



Network of Universities  
from the Capitals of Europe

**KING'S**  
*College*  
**LONDON**

# **UNICA Rectors Seminar**

## **Capital cities' ecosystems and university structures to foster entrepreneurship and innovation**



**Speakers' biographies**

**King's College London**  
**29 November 2019**

[www.unica-network.eu](http://www.unica-network.eu)

## Talk at the Welcome reception, 27 November

### **Anand MENON**

**Professor of European Politics and Foreign Affairs, King's College London**  
**Director of the ESRC project "The UK in a Changing Europe"**



Professor Anand Menon is director of The UK in a Changing Europe an academic think tank on Brexit. He is also professor of European Politics and Foreign Affairs at Kings College London.

He has held positions at Sciences Po, Columbia University and NYU. He has written on many aspects of contemporary Europe and is co-editor of the Oxford Handbook of the European Union. He is co-author of Brexit and British Politics and author of Europe: The State of the Union.

He has written for the Financial Times, the Guardian, the Daily Telegraph, the Times, the Independent, New Statesman and Spectator. He is a frequent commentator on local, national and international media and has made several radio documentaries on contemporary politics.

He is a member of the Council of the European Council on Foreign Relations and an associate fellow of Chatham House.

## Rectors Seminar, 29 November

### **Overall Chair: Luciano SASO** **UNICA President**



Prof. Luciano Saso (Faculty of Pharmacy and Medicine, Sapienza University of Rome, Italy) received his PhD in Pharmaceutical Sciences from Sapienza University in 1992. He is author of more than 220 scientific articles published in peer reviewed international journals with impact factor (SASO-L in [www.pubmed.com](http://www.pubmed.com), total impact factor > 500, H-index Google Scholar 43, Scopus 35). He coordinated several research projects in the field of pharmacology and has been referee for many national and international funding agencies and international scientific journals in the last 30 years.

Prof. Saso has extensive experience in international relations and he is currently Vice-Rector for European University Networks at Sapienza University of Rome. In the last 15 years, he participated in several projects including IMS2020, EGRACONS, IMOTION, BUCUM, UZDOC, TRAIN and has been speaker and chair at many international conferences organised by UNICA and other university networks. He coordinates the Sapienza team in the European University CIVIS ([www.civis.eu](http://www.civis.eu)).

Prof. Saso has been Member of the Steering Committee of UNICA for two mandates (2011-2015) and he is currently President of UNICA.

## Keynote Speakers



### **Edward BYRNE** Principal, King's College London



Professor Edward Byrne became President & Principal at King's College London on 1 August 2014.

He began his career in Adelaide after graduating with first class honours from the University of Tasmania in 1974. He was made Neurology Registrar at Royal Adelaide Hospital in 1978. He finished his neurology training and completed his doctorate at the Institute of Neurology Queen Square and in 1982 was awarded the Queen Square prize for neurological research. In 1983, he was appointed Director of Neurology at St Vincent's Hospital and Professor of Clinical Neurology at the University of Melbourne in 1992.

Professor Byrne was a founding director of the Melbourne Neuromuscular Research Unit and the Centre for Neuroscience in 1993. He was also made Professor of Experimental Neurology at the University of Melbourne in 2001. His major research contributions have been in the field of mitochondrial medicine and neuromuscular disorders. He first came to Monash University as the Dean of the Faculty of Medicine Nursing and Health Sciences (2003 – 2007). Professor Byrne was then appointed the Vice Provost (Health) at University College London (UCL) and he held that position until becoming the eighth University President and Vice-Chancellor at Monash University in 2009.

The University of Melbourne awarded him a Doctor of Science, a higher degree conferred in recognition of a demonstrated record of research excellence. He completed a Masters of Business Administration in 2005. He has honorary professorships from UCL, Warwick University and Peking University and Honorary Degrees from the University of Adelaide, Warwick University and Western University. He is a fellow of the Australian Academy of Science and Technology and the Australian Academy of Health and Medicine and is a fellow of the American Academy of Neurology and the American Neurological Association.

Professor Byrne was admitted as an Officer of the Order of Australia in 2006 and a Companion of the Order of Australia, Australia's highest honour, in 2014. He is a member of the Council's Chaiman's Committee, the Estates Strategy Committee, the Fellowships and Honorary Degrees Committee, the Finance Committee (and its Development and Investments Subcommittees), and the Nominations Committee.



### **Roxanna VARZA** Director of Station F, Paris

Roxanne Varza is Director of STATION F, the biggest startup campus in the world with more than 1.000 startups, located in Paris. She is originally from Silicon Valley. Before joining STATION F, she led Microsoft Ventures Paris and TechCrunch France. She also worked for several London-based startups and cofounded StarHer, Tech.eu and Failcon France.



Prior to her current role, Roxanne was the lead for Microsoft's start-up activities in France, running both Bizspark and Microsoft Ventures programs for 3 years. She was also Editor of TechCrunch France from 2010-2011 and has written for several publications including Business Insider and The Telegraph. In April 2013, Business Insider listed her as one of the top 30 women under 30 in tech.

Roxanne also co-founded StartHer (ex Girls in Tech Paris) and is the co-organizer of the Failcon Paris conference. More recently, she co-founded Tech.eu, a European tech media backed by Dave McClure, Adeo Ressi, Daniel Waterhouse and more. Prior to TechCrunch, Roxanne worked for the French government's foreign direct investment agency helping fast-growing startups develop their activities in France.

### Keynote speaker: Maxine ROPER Co-founder of Connecting Food, Paris



Maxine Roper is Co-founder of Connecting Food, a FoodTech company providing a food transparency blockchain, based in Station F Paris.

Previously Maxine worked in C-level positions in global food and beverage companies, notably Mars, Nestlé, Sara Lee and Bonne Maman, in the UK and in France. She has 3 children and is passionate about enabling and improving transparency in food.

## Session I – Linking universities to their local ecosystems

### Introduction

As the popularity and impact of entrepreneurship grows, universities have developed a new role. Supporting the next generation of entrepreneurial people is essential for our joint success and universities have unique access to those who are highly likely to become part of the 'next generation' of entrepreneurs.

It is vital that universities support students to become entrepreneurial, helping them to learn skills essential for the development of an entrepreneurial mindset, to participate in experiential learning and, perhaps, to start a venture of their own. Entrepreneurial students can go on to found successful start-ups, employing themselves and others, solving problems in new and innovative ways. Others will go on to become entrepreneurial versions of themselves in their chosen careers, enhancing their futures.

Experiential learning, learning from seasoned entrepreneurs and benefiting from assets available within any ecosystem for entrepreneurs will make student success more likely. Some universities exist within an ecosystem for entrepreneurship; it's essential that they use their ecosystem, taking the classroom outside and helping students develop entrepreneurial mindsets, with access to all of the assets that the ecosystem has to offer – knowledge and mentors, case studies, investment, communities to join, co-founders, accelerators, work spaces and more

Universities must link to their local ecosystem for entrepreneurship, facilitating paths for their innovators. The Entrepreneurship Institute at King's College London has found some novel, cost-effective ways to 'open-doors' to their local ecosystem.





**Chair: David WALSH**

**Entrepreneur-in-Residence and advisor to the Entrepreneurial Institute, King's College London**



David Walsh has been working in business and technology solutions for many years – starting his career with IBM where he became a leader in European Enterprise Sales for several major international retailers.

After leaving IBM David founded Crimsonwing – a software and services business which went public in 2008. During Crimsonwing's growth, David was one of the first to recognise Malta as location for creating a technical solutions centre and today there are now over 300 technology companies operating from there.

In 2010 David was awarded the Order of Merit by the Malta President for helping kick-start and promote the Maltese IT industry – David is one of very few non-Maltese nationals to receive such an honour and one which he shares with Her Majesty the Queen!

About 4 years ago Crimsonwing PLC became a very attractive target as it was providing enterprise business solutions in the cloud and this is becoming the number one driver of digital transformation. Eventually KPMG succeeded in taking Crimsonwing back into the private sector and David remained as the CEO working with KPMG International – a global role he stepped down from about 9 months ago.

Since then David has become Entrepreneur-in-Residence at King's College where he advises the Entrepreneurial Institute (the Business Accelerator) and provides the David Walsh scholarships for Entrepreneurial Leadership.

David has also founded a new advisory practice – Flamefinch Partners LLP – that he is Managing Partner of. He is Chairman of a technology business – Supernotes, Chairman of Thrive Partners, an online coaching business, and has a strategic advisory role at Mumsnet.



**Julie DEVONSHIRE**

**OBE, Director of King's Entrepreneurship Institute**



Julie Devonshire is the Director of the Entrepreneurship Institute at King's College London supporting students, alumni and staff to learn entrepreneurial skills, have entrepreneurial experiences and, perhaps, start a venture of their own.

King's College London engages an audience of +30,000 in entrepreneurship annually, helping to start and scale +30 ventures each year. Over the last three years, King's ventures have collectively raised more than £14m in investment and employ 288 people.

Before joining King's Julie was the Director of Ventures at UnLtd supporting exceptional, early stage social entrepreneurs across the country.

Julie is an award-winning social entrepreneur; she scaled One Water, a range of bottled mineral water donating 100% of its profits to build water pumps in Africa.

Julie is an ACCA fellow who is passionate about early-stage entrepreneurs. In 2016 Julie was awarded an OBE, in the Queen's 90<sup>th</sup> Birthday Honours List, for her service to entrepreneurship.

## Hayley ARD

### King's Outreach Manager and investor Relations



As Partnerships Manager, Hayley Ard builds a diverse, vibrant community of investors and partners for the Entrepreneurship Institute at King's College London, through events, communications and relationship development. Hayley has a decade's experience in content strategy, honed at high-growth start-ups, consumer titles and media agencies. She previously headed up the consumer insights and technology arm of Stylus, an innovation research and advisory service used by more than 500 companies worldwide. She was also part of the four-person team that launched the world's leading traveller shopping magazine and served as chair of Knowledge Networks, a not-for profit network aggregator designed to foster collaboration and create innovative initiatives with impact across the world.

## Anthony MELLALIEU MRICS

### Development Director, UrbanEst Student Accommodation



Anthony is a Development Director at Urbanest.

Having left the JLL Capital Markets Group in 2012, Anthony has worked for Urbanest for the last seven years. In that time, he has worked on the successful delivery of over 1 million sq ft of space within Central London with a combined value of over £1 billion. Most notably, Anthony was part of the team that delivered the award winning Urbanest Westminster Bridge and was responsible for securing the planning permission for Urbanest Vauxhall, which at 32 storeys, is currently the UK's tallest brick clad building. Most recently Anthony was involved with the purchase of 2 office buildings in the City of London which he followed by obtaining a planning permission for a new, 300,000 sq ft mixed-use development which is currently under construction.

The development will provide over 650 student beds, 60,000 ft<sup>2</sup> of office space, a new incubator workspace and a brand new museum/exhibition focussed on a large section of London's Roman Wall.

## Rachel STOCKEY

### Head of Entrepreneurial Skills, King's Entrepreneurship Institute



Rachel Stockey is Head of Entrepreneurial Skills at the Entrepreneurship Institute at King's College where she designs experiential learning opportunities for staff, students and alumni to equip the King's community with a entrepreneurial skills and mindsets. Rachel is also a Transformational Coach working with clients to harness entrepreneurial ways of thinking to gain vision, productivity and purpose. Previously she worked with The Scout Association and Goldsmiths University's Career Service helping young people to grow and articulate the skills gained outside of the classroom.

Rachel champions the idea that anyone can become entrepreneurial and her work revolves around providing opportunities for people to explore and develop the mind of an entrepreneur for whatever future they have in front of them.

## Session II – The role of universities as strategic drivers of entrepreneurship, innovation and societal engagement

**Chair: Chris WHITE**

**Director of the Institute for Industrial Strategy, King's College London**



Chris is the Director of the Institute for Industrial Strategy, King's College London, and former Member of Parliament for Warwick and Leamington, 2010-2017.

As an MP, he was a member of the International Development and Business, Energy & Industrial Strategy Select Committees. He chaired a variety of All Party Parliamentary Groups, including those on Manufacturing and Social Enterprise. Amongst other roles, Chris is now the President of the Warwickshire College Group and Vice Chair of Social Enterprise UK.

Chris has written papers on various topics, including the Industrial Strategy and Social Value, in collaboration with King's Policy Institute and Social Enterprise UK respectively. He is proud to be the author of the Private Member's Bill, now known as the Social Value Act, which currently influences some £25 billion of UK public spending, around 10% of the total.

**Andrew J DEEKS**

**President, University College Dublin**



On 1 January 2014, Professor Andrew J Deeks took up the presidency of University College Dublin, becoming the first Australian to lead an Irish university, and only the second person from outside Ireland to lead the University since its founding rector, John Henry Newman.

Growing up in Perth, Western Australia, he was educated at the University of Western Australia, where he received a first class honours degree in civil engineering in 1984. After completing his Masters degree he worked in industry briefly before returning to UWA to pursue his PhD and an academic career in 1988. He became a leading expert in computational mechanics; specifically in the scaled boundary finite element method, which is a semi-analytical approach for solving elastostatic, elastodynamic and allied problems in engineering.

He is also highly respected for his research work in structural mechanics, structural dynamics and dynamic soil structure interaction. He has published more than 160 papers in journals and refereed conference proceedings together with a book, and has held a number of significant research grants. His strong commitment to students is acknowledged in the prizes and awards he holds for teaching excellence and innovation in teaching.

In 2004 he was promoted to Winthrop Professor, Civil and Resource Engineering, and was Head of School from 2004 to 2009. As Head of School, Professor Deeks created a new model for industry involvement in the school, significantly improved the student experience and doubled student numbers. His successful development of partnerships with industry and government bodies led to his election as a Fellow of the Institution of Engineers Australia. He developed a range of international partnerships and joint programmes, notably with Chinese universities.

In 2009, Professor Deeks joined Durham University as Pro-Vice-Chancellor, Science, where he led the development of the university's global presence strategy and extensive international partnerships, particularly in China and Brazil. He also championed Durham University's strategic partnership with IBM and contributed to strategic partnerships with Procter & Gamble and BG Brasil. Professor Deeks was instrumental in the creation of Durham University's Institute of Advanced Research Computing (iARC), which uses computer-supported modelling and simulation as a third pillar of discovery, alongside theory and experimentation, across all domains of science as well as in social science and the arts and humanities.



## Sebastien OURSELIN

**Head, School of Biomedical Engineering and Imaging Sciences, King's College London**



Sebastien Ourselin is the Head of the School of Biomedical Engineering & Imaging Sciences, King's College London since April 2018.

He joined King's College from UCL where he was the Director of UCL's Institute of Healthcare Engineering, the Wellcome/EPSRC Centre for Interventional and Surgical Sciences, Vice-Dean (Health) at the Faculty of Engineering Sciences and amongst other roles, he was the Director of the EPSRC Centre for Doctoral Training in medical imaging at UCL.

As leader of the Translational Imaging Group, his research spans engineering solutions in imaging and medical devices. He has been instrumental in the development of and contribution to a number of postgraduate taught programmes.

Through the UCL/UCLH NIHR Bio-medical Research Centre, he has led a broad range of translational activities, including minimally invasive fetal therapy, neuroimaging clinical trials and neurosurgery.



## Jaak AAVIKSOO

**Rector, Tallinn University of Technology**



Jaak Aaviksoo took office as TalTech Rector on 1 September 2015.

Jaak Aaviksoo graduated cum laude from University of Tartu in the field of theoretical physics in 1976. From 1976 to 1992 he was first junior, then senior and then leading scientist at the Physics Institute of the Estonian Academy of Sciences; there he defended his Ph.D. in physics and mathematics in 1982.

From 1981 to 1994 Aaviksoo worked as a guest professor at the Novosibirsk Institute of Thermal Physics, the Max Planck Institute for Solid State Research (Germany), Osaka University (Japan) and University of Paris (France).

Since 1992 Jaak Aaviksoo has held the position of professor of optics and spectroscopy at the University of Tartu, from 1992 to 1995 he was Vice-Rector of the University of Tartu, from 1996 to 1998 Head of the Institute of Experimental Physics and Technology and from 1998 to 2007 Rector of the University of Tartu.

Aaviksoo has held the office of Minister of Education and Research of the Republic of Estonia twice and Minister of Defence of the Republic of Estonia once and has been a member of three compositions of the Estonian Parliament.





**Svein STØLEN**  
Rector, University of Oslo



Svein Stølen was elected as the Rector of the University of Oslo for the period 2017 to 2021.

He graduated as *Candidatus scientiarum* in 1985 and as *Doctor scientiarum* in 1988.

Prior to his election, he taught chemistry, chaired the Department of Chemistry and the Centre for Materials, Science, and Nanotechnology, and conducted research on the structure and properties of inorganic compounds. His previous board memberships include the Institute for Energy Technology, CIENS, NANO2021, NRC Division for Science, UiO:Energy and chairing the UiO: Life sciences-initiative, as well as the National Centre Digital Life Norway. Prof. Stølen loves teaching and throughout his career, he has been committed to communicating science to the public.

## Session III – The European Universities Alliance initiative: lessons learned and future opportunities

**23 out of the 51 UNICA member Universities are among the Higher Education Institutions that are part of the first European Universities alliances.**

In the first call, 17 European Universities alliances were selected, involving 114 HEIs from 24 European Member States. The **23 UNICA member Universities integrate 10 of those alliances** and are from 19 different countries.

**Seven European Universities alliances including UNICA member universities will take part in the panel discussion at the UNICA Rectors Seminar:**



### 4EU+ Alliance

<https://4euplus.eu/4EU-1.html>

**Six partner universities:** Charles, Heidelberg, Sorbonne, Copenhagen, Milan and Warsaw.

The 4EU+ European University Alliance brings together six comprehensive, research-intensive, public universities from four regions of Europe to strengthen the European vision of deepened cooperation and mutual enrichment by developing a new quality of cooperation in teaching, education, research and administration, leading to the creation of a truly integrated European University System.

The 4EU+ European University Alliance aims to create a new quality of cooperation in teaching, education, research and administration. The cooperation is based on a common understanding of the idea of the European university that builds on academic freedom and autonomy and ensures fair access and participation in education.

To build this new kind of integrated European university system, the 4EU+ Alliance will focus on three challenges:

- Boost Meaningful Mobility – Better integrating our curricula and making mobility seamless for students in terms of education and employment prospects, while accommodating diverse needs and preferences.
- Increase inclusiveness and balance at a European level - Redressing inequalities in university capabilities to attract funding, gain international visibility and fully develop their potential in education, research, innovation and employment opportunities.
- Develop a common challenge-based framework for education – Designing flexible learning paths and ensuring graduates have 21st-century skills that combine research-based education, diverse language skills and a strong global and European outlook.

The 4EU+ mission is to develop a barrier-free and continuously deepening cooperation in education, research and innovation within the Alliance.

## ARQUS European University Alliance

<https://www.arqus-alliance.eu/>

**Seven partner universities:** Bergen, Granada, Graz, Leipzig, Lyon, Padova and Vilnius

The Arqus European University Alliance brings together seven longstanding comprehensive research universities who share extensive experience in joint projects and a common profile as internationalized institutions with deep regional engagement in medium-sized cities. Arqus aspires to build on the member universities' sound prior experience in cooperation to consolidate a joint governance structure and facilitate the development of consensual joint policies and action plans, to consolidate participative structures to facilitate cross-cutting integration at all levels of the partner institutions, and to share its experience with other groupings in order to communicate the added value to be found in its model of integration. Through enhanced sustained cooperation, the Arqus European University Alliance will work together as a laboratory for institutional learning in an innovative and open way to:

- Attain a substantially higher level of quality in education and research, and deeper societal, cultural and civic engagement.
- enhance the education of critically engaged European and global citizens who are able and willing to contribute to a multicultural, multilingual and inclusive Europe which is open to the world;
- Become a model for European university integration;
- Disseminate its experience, challenges and successes at European and global level.
- better respond to the grand societal challenges of the 21st century in Europe and beyond.

### Main action lines:

- Widening Access, Inclusion and Diversity
- Student-centred Frameworks for Quality Learning
- Multilingual & Multicultural University
- Entrepreneurial University and Regional Engagement
- Research Support and Early Stage Researcher Development
- Engaged European Citizens.

## CHARM European University - CHallenge-driven, Accessible, Research-based, Mobile European University

<http://charm-eu.eu/en>

**Five partner universities:** Utrecht, Barcelona, Trinity College Dublin, University of Montpellier, Eötvös Loránd University.

CHARM-EU is to promote the common European values, focusing strategically on trying to rethink the role of Europe in the world as it faces one of the main global challenges in the 21st century: Reconciling Humanity with the Planet. CHARM-EU will offer a transformative, truly European educational experience which builds on the strengths of the alliance. CHARM-EU will offer a learning experience that, having mobility and inclusivity at its core, is based on the implementation of a transformative approach to program and curricula design, and flexible, skill-oriented modularised structure. CHARM-EU will leverage the synergies in the knowledge triangle and interdisciplinary research and innovation capacities of the consortium members, to become a decisive partner in solving the policy issues within the context of the Sustainable Development Goals (SDGs) that the EU and its Member States are currently facing.

CHARM-EU will deliver an innovative, challenge-driven, student-centered, and self-directed teaching model that integrates research, teaching, innovation and enquiry within and across the disciplines, open to the whole world. CHARM-EU envisages a European higher education campus utilizing the latest modern technology in the service of accessibility and internationalization.

### Main challenges:

- To adopt an innovative governance approach, a new model of multi-institutional cooperative engagement that encourages co-creation and co-working to implement our mission and vision at all levels of university activity, bringing together the efforts of students, professors and non-teaching staff, and the change management plan needed to do that.
- To empower and inspire traditional/non traditional students and staff to become critical thinkers capable of confronting societal challenges linked with the theme of 'reconciling humanity with the planet' and the sustainable development goals, through a challenge-driven curricula.
- To provide skills and attribute-based programmes designed within a new and flexible academic structure and organizational framework: skill-oriented, cross-disciplinary modules/micro-programmes configurable by students at all levels (undergraduate, postgraduate, doctorate and lifelong learning), in the form of non-classical curricula with self-directed learning pathways.
- To focus on teaching for quality within the EIT knowledge triangle and integrate research and teaching across and within the disciplines (to bridge the education, research, and business aspects).
- To strength citizenship through joint, innovative strategies which are multilingual, multicultural, inclusive and integrated into a coherent academic campus, and designing a mobility strategy - mobility as a norm - (including on-line learning) to enhance this citizenship, making intensive use of technology solutions to achieve the objectives.
- To build an innovative teaching and learning strategy based on insights from the research and practice (combination of Transdisciplinarity, Social Constructivism, Elements of the UU Education Model, Design Thinking and Educational technologies).
- To provide a tested and improved model and toolkit during the financed period to be implemented in CHARM-EU and ready to use by other Universities, acting as a role model.
- To design a clear developmental framework for the financial sustainability strategy beyond the 3 year funded period that can be used by CHARM-EU but transferable for the wider European Universities community helping to implement the European Education Area.

## CIVIS - a European civic university alliance

<https://civis.eu/en>

**Eight partner universities:** Aix Marseille, National and Kapodistrian University of Athens, Bucharest, Université libre de Bruxelles, Universidad Autonoma de Madrid, Sapienza University of Rome, Stockholms Universitet, Eberhard Karls Universität Tübingen.

CIVIS wants to make a decisive contribution to the attractiveness of our European universities on the world stage. In the face of the current information revolution and the rapid evolution of our societies and our labor markets, we must make radical changes in the way we teach, practice research and communicate. Developing CIVIS in the face of global challenges (rather than the prism of conventional disciplinary separations) stimulates the emergence of a culture of collaboration and requires innovative pedagogies that encourage critical thinking, adaptability, resilience and future-oriented skills. To share and build knowledge among students, teachers, researchers, and civil society, we will make educational, scientific, and civic resources as open and accessible as possible based on the principles of Open Science and Open Educational Resources.

**A strong civic identity.** The desire for inclusion will permeate all our actions, as we are fully committed to gender equality, non-discrimination and social equality. The involvement of our universities in this alliance will help reduce inequalities, increase access to quality training and create real opportunities for success for all our students.

**The desire to be part of the dynamics of the European Union.** As CIVIS member universities, we recognize the paramount importance of the principles of the Bologna Process to increase mobility between us and with other partner universities in Europe, and ultimately, to create a European space for Higher Education. To this end, we are planning the creation of a CIVIS identity card (for students, researchers and staff), full recognition of credits earned within the alliance, the Diploma Supplement, measures supporting the social dimension of mobility, quality assessment processes, etc.

**Oriented towards Mediterranean and Africa.** The Mediterranean zone and Africa will be at the heart of our global strategy. We firmly believe that the future of Europe and that of Africa are intertwined. This is why CIVIS will affirm its vocation as a bridge between Europe, the Mediterranean and Africa, as part of a long-term commitment.

With seven major languages spoken in the alliance, besides English as a lingua franca, CIVIS will invest in linguistic diversity, which is a major issue in the process of globalization. We aim to bring by 2025 most of our students, researchers and staff to master at least two foreign languages in addition to their native language after completing their training at a CIVIS university.

## EUTOPIA - European Universities Transforming to an Open, Inclusive Academy for 2050

<https://eutopia-university.eu/>

**Six partner universities:** University of Ljubljana, Vrije Universiteit Brussel, Gothenburg, Paris Seine, Pompeu Fabra– Barcelona, Warwick.

EUTOPIA is a challenge-led, student-centred, place-based, inclusive alliance of entrepreneurial, change focused universities. In conjunction with our partners and collaborators, EUTOPIA will be characterised by these four key principles:

- Geared towards the challenges of the future: Our alliance will be challenge-drive to prepare students and staff as European citizens and lifelong learners who care and act for the future of the planet and humanity.



- **Student-centred and student-empowering:** Our alliance will provide transformative and open learning opportunities, and extended horizons of expectation and ability, both across Europe and throughout the world.
- **Attentive to the plurality, potentiality and international pre-eminence of Europe's regions:** Our alliance will build on its place-making strengths, connecting cultures and contexts in order to enhance European capability and creativity, and support the international pre-eminence of European innovation and influence.
- **Committed to the principles of openness and inclusion:** Our alliance will foster and support knowledge co-creation, by building open resources and collaborative platforms, endorsing open science agendas, and sponsoring the access, mobility and inclusivity mechanisms that liberate our intellectual and social potential.

The EUTOPIA alliance's strategic direction is outlined in the following areas of focus:

- **Education:** To co-create an open learning community in partnership with students and non-academic partners.
- **Knowledge:** To promote an integrated, challenge driven, knowledge-creation community among the EUTOPIA institutions.
- **Place-Making:** To address global challenges from a local level through the promotion of inclusive growth and innovation.
- **Inclusion:** To extend the concept of open and inclusive education, innovate and modernise education and training, and provide 21st century skills and competencies in all of Europe's regions.
- **International:** To commit to be always open to the world through our core academic socio-cultural, political and economic intention.
- **Management:** To shape an open and inclusive structure with an adaptive, collaborative, multi-level governance model.

## UNA Europa

<https://www.una-europa.eu/>

**Eight partner universities:** Freie Universität Berlin, Alma mater Studiorum Università di Bologna, Edinburgh, Uniwersytet Jagielloński w Krakowie, KU Leuven, Complutense de Madrid, Université Paris 1 Panthéon-Sorbonne, Helsinki.

UNA Europa brings together eight leading research universities with global reputation and reach.

Our mission is to create a truly European inter-university environment, where outstanding research is continuously linked to transnational learning and innovative, critical thinking.

Diversity is a strength of our alliance; that diversity is underpinned by common principles: interdisciplinarity, internationalisation, innovation, interaction, inclusivity and impact.

UNA Europa will be a continent-wide living laboratory, where best practices and new approaches will be tested and taken up, to grapple with new and enduring challenges.

We will draw on our collective strength to create technological, cultural and social innovation impact on the local, regional, national and European levels.

### Focus areas in Education & Research

- 100% of UNA Europa students will benefit incorporating online and blended mobility.
- 50% of UNA Europa students will benefit from physical international mobility.
- 2 million Europeans will benefit from our educational and civic engagement programmes.
- Our joint research activity will have increased threefold.
- We will deliver several new European joint degree programmes.

- We will be central to Europe's innovative, prosperous and sustainable future.
- We will leverage our collective legacies to shape Europe's shared future.

## YUFE - Young Universities for the Future of Europe

<https://www.yufe.eu/>

**Eight partner universities:** Maastricht, Carlos III Madrid, Antwerp, Bremen, Cyprus, Eastern Finland, Essex, Rome Tor Vergata.

YUFE brings together 8 young universities and 6 associate partners from the higher education, non-governmental and private sector. YUFE aims to transform European higher education by establishing the leading model of a student-centred, open and inclusive European University. In this way, YUFE makes Europe-wide higher education a reality for local and international students of all backgrounds. It enables them to create their own curriculum and maximizes impact of all universities in the alliance. In YUFE, learning in the classroom goes hand in hand with the development of soft and professional skills via internships at local businesses and governments; the direct experience in interdisciplinary and intersectoral teams of researchers, entrepreneurs and citizens solving local and European challenges; engagement in the local communities of the YUFE cities and the mutual support and enrichment with the local citizens.

Globalisation's promise of better opportunities for all has failed to materialise. YUFE wants to recognize and foster every talent and make European opportunities available to all, independently of socioeconomic or cultural background. Together, higher education institutions, the public and private sector, and citizens can re-define Europe and close the social gap. YUFE offers unique opportunities for students, staff and citizens to co-create European careers. Members of the YUFE community will enjoy a European experience tailored to their level, schedule and ambitions.

YUFE will also redefine what it means to study and work in Europe. It will equip students – Europe's citizens and workforce of tomorrow – with a genuine civic sense and a renewed European identity.

### Focus areas:

- **Studying throughout Europe.** The YUFE European University will enable prospective students to compile their curricula, choosing from programmes offered at each of the 8 YUFE universities. To allow access to all systems and facilities of these universities, the alliance will introduce a YUFE student card, valid at all participating universities. When they have successfully completed their studies, students receive a European diploma that will be valid anywhere in Europe and will not only acknowledge students' academic performance, but also their effort in mobility, language learning, professional training, job shadowing and community volunteering.
- **Feeling at home in the YUFE cities.** To guarantee accessibility for as many students as possible, YUFE is preparing to set up a virtual European campus. Part-time students or interested citizens who want to follow a single virtual or physical course can also make use of the YUFE offer. For full-time students studying at one of the partner universities elsewhere in Europe, YUFE will develop housing solutions that facilitate cultural exchange, mutual support and integration with the local community.
- **Regional focus and impact.** The YUFE programme pays a lot of attention to the specific regions in which the 8 YUFE universities are located. When it comes to internships, for example, every university will work together with local authorities, the business community and other organisations. These collaborations are based on challenges that are of great importance to the YUFE regions.
- **European integration.** YUFE will develop a shared vision for European higher education and will contribute to creating a bright future for all European citizens, regions and countries.