																
Task 3.7																
WP 4																
Task 4.1																
Task 4.2																
Task 4.3																
Task 4.4																
Task 4.5																
Task 4.6																
Task 4.7																

WP 5																	
Task 5.1																	
Task 5.2																	
Task 5.3																	
Task 5.4																	
Task 5.5																	
WP 6																	
Task 6.1																	
Task 6.2																	
Task 6.3																	
Task 6.4																	
Task 6.5																	
WP 7																	
Task 7.1																	
Task 7.2																	
Task 7.3																	
Task 7.4																	
Task 7.5																	
WP 8																	
Task 8.1																	
Task 8.2																	
Task 8.3																	
WP 9																	
Task 9.1																	
Task 9.2																	
Task 9.3																	
WP 10																	
Task 10.1																	
Task 10.2																	
Task 10.3																	
Task 10.4																	

5. OTHER

5.1 Ethics

NOT APPLICABLE

5.2 Security

NOT APPLICABLE

6. DECLARATIONS

Double funding	
Information concerning other EU grants for this project	**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)
NOT APPLICABLE

APPENDICES

Appendix 1. Detailed structure of mobility flows

Appendix 2. Bibliometric data supporting Key Pillars and Key Application Area

Appendix 3. Needs Analysis

ANNEX

Annex 1. Joint Mission Statement

Appendix 1. Detailed structure of mobility flows

Defining the objectives of the project, the proposal builds on the baseline mobility numbers per one term and with the aim of achieving a minimum three-fold increase after the implementation of the new formats and activities of WP4: „Currently standard semester of international exchanges for a total of approx. 50 participants (student and staff). A minimum three-fold increase in student and staff mobility participants (including virtual, blended and on-site mobility) for the whole alliance (achieved through the tasks in WP4)", Objective 1: Enhance regional connectivity to prevent populism through innovation in academic mobility (p. 115).

That means a minimum increase from 50 to 150 mobilities of students and staff per term is envisaged by the end of the project. With the new mobility formats running, the target number of mobilities will be sustained beyond the project period.

The target numbers of WP4 mobilities at the end of the project, to be sustained beyond the project period:

Type of mobility	Target per term by year 4	Achieved through
Student mobility		
* Physical	30-50	New mobility windows, field-specific course packages, traineeships
* Virtual	30-50	COIL courses, virtual courses
* Blended	30-50	Blended courses (BIPs)
Total	**90-150**	

Staff mobility (academic and administrative)		
* Physical	15-20	Erasmus+ mobility for teaching and training, NEOLAiA Grants for ESR and senior researchers
* Virtual	15-20	COIL, joint virtual courses, online staff training
* Blended	15-20	Participation in BIPs, blended staff training
Total	**45-60**	

As we see the mobility of student and staff to be essential for an integrated alliance, stays abroad, international visits and exchanges are promoted in the majority of NEOLAiA WPs. In addition to the mobilities resulting from the innovations of Enhanced Mobility Work Package (WP4), further increase in student and staff mobility is guaranteed by the tasks in the following Work Packages:

- **WP 2 Improving teaching and learning:**
    - o blended mobility in Focus Academy (min. 30 student mobilities/year)
    - o joint degree programmes (175 students to be admitted by the end of the project)
    - o NEOLAiA Summer School in Humanities and Social Sciences (min. of 20 student mobilities every two years)

- **WP 3 Diversity and Inclusion – Overcoming barriers to participation:**
    - o on-site staff workshops at UNIBI for partner universities and online staff trainings
    - o D&I training for NEOLAiA students (5 – 10 student mobilities)

- **WP 5 - Increasing Regional Research Impact:**
    - o mapping NEOLAiA research resources and synergies (8 staff mobilities)
    - o collaboration in NEOLAiA Expert Support Teams (192 staff mobilities)
    - o NEOLAiA Mentorship Programme (36 mobilities)
    - o Living Lab Programme (8 staff mobilities)

- **WP 6 Entrepreneurship – NEOLAiA Capabilities for the Society of Tomorrow**
    - o Internship and shadowing programmes (18 student mobilities)
    - o online webinars series (virtual student mobility)

- **WP 7 Towards a plurilingual and intercultural European University**
    - o Language Assistant Exchange Programme (9 student mobilities per year)
    - o Language and Culture Exchange Programme (3 student mobilities per year)

- **WP 9 Digital Transformation**
   - o online course "Introduction to the Metaverse" (virtual mobility)

Appendix 2. Bibliometric data supporting Key Pillars and Key Application Area

NEOLAiA's vision to strengthen regional connectivity as well as the initial focus on Global Health can be reinforced by highlighting a number of characteristics of its research that support this vision. One way to do it is to highlight the specialisation of NEOLAiA members against the European baseline and the alignment of the current research at NEOLAiA universities with the Sustainable Development Goals.

1. Specialisation of NEOLAiA's scientific production with respect to European Universities

While, generally speaking, NEOLAiA's research production is typical for comprehensive universities (physical sciences dominate the portfolio in terms of volume), a more interesting way to interpret the raw data is to understand how the distribution of NEOLAiA's production in Scopus Subject Areas compares to the European average (that is, in the case of publications, measured against all European universities), which is what the following chart shows.

Fig. 1 The specialisation of NEOLAiA's scientific production against the European baseline (European universities)
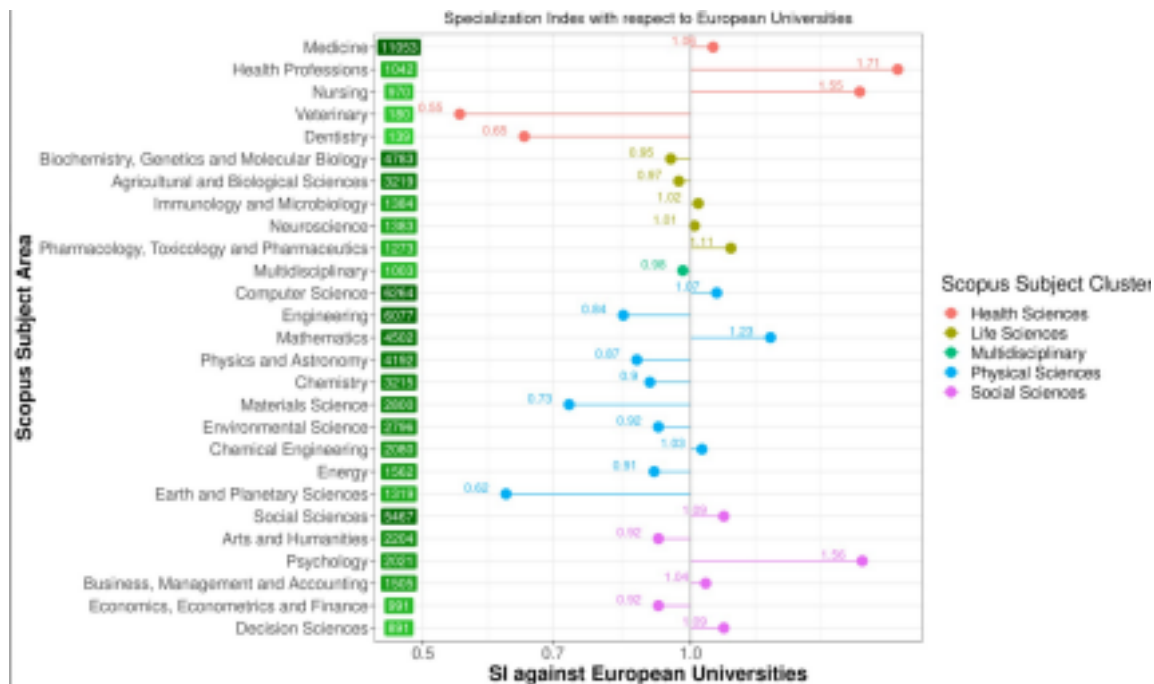
Data source: Scopus / Time range: 2017-2021.
In dark green total number of publications.

A score of 1 means that, in that given field, the number of publications of NEOLAiA is exactly what would be expected given the total number of publications of the alliance. A score over 1 indicates greater specialisation than the average European university and a score under 1 indicates lesser specialisation.

The analysis of the Specialisation Index confirms that NEOLAiA has, overall, a fairly classical distribution with most large fields (in darker shades of green) fairly close to

1 (Medicine, Biochemistry Genetics and Molecular Biology, Agricultural and Biological Sciences, Computer Science, Social Sciences, etc.). Some fields are slightly less specialised (such as Engineering) but most of these have relatively small volumes of publications (see the total number of publications in green on the left of the graph). This is the case for both very specialised fields such as Health Professions or Nursing and non specialised fields such as Veterinary and Dentistry. The largest fields with low specialisation are Earth and Planetary Sciences and Materials Science, whereas the largest one with High specialisation is clearly Psychology.

Overall, the data presented in the chart above reinforce the storytelling developed by NEOLAiA in two ways:

- **As expected for regionally embedded universities, the alliance is less specialised in some large fundamental fields** such as Earth and Planetary Sciences where the majority of publications tend to be theoretical and non relevant to regional priorities (astrophysics is classically the dominant sub field).
- **Significantly, the three fields in which NEOLAiA is most specialised are all linfied to the challenge of Global Health: Health Professions, Nursing and Psychology. This is particularly meaningful because these fields indicate a strong capacity to address Health issues in peripheral areas where the challenges are very different from large metropolitan areas.**

2. SDG Analysis

Mapping NEOLAiA research to SDGs is one way to see how much the scientific activity of the Alliance relates to societal challenges, and more generally sheds light on societal impact of the research led at member institutions.

Methodology

SIRIS has developed a technique to **identify textual content data related to SDGs in R&D texts[5]**. The approach combines the top-down definition of SDGs made by the UN with the bottom-up definition about how one uses these concepts in practice.

The process uses **controlled vocabularies** to classify the R&D texts (research publications, European projects) into the various SDGs, using a mix of machine learning and manual revisions.

In the present study, we have looked at the **research publications in SCOPUS** and at the **European projects in CORDIS** for the members of the alliance, and

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[5] See: Duran-Silva et al. 2019 *A controlled vocabulary defining the semantic perimeter of*

Sustainable Development Goals

classified them according to the SDGs. Please note the following caveats of this classification:

- The technique only allows to classify *a fraction* of the available publications and projects. Although its representativity is high, it is not absolute.
- The framework for funding research varies from country to country. Therefore, European project results are not fully comparable between universities.

This is why the results of this study are presented for the **overall aggregate of NEOLAiA partner universities**, as opposed to individual universities.

Data coverage

Research publications are directly downloaded from the **SCOPUS open database**. A total of **12,791 publications** have been tagged into SDGs, which represents 30.33% of the total available publications by NEOLAiA institutions

European projects (specifically, Horizon 2020 projects) are obtained from the **EU CORDIS database**, which SIRIS has curated. A total of **67 projects** have been tagged into SDGs, which represents 54.92% of the total available projects by NEOLAiA institutions.

In both cases (publications and projects) the analysis has been carried out for the **time period between 2017 and 2021**, both years included.

Calculating the Specialisation Index(es)

Specialisation Indexes are calculated in order to contextualise the results presented in *Figure 1* and *Figure 2*, comparing them to a baseline. The baseline used in this case are the **EU-27 countries**[6]. This allows to identify **which SDGs are NEOLAiA members most specialised in** in comparison to the rest of Europe.

The specific formulas for calculating the SIs for each SDG, for publications and projects, are the following:

$$SI_{SDG\_i} = \frac{\left(\frac{\text{Publications in SDG}_i}{\text{Total publications}}\right)_{\text{Alliance}}}{\left(\frac{\text{Publications in SDG}_i}{\text{Total publications}}\right)_{\text{EU-27 baseline}}} \qquad SI_{SDG\_i} = \frac{\left(\frac{\text{Projects in SDG}_i}{\text{Total projects}}\right)_{\text{Alliance}}}{\left(\frac{\text{Projects in SDG}_i}{\text{Total projects}}\right)_{\text{EU-27 baseline}}}$$

Results for the Specialisation Indexes are shown in *Figure 4* and *Figure 5*.

[6] In the case of publications, the EU-27 baseline refers to all publications by universities in EU-27 countries. In the case of projects, the EU-27 baseline refers to all projects with participation from any institution from a EU-27 country.
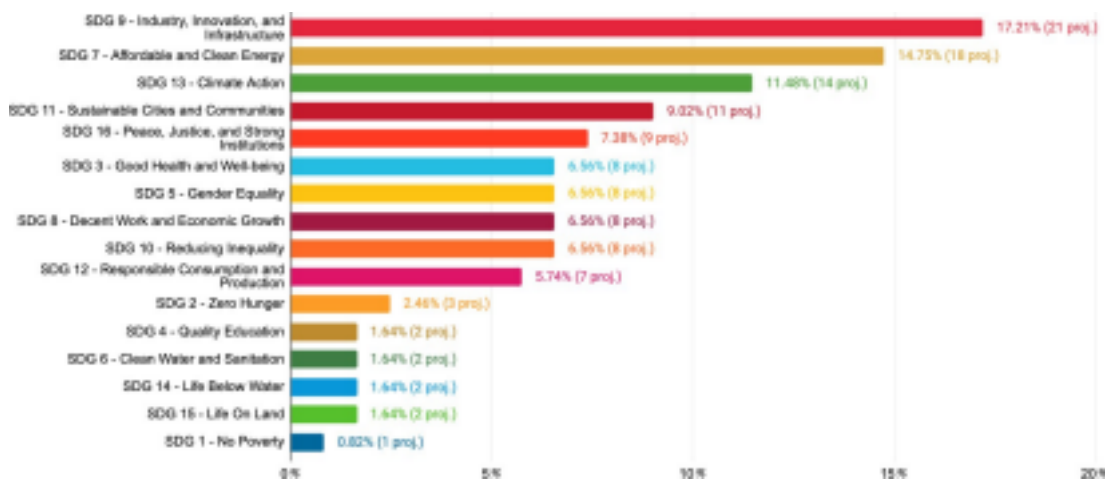
Fig. 2 Percentage of NEOLAiA's total scientific production related to SDGs
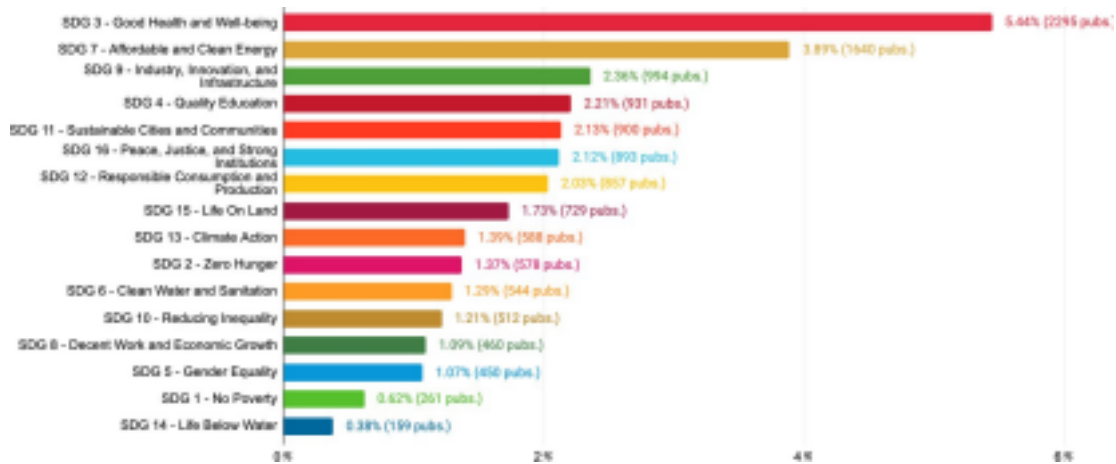
Data source: Scopus / Time range: 2017-2021
Note: the classification by SDGs is based on a controlled vocabulary methodology developed by SIRIS
Academic. *30.3% of total publications are tagged as SDG-related.*

Fig. 3 Percentage of NEOLAiA's European projects related to SDGs

Data source: Cordis / Time range: 2017-2021
Note: the classification by SDGs is based on a controlled vocabulary methodology developed by SIRIS
Academic. *55% of total projects are tagged as SDG-related.*

The charts below highlight the specialisation of NEOLAiA with respect to the European baseline in terms of publications (all European universities) and H2020 projects (all Europe), by Sustainable Development Goals.

Fig. 4 Specialisation Index (SI) of the Alliance's H2020 projects against all Europe, by SDG.

Data source: Cordis
Time range: 2017-2021

Fig. 5 Specialisation Index (SI) of the Alliance's publications against all European universities, by SDG.

Data source: Scopus
Time range: 2017-2021
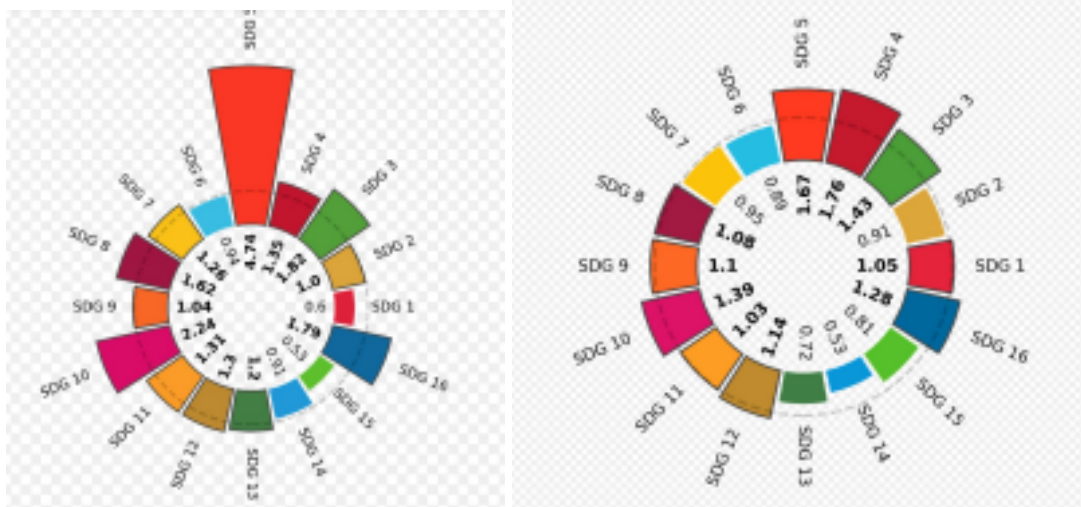
The 2 Specialisation Index-charts highlight the relative results, i.e. which SDGs "stand out" when compared to the European average. For both publications and projects, we can say that research is highly specialised (in comparison to the EU-27 baseline) in the following SDGs:

- SDG 3 - Good Health and Well-being
- SDG 4 - Quality Education
- SDG 5 - Gender Equality
- SDG 10 - Reducing Inequality
- SDG 16 - Peace, Justice and Strong institutions

These results are particularly well aligned with the goals of NEOLAiA: ● **The strong specialisation in SDG 3 strengthens NEOLAiA's positioning on tacfiling Global Health challenges.** Indeed, when compared with the specialisation index (that was aligned with the European average in Medicine), it underlines that NEOLAiA's research in the Health sector focuses on impact.

- **The specialisation on SDG 4 is obviously linfied to the core mission of NEOLAiA in education** but underlines the importance of research in this field (when compared to average European universities) and therefore the capacity of the alliance to develop innovative projects in education.
- **Finally, the relatively high specialisation in SDG 5, SDG 10 and 16 across both projects and publication demonstrates the engagement of NEOLAiA institutions in addressing inequality, gender balance and developing strong institutions.** These aspects deserve to be highlighted in the proposal.
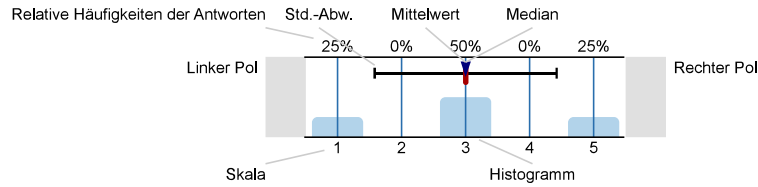
Appendix 3. Needs Analysis

NEOLAiA D&I Survey () Erfasste Fragebögen = 10

UNIVERSITÄT BIELEFELD

Auswertungsteil der geschlossenen Fragen

Legende

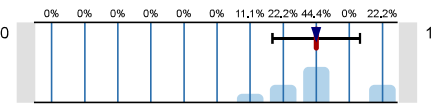Fragetext

Colors:
Green: > 8.4
Yellow: 8.3 - 7.4
Red: < 7.4

Relative Häufigkeiten der Antworten   Std.-Abw.   Mittelwert   Median

25%   0%   50%   0%   25%

Linker Pol   Rechter Pol

Skala   1   2   3   4   5   Histogramm

n=Anzahl
mw=Mittelwert
md=Median
s=Std.-Abw.
E.=Enthaltung

1.

1.2) Disabilities:
physical, mental, intellectual, sensory impairments

0% 0% 0% 0% 0% 0% 11.1% 22.2% 44.4% 0% 22.2%

n=9
mw=9
md=9
s=1.3

2nd best categories

1.4) Health problems: Focus in the WP
servere illnesses, chronic diseases, difficult physical and mental health situation

0% 0% 0% 0% 0% 0% 11.1% 11.1% 55.6% 11.1% 11.1%
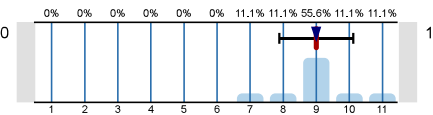
n=9
mw=9
md=9
s=1.1

**1.6) Barriers linked to education and training systems:** struggles to perform in education, people without employment or training, low-skilled adults, structural limitations, curricular issues to undergo learning and training abroad

0% 11.1% 0% 11.1% 0% 11.1% 11.1% 0% 22.2% 22.2% 11.1%
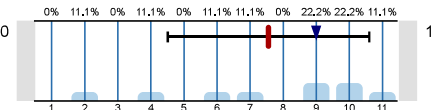
n=9
mw=7.6
md=9
s=3

**1.8) Cultural Differences: Focus in the WP**
migrant or refugee background, newly arrived migrants, national or ethnic minorities, sign language users, cultural inclusion difficulties, being exposed to foreign languages, prevention from applying for support and programmes

0% 0% 0% 22.2% 11.1% 0% 11.1% 11.1% 22.2% 11.1% 11.1%
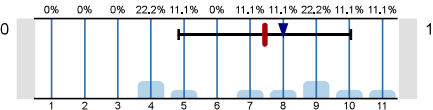
n=9
mw=7.4
md=8
s=2.6

1.10) Social barriers: Social adjustment difficulties: limited social competences, high-risk behaviors, first in family to attend university, being a parent, caregiver, orphans, living in institutional care
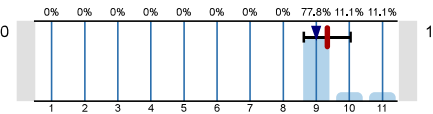
11.1% 0% 0% 0% 11.1% 11.1% 0% 22.2% 33.3% 11.1% 0%
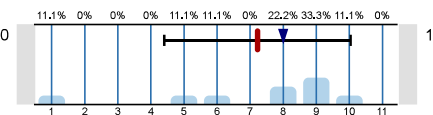
n=9
mw=7.2
md=8
s=2.8

2nd worst

1.12) Economic barriers: low standard of living, low income, part-time work next to studies, dependence to social welfare, long-term unemployment, poverty, homelessness, debt, financial issues
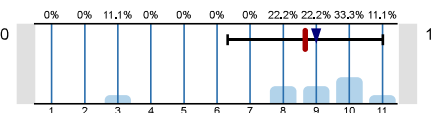
0% 0% 0% 0% 0% 0% 0% 0% 77.8% 11.1% 11.1%

n=9
mw=9.3
md=9
s=0.7

Best category

**1.14) Barriers linked to Discrimination:** discrimination regarding gender identity, gender expression, age, ethnicity, religion, beliefs, sexual orientation, disability

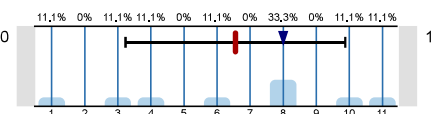0% 0% 11.1% 0% 0% 0% 22.2% 22.2% 33.3% 11.1%

n=9
mw=8.7
md=9
s=2.3

1.16) Geographic barriers: Living in remote areas, small islands, outermost regions, less services areas by public transport

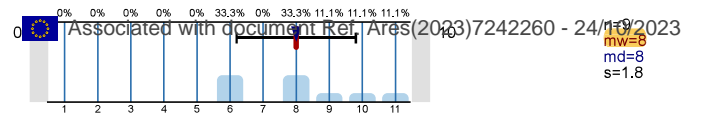11.1% 0% 0% 0% 11.1% 11.1% 11.1% 11.1% 11.1% 22.2% 11.1%
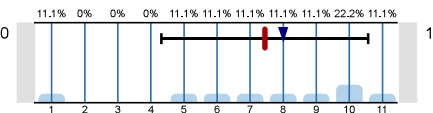
n=9
mw=7.4
md=8
s=3.1

1.18) Age / generational barriers: Focus in the WP

11.1% 0% 0% 11.1% 11.1% 0% 11.1% 0% 33.3% 0% 11.1% 11.1%

n=9
mw=6.6
md=8
s=3.3

Worst category

1.20) Barriers regarding gender:

	0%	0%	0%	0%	0%	33.3%	0%	33.3%	11.1%	11.1%	11.1%
	1	2	3	4	5	6	7	8	9	10	11

0 ———————————————— 10

mw=8
md=8
s=1.8

1.22) Language barriers: Focus in the WP

	0%	0%	11.1%	0%	11.1%	0%	0%	33.3%	0%	33.3%	11.1%
	1	2	3	4	5	6	7	8	9	10	11

0 ———————————————— 10

n=9
mw=8.1
md=8
s=2.6
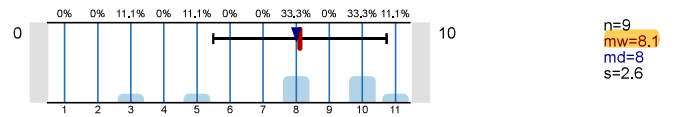
TRANSFORMING REGIONS FOR AN INCLUSIVE EUROPE

Mission Statement

NEOLAiA – Transforming Regions for an Inclusive Europe

NEOLAiA (Youth in Greek) is a close-knit alliance of nine young, dynamic higher education institutions based in small and mid-sized cities in non-metropolitan regions: University of Jaén (Spain), Bielefeld University (Germany), University of Nicosia (Cyprus), University of Ostrava (Czech Republic), Örebro University (Sweden), University of Salerno (Italy), Ştefan cel Mare University of Suceava (Romania), University of Tours (France) and Šiauliai State University of Applied Sciences (Lithuania). The alliance between our 9 young universities reinforces our power and commitment for reform as key drivers of innovation and social change in our regions, in the EU, and beyond.

Our vision is predicated on strong values as a European University, firmly supported in its three core missions of (i) **educating** our citizens for an informed, inclusive and diverse union of nations; (ii) **researching** for new knowledge creation with purpose and, (iii) **engaging with our societies** to better serve the needs of our communities, giving them voice in a context of increased dilemmas, between an inequitable globalization model and towards an unknown future.

Our 3,5 years of alliance show us that there are extensive areas of cooperation and progress to be pursued. We strive to address our regional challenges and to materialize this vision by (i) creating innovative and interactive higher education experiences for students, academics and staff, more broadly for the benefit of society. By (ii) cooperating more seamlessly through novel European legal personalities for shared cross-border governance, collaboration and efficiencies. By (iii) expanding the alliance's activities to include key areas such as innovative teaching and learning, enhanced mobility, plurilingual and intercultural education, cross-university research, entrepreneurship as a bridge to societal engagement.

With the above-mentioned vision and respective approaches, we hope to achieve the following objectives:

> **Objective 1: Enhance regional connectivity** to prevent populism through innovation in academic mobility: Internationalization and academic exchange are key for a cosmopolitan worldview that reacts against nationalistic and populist tensions. NEOLAiA will develop a series of mobility initiatives that will expand on traditional exchange programs into a seamlessly integrated network of international universities.

> **Objective 2: Strengthen inclusion and interculturalism**, through common standards against cultural and linguistic barriers: Inclusive societies embrace diversity as a contribution to economic and social development. NEOLAiA will be shaped by principles of widening participation and inclusion, driven by the concept of equity in education and research. It will create standards, policies and training that will benefit both the academic community and societies in the largely diverse populations of the NEOLAiA non-metropolitan regions.

Objective 3: Increase research with regional impact, supported on a smart regional specialization strategy for science, based on existing research output capacity. NEOLAiA's actions will leverage on mapping synergies and resources among partners to: **a)** increase number and impact of the proven track record among the 9 partners in research areas such as Global Health, Curbing Inequalities, Inclusion and Diversity and Digitalization Infrastructures; **b)** promote expert research support, training and participation in international research networks and; **c)** ensure knowledge transfer (open science) for co-creation of novel and regionally relevant science with direct impact and application in our local communities and the world.

Objective 4: Increasing regional output in terms of entrepreneurial training, product ideation, start-up support and incubation. Universities play a key role in regional economic development by bridging education, research, knowledge transfer and economic output. NEOLAiA will benefit academic communities and society at large in non-metropolitan regions with new educational infrastructure that supports the transfer of ideas into production, contributing to the regional and economic development of its partners.

Objective 5: **Increase the number and scope of joint teaching and learning programmes** to address key global challenges through regional participation. NEOLAiA will develop common teaching and learning standards and increase the number of double/multiple and ulterior joint degree programmes, in alignment with a "European space of learning" rooted in regional and diverse points of view.

NEOLAiA alliance is designed to achieve ambitious goals reaching to 2030 when we see ourselves as

• a strong, highly integrated European University representing a mainstay of European values and high-quality education for all the member university regions and contributing substantially to the European as well as global knowledge community;

• an open and inclusive educational and social environment, fostering equity at university and in European societies at large, ensuring that the diverse communities within academia and its regions feel connected, committed to working together to face the global challenges and to finding solutions for common challenges such as Global Health to improve well-being for all;

• a model international educator motivating larger and more diverse cohorts of students to engage in innovative research and socially relevant study programmes that are cross-cutting between fields of knowledge, research areas, countries and cultures, leveraging on the ever-fast pace of digital transformation in teaching and learning, while deeply committing to a humanistic and sustainable development and prosperity of our future generations.

Universidad de Jaén

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT
THE UNIVERSITY OF JAÉN

I, the undersigned, Prof. Nicolás Ruiz Reyes, Rector of The University of Jaén, declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Prof. Nicolás Ruiz Reyes

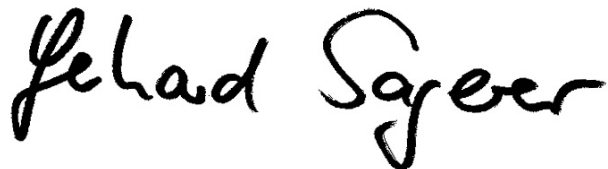**Jaén (Spain), September 22, 2023**

RUIZ REYES NICOLAS - DNI 26210955V

Firmado digitalmente por RUIZ REYES NICOLAS - DNI 26210955V
Fecha: 2023.09.22 13:56:47 +02'00'

UNIVERSITÄT BIELEFELD

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT

BIELEFELD UNIVERSITY

I, the undersigned, Prof. Dr.-Ing. Gerhard Sagerer, Rector of Bielefeld University, declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Prof. Dr.-Ing. Gerhard Sagerer

Date and Place of signature: 03 January 2023, Bielefeld

UNIVERSITY
of **NICOSIA**

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT

UNIVERSITY OF NICOSIA

I, the undersigned, Prof. Philippos Pouyioutas, Rector of the University of Nicosia declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Prof. Philippos Pouyioutas

Date and Place of signature: 20/12/2022, Nicosia, CYPRUS

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT
ÖREBRO UNIVERSITY

I, the undersigned, Prof. Johan Schnürer, Vice-Chancellor of Örebro University, declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence -European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Prof. Johan Schnürer
Vice-Chancellor of Örebro University

Örebro
December 21, 2022

OSTRAVSKÁ
UNIVERZITA

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT

UNIVERSITY OF OSTRAVA

I, the undersigned, Prof. MUDr. Jan Lata, CSc., Rector of the University of Ostrava declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Prof. MUDr. Jan Lata, CSc.

Date and place of signature: January 3, 2023, Ostrava, Czech Republic

UNIVERSITÀ DEGLI STUDI DI SALERNO

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT

UNIVERSITY OF SALERNO

I, the undersigned, Prof. Vincenzo Loia, Rector of the University of Salerno declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence -European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Prof. Vincenzo Loia
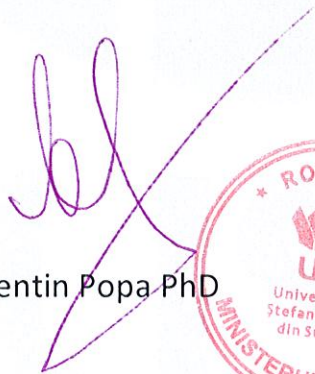
Date and Place of signature:

IL RETTORE
Vincenzo Loia

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT

STEFAN CEL MARE UNIVERSITY OF SUCEAVA

I, the undersigned, Prof. Valentin Popa PhD, Rector of the Stefan cel Mare University of Suceava, declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Prof. Valentin Popa PhD

Date and Place of signature: 12.01.2023, Suceava (Romania)

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT

UNIVERSITY OF TOURS

I, the undersigned, Prof. Arnaud Giacometti, Rector of The University of Tours declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Prof. Arnaud Giacometti

Date and Place of signature: 13/01/2023

A. Giacometti

ŠIAULIŲ VALSTYBINĖ KOLEGIJA

NEOLAiA MISSION INSTITUTIONAL ENDORSEMENT

ŠIAULIŲ VALSTYBINĖ KOLEGIJA

I, the undersigned, Dr. Lina Tamutienė, Rector of Šiaulių valstybinė kolegija declare by this letter full endorsement to the NEOLAiA Mission Statement as it is written in the annex to this document.

This letter should be added to the application of the European Universities call, as a way to formalize our commitment with the objectives and content of the NEOLAiA project, for the call for proposals "Partnerships for Excellence - European Universities (ERASMUS-EDU-2023-EUR-UNIV)".

Signed: Dr. Lina Tamutienė

Date and Place of signature: 20.12.2022, Šiauliai
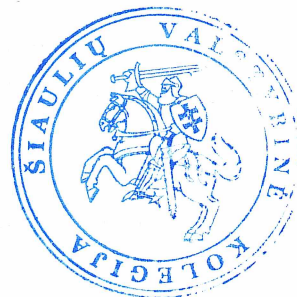
ANNEX 2

ESTIMATED BUDGET (LUMP SUM BREAKDOWN) FOR THE ACTION

	Estimated EU contribution										
	Estimated eligible lump sum contributions (per work package)										Maximum grant amount[1]
	WP1 Project Management	WP2 Improving Teaching and Learning	WP3 Diversity and Inclusion - Overcoming barriers to participation	WP4 Enhanced Mobility	WP5 Increasing Regional Research Impact	WP6 Entrepreneurship - NEOLAiA Capabilities for the Society of Tomorrow	WP7 Towards a plurilingual and intercultural European University	WP8 Adopting and Sustaining Open Science	WP9 Digital Transformation	WP10 Sustainability 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 - UJA	941 119.00	141 736.00	105 941.00	115 083.00	111 462.00	107 628.00	375 540.00	96 118.00	77 047.00	59 904.00	2 131 578.00
2 - UNIBI	198 368.00	157 624.00	520 654.00	134 314.00	126 455.00	128 646.00	170 171.00	120 483.00	88 252.00	66 306.00	1 711 273.00
3 - OU	116 302.00	154 690.00	105 914.00	415 940.00	111 441.00	107 593.00	208 678.00	96 054.00	77 024.00	59 892.00	1 453 528.00
4 - USV	109 470.00	105 531.00	90 374.00	161 783.00	98 421.00	316 709.00	156 815.00	68 049.00	65 054.00	52 159.00	1 224 365.00
5 - SKV	99 441.00	80 486.00	70 590.00	89 686.00	70 973.00	74 747.00	137 745.00	53 988.00	43 567.00	196 414.00	917 637.00
6 - UNISA	112 328.00	184 494.00	102 284.00	176 475.00	121 618.00	126 256.00	172 573.00	262 338.00	223 934.00	102 954.00	1 585 254.00
7 - ORU	214 417.00	250 462.00	154 651.00	284 492.00	464 962.00	173 285.00	191 071.00	158 277.00	90 771.00	151 969.00	2 134 357.00
8 - UT	118 090.00	418 766.00	113 594.00	133 809.00	240 524.00	138 574.00	228 983.00	104 615.00	81 247.00	77 526.00	1 655 728.00
9 - UNIC	151 367.00	134 797.00	114 513.00	120 544.00	139 517.00	96 403.00	185 671.00	107 613.00	471 054.00	63 202.00	1 584 681.00
10 - Macrosad S.C.A.											
11 - Innovasur											
12 - DIPUJAEN											
13 - UNZE											
14 - BIELEFELD											
15 - BETHEL											
16 - NaUKMA											
17 - CODECACY											
18 - CARDET											
19 - CYENS CoE											
20 - BGKU											
21 - Teen Enterprise											
22 - VIRTUALREAL											
23 - CENTRUMNAROVINU											
24 - ADRNORDEST											
25 - TUM											
26 - CYFNU YFCNU											
27 - CCI SV											
28 - SMM											
29 - APSKRITASIS											
30 - RUMAI											
31 - CIU											
32 - 012Factory											
33 - COFINDUSTRIA											
34 - BIMED											
35 - ALBANIANUNI											

	Estimated EU contribution										
	Estimated eligible lump sum contributions (per work package)										Maximum grant amount[1]
	WP1 Project Management	WP2 Improving Teaching and Learning	WP3 Diversity and Inclusion - Overcoming barriers to participation	WP4 Enhanced Mobility	WP5 Increasing Regional Research Impact	WP6 Entrepreneurship - NEOLAiA Capabilities for the Society of Tomorrow	WP7 Towards a plurilingual and intercultural European University	WP8 Adopting and Sustaining Open Science	WP9 Digital Transformation	WP10 Sustainability 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	$k = a + b + c + d + e + f + g + h + i + j$
36 - SKR											
37 - OREBROSTUDENT											
38 - SCB											
39 - REGIONOREBROLAN											
40 - ADEB											
41 - LESTUDIUM-IAS											
42 - CENTREVDLOIRE											
43 - SSU											
44 - OETKER											
Σ consortium	2 060 902.00	1 628 586.00	1 378 515.00	1 632 126.00	1 485 373.00	1 269 841.00	1 827 247.00	1 067 535.00	1 217 950.00	830 326.00	14 398 401.00

[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

UNIVERSITAET BIELEFELD (UNIBI), PIC 999854370, established in UNIVERSITAETSSTRASSE 25, BIELEFELD 33615, Germany,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

OSTRAVSKA UNIVERZITA (OU), PIC 998738870, established in DVORAKOVA 7, OSTRAVA 701 03, Czechia,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITATEA STEFAN CEL MARE DIN SUCEAVA (USV), PIC 999522339, established in STRADA UNIVERSITY 13, SUCEAVA 720229, Romania,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

SIAULIU VALSTYBINE KOLEGIJA (SKV), PIC 949026467, established in AUSROS AL. 40, SIAULIAI 76241, Lithuania,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITA DEGLI STUDI DI SALERNO (UNISA), PIC 999899184, established in VIA GIOVANNI PAOLO II 132, FISCIANO SA 84084, Italy,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

OREBRO UNIVERSITY (ORU), PIC 999650088, established in FAKULTETSGATAN 1, OREBRO 70182, Sweden,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

UNIVERSITE DE TOURS (UT), PIC 999867271, established in RUE DU PLAT D ETAIN 60, TOURS 37020, France,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

ANNEX 3

ACCESSION FORM FOR BENEFICIARIES

EDEX - EDUCATIONAL EXCELLENCE CORPORATION LIMITED (UNIC), PIC 999577726, established in MAKEDONITISAS AVENUE 46, NICOSIA 1700, Cyprus,

hereby agrees

to become beneficiary

in Agreement No 101124794 — NEOLAiA ('the Agreement')

between UNIVERSIDAD DE JAEN (UJA) **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

FINANCIAL STATEMENT FOR THE ACTION FOR REPORTING PERIOD [NUMBER]

	EU contribution											Requested EU contribution
	Eligible lump sum contributions (per work package)											
	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).

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).
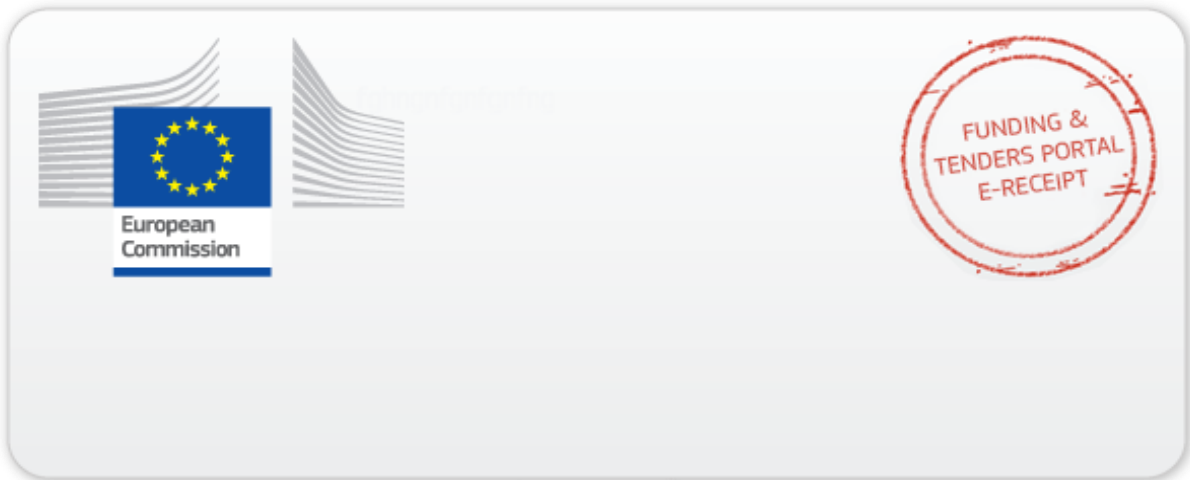
This electronic receipt is a digitally signed version of the document submitted by your organisation. Both the content of the document and a set of metadata have been digitally sealed.

This digital signature mechanism, using a public-private key pair mechanism, uniquely binds this eReceipt to the modules of the Funding & Tenders Portal of the European Commission, to the transaction for which it was generated and ensures its full integrity. Therefore a complete digitally signed trail of the transaction is available both for your organisation and for the issuer of the eReceipt.

Any attempt to modify the content will lead to a break of the integrity of the electronic signature, which can be verified at any time by clicking on the eReceipt validation symbol.

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(https://ec.europa.eu/info/funding-tenders/opportunities/portal/screen/support/faq)