



INGENIUM
European University

Deliverable 1.3

INGENIUM Alliance progress report 2

Work package 1 – Management and Coordination

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Document information

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Description of the deliverable (3-5 lines)	The INGENIUM European University 2024 Progress Report describes the activities and achievements of the Alliance as it has progressed in the implementation of the ambitious work programme towards the building of a European Interuniversity Campus.
Key words	INGENIUM, Progress Report, Management and Coordination.

Document history

Date	Version	Prepared by	Description
29/01/2025	1	Name and surname	First draft

Definitions & Acronyms

Definition/Acronym (in alphabetical order)	
UNIOVI	Universidad de Oviedo
MUS	Medical University Sofia
UoC	Panepistimio Kritis
HKA	Hochschule Karlsruhe
XAMK	Kaakkos-Suomen Ammattikorkeakoulu OY
UdA	Universita degli Studi Gabriele D'Annunzio di Chieti-Pescara
HS	Högskolan i Skövde
MTU	Munster Technological University
URN	Université Rouen Normandie
TUIASI	Universitatea Tehnica Gheorghe Asachi Din Iasi
WP	Work Package

Introduction

The INGENIUM European University 2024 Progress Report describes the progress made by the Alliance during the second year of the implementation of the grant agreement number 101090042, funded by the Erasmus Programme under the European Universities call ERASMUS-EDU-2022-EUR-UNIV-2. The Alliance was awarded a 14.4 million euro to achieve the programme objectives of developing and implementing an integrated long-term joint strategy for education, establish a European higher education interuniversity campus and building European knowledge-creating teams.

The INGENIUM – European University is an ambitious Alliance that brings together 10 Universities from 10 EU Member States, supported by a large group of associate organisations, ranging from regional and local governments to industry and civil society groups. INGENIUM founding members are 10 mid-size Higher Education Institutions spread across the territory of the EU with a strong European vocation. The INGENIUM Alliance is born out of a shared ambition of enhancing the existing Inter-university cooperation between the partner Universities and is ready to move forward and become a completely integrated European University with ten campuses distributed throughout the Union.

The INGENIUM Alliance is composed of the following Universities:

1. Universidad de Oviedo (UNIOVI) – Spain
2. Medical University Sofia (MUS) – Bulgaria
3. Panepistimio Kritis (UoC) – Greece
4. Hochschule Karlsruhe (HKA) – Germany
5. Kaakkos-Suomen Ammattikorkeakoulu OY (XAMK) – Finland
6. Universita degli Studi Gabriele D'Annunzio di Chieti-Pescara (Ud'A) – Italy
7. Högskolan i Skövde (HS) – Sweden
8. Munster Technological University (MTU) – Ireland
9. Université Rouen Normandie (URN) – France
10. Universitatea Tehnica Gheorghe Asachi Din Iasi (TUIASI) – Romania

The INGENIUM European University 2024 Progress Report describes the activities and achievements of the Alliance as it has progressed in the implementation of the ambitious work programme towards the building of a European Interuniversity Campus. The work programme is made up of 10 WP, each one led by one of the Alliance members:

	Work Package	WP Leader
WP1	Management and Coordination	UNIOVI
WP2	Building a cohesive cooperation framework	MUS
WP3	Digital INGENIUM	UoC
WP4	The INGENIUM European Campus	HKA
WP5	INGENIUM for innovative teaching and lifelong learning	XAMK
WP6	INGENIUM for research	UdA
WP7	INGENIUM for Sustainable Development	HS
WP8	Entrepreneurial INGENIUM	MTU
WP9	INGENIUM for Non-discriminatory and Socially Engaged Higher Education	URN
WP10	Impact and Dissemination	TUIASI

Executive Summary

By the end of 2024 the INGENIUM Alliance has completed half of the time available to implement the European Universities Grant Agreement and set up a full-fledged INGENIUM Interuniversity Campus, fulfilling the commitments of the Alliance Mission Statement.

All the WPs are being implemented according to schedule, with all partners fully committed and contributing to all tasks and deliverables. The deliverables programmed have been produced and submitted, with minor delays and adjustments. All the work groups have been meeting regularly, most of them once a month and all partners have been involved in the preparation of the deliverables. Each working group has tailored their organisation, collaboration methodology and timeline to fit their needs and to effectively deliver on their work programmes.

Collaboration and cross-fertilisation between working groups is becoming increasingly frequent and, in many cases, necessary to effectively complete the tasks programmed and achieve the objectives. For instance, cooperation between WP2 and WP4 has intensified in what relates to quality assurance and accreditation of the joint academic offer of the INGENIUM European Campus.

As the different work packages are implemented, the Alliance structures are becoming more complex. More academics and staff of the partner universities are getting involved in the different activities and tasks carried out under each work package. Changes in the staff representing the universities in the different work packages or attending meetings is becoming quite challenging for the WP leaders to keep the cohesion of the working groups and to move forward to fulfil all tasks and achieve the Alliance objectives. The ISC is playing a critical role in assuring the coordination of all activities, with the support of the WP1 working group.

The Alliance joint initiatives are increasingly reaching and engaging all groups of the University community. Throughout 2024, all partner Universities have consolidated and strengthened their INGENIUM local teams, which are critical to ensure the transformational impulse of the European Universities initiative is brought to each one of the Alliance partners and permeates through their structures and regulations, to ensure the sustainability of the INGENIUM Alliance beyond the initial 4-year funding period.

The work of the Alliance has been energized by the impulse provided by Rectors and Presidents of the partner Universities, who agreed to meet as IAC at least twice a year, and already gathered twice in 2024, first in Cork in February and later in Pescara in October. In both meetings, the INGENIUM Alliance Council agreed several priorities, and mandated the INGENIUM Steering Committee to fulfil them in cooperation with the partners, and to report back to the IAC.

Table 1. Summary of IAC mandates

Cork, February 2024	Pescara, October 2024
Explore the options to establish a legal entity for the Alliance	Identify the processes at national, regional, and institutional levels to facilitate the joint creation of an EGTC.

<p>Establishing a communications and marketing taskforce and a best practice guide to foster and improve INGENIUM engagement.</p> <p>Elaborate a portfolio of possible Joint/Double Degree and Micro credentials to be developed in 2025-2026, and propose a framework, a roadmap and a schedule for implementing them.</p> <p>Improve budgeting procedures</p>	<p>Prepare a comprehensive document on the potential scientific impact of an INGENIUM Satellite.</p> <p>Elaborate a proposal for the replacement of the INGENIUM Alliance Council Chair in case of absence.</p> <p>Agreed the priority INGENIUM joint degrees: Bachelor's Programme in Entrepreneurship and Innovation, Joint Master's programmes in Advanced Practice Nursing in Acute Care, Artificial Intelligence, Chemical and Biochemical Process Technology, and Sustainable Development.</p> <p>Sign the commitment to the INGENIUM Equity and Inclusion Charter and the INGENIUM Healthy Campus Charter.</p>
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The ISC and the rest of the WP have been intensively working to fulfil the mandates of the IAC:

- A report considering the different options for setting up the INGENIUM legal entity. As a result, the IAC agreed that the European Grouping for Territorial Cooperation (EGTC) would be the most suitable legal status and asked partners to check their respective national and internal regulations that would regulate the creation of the EGTC.
- The communications and marketing taskforce was established under the guidance of TUIASI as leader of WP10 and with the support and the active involvement of the communication officers of the partners. Communication and dissemination procedures and tools have been revised and strengthened, which has contributed to enhance the visibility and impact of the Alliance activities and outcomes.
- WP4 leader, in close cooperation with the coordinator and the rest of the partners, is setting up the framework and procedures to build the INGENIUM joint academic offer within the INGENIUM European Campus, beginning with the priority degrees agreed by the IAC. Meanwhile, partner academics and other staff are beginning the preparation of academic and administrative contents of the priority joint degrees.

Under WP1 the partners are monitoring the implementation of the work programme, providing reporting tools and preparing the ISC meetings. Early in the year, the 2023 Activity and Financial Reports were submitted to and endorsed by the ISC and the IAC. The WP1 is also channelling new joint activities that go beyond the commitments of the grant agreement. It has coordinated the involvement of INGENIUM in the Community of Practice, a call launched by the European Commission to enhance the impact of the European University initiative. WP1 has also coordinated the participation of INGENIUM in the EAIE Conference in Toulouse in September 2024.

Illustration 1. Participants in the INGENIUM Alliance Council meeting in Cork, February 2024


WP1 remains vigilant in monitoring the latest developments from the European Commission, ensuring that INGENIUM stays aligned with emerging policies and initiatives. INGENIUM made a contribution to the Commission consultation on the European Degree Package presented by the Commission on March 27, 2024. The position paper "INGENIUM's Reaction to the Blueprint for a European Degree Package" outlines the most significant aspects of the package and its implications for the Alliance.

Digital supporting instruments (mainly the website and the IT platform) are being progressively improved. Institutional login has been implemented and authorised staff can access the platform with their individual username and password. An improved new version of the website has been launched, and intense efforts are being made to enhance the digital instruments and profile of the Alliance. As reported under WP3, the different features of the INGENIUM joint IT platform are being progressively implemented, overcoming the interoperability and cybersecurity issues that are usual in such a complex development. The e-learning platform, with a Learning Management System based on Moodle, is operational and the first pilot modules are being developed and uploaded. The INGENIUM Open Data & Open Science Platform is also operational.

Other work packages were equally progressing and delivering as scheduled. WP2 and WP4 leaders (MUS and HKA) are working closely together in their efforts to set the grounds for and further develop the INGENIUM interuniversity campus. The WP2 and WP4 held joint meetings in Crete in February and in Iasi in May, within the 10 Days of INGENIUM.

The deliverable 2.1 *Report on identified obstacles, implementation and monitoring of the Interuniversity Campus* was produced, approved by the INGENIUM Steering Committee, and

delivered on the scheduled date (M14), while an extension was requested for the submission of deliverable 2.2 *Joint Quality Assurance Policy* until December 2024 (M24). The latter was actually approved and submitted within the new deadline. Moreover, WP2, with the special support of QA departments from other partners, has developed a pilot joint module on "Digital Habits and Health" to check the application of the individual Quality Assurance procedures prior to the accreditation of joint programmes.

By the end of the year, the Alliance has reached one of the key milestones set to monitor the implementation of the grant agreement, the Regulation of the INGENIUM European Campus. The milestone comprises the combined outcome of several work packages, namely the WP2 (Building a cohesive cooperation framework), WP3 (Digital INGENIUM) and WP4 (The INGENIUM European Campus (IEC)), as it includes an integrated student registration and management system, the designation of a dedicated joint Faculty, and the agreement on the framework, procedures and main features of the joint academic offer, both joint and open degrees. The partners have developed and agreed the INGENIUM Pathway Framework, an approach to organize study programmes in a more open, flexible manner, and has initiated the guidelines for setting up joint programmes, which are being developed. The guidelines as well as a strategic implementation plan will be key aspects of the deliverable "Joint Programmes Report" D4.1 due in June 2025.

The first calls for collaboration launched in 2024 raised considerable interest among the several partners, and it has established a blueprint that has proved its effectiveness to gather interest by academics. Some of the proposals for joint degrees are progressing. On top of them, the IAC agreed a number of priority joint programmes and mandated the ISC to develop them in order to launch them before the end of the grant agreement period.

The WP5 activities programmed for 2024 were successfully completed. Two editions of the INGENIUM Staff Academy took place during the 10 Days of INGENIUM in Crete and Iasi, gathering over 70 participants. The work of the WP during 2024 has been focused on the INGENIUM micro credentials for lifelong learning and the Education Labs. Under the guidance of XAMK as WP leader, the partners have been collaborating to develop the criteria and quality assessment practices for Open Educational Resources and micro-credentials. The deliverable "INGENIUM micro credentials and materials" (D5.7) was approved by the ISC and submitted by the end of the year.

After the evaluation of the applications submitted to the first call for INGENIUM joint research projects launched by the end of the year, 20 of the 42 applications have been funded, and have started to work in the second half of the year. Other tasks under this WP are also progressing adequately. The INGENIUM Research School Board met in Cork during the 10 Days of INGENIUM, to discuss the potential to establish joint PhD programmes and the national regulations that regulate joint PhD.

The INGENIUM Alliance considers sustainability as a transversal and paramount element in all activities carried out under the European University grant and to be embedded in all joint activities. WP7 work is stepping up after it kicked off in October 2023. The SDG/EGD and Global Partnership Agenda (Deliverable 7.1) was approved in April 2024. The integration of the policy recommendations contained in this deliverable throughout INGENIUM's work is being monitored by the Sustainable Development Committee. The WP7 working group is developing SDG (Sustainable Development Goals) course modules. The first one, a general module aimed at different target groups and highlighting the three dimensions of

sustainable development (environmental, social, and economic) is expected to be ready by January 2025.

Entrepreneurship was a hot topic during the 10 Days of INGENIUM activities hosted by the Munster Technological University (MTU), which is the partner leading WP8, Entrepreneurial INGENIUM. During 2024, the partner universities have been cooperating to enhance the entrepreneurial character of the Alliance and to exchange experiences on boosting entrepreneurship among students and staff. The WP8 activities in 2024 have been characterized by a strong focus on staff and student entrepreneurship, the development of digital learning resources, forward planning for future events and initiatives. Two key interim reports on entrepreneurial activities have been produced: on Incubation and Acceleration programmes and on entrepreneurship training courses to staff and students at all universities in the Alliance. The research done has found that entrepreneurship is far from being a central function in most of the partner universities and seems to be underfunded and under resourced in most of the INGENIUM partners.

Illustration 2. Participants at the 10 Days of INGENIUM in Rouen, June 2024



WP9 led by Université de Rouen-Normandie (URN) is setting the basis for INGENIUM to be a committed Alliance on Non-discriminatory and Socially Engaged Higher Education. The final versions of deliverables 9.1 INGENIUM Action Plan for Equity and Inclusion and 9.4 INGENIUM Healthy Campus Guidelines (renamed as 'A Healthy Campus Toolkit'), which have been extended to include the INGENIUM Inclusion and Equity Charter were approved and submitted in June. Two workshops on Inclusion and Belonging in Higher Education and Health and Well-being were hosted during the 10 Days of INGENIUM. Their outcomes were included in the deliverables produced.

To fulfil the mandate of the IAC meeting in Cork, the communication and dissemination team led by TUIASI undertook the revision and update of the INGENIUM Dissemination and Exploitation Strategy to enhance its effectiveness, reaching target audiences and maximizing the impact of the Alliance. A significant milestone of this process was the conception, development, and successful launch of the new INGENIUM Website (<https://ingenium-university.eu/>).

A reinforced communication team in TUIASI has effectively led the revamping and enhancement of the Dissemination and Exploitation Strategy and of the communication channels and instruments. The leading team was actively supported by UNIOVI and UoC teams. The coordination between the communication team at TUIASI and the IT team at UoC has been particularly important and challenging. To further enhance coordination and the consistency of messaging across all partner universities, a dedicated Working Group (WG) of Communication Officers has been established. This WG aims to improve the overall fluidity of communication within the Alliance, develop and distribute uniform and coherent communication materials, and foster the exchange of best practices and innovative strategies for effective outreach.

The second and third editions of the 10 Days of INGENIUM were held in February (Winter edition) and May (Summer edition), hosted respectively by University of Crete (UoC) and Munster Technological University (MTU) on their campus in Rethymno (Crete) and Cork and Tralee (Ireland) in February, and by the Technical University of Iași and the University of Rouen-Normandie in May. On top of the Junior and Senior INGENIUM Schools, the winter 10 Days featured the meetings of the main INGENIUM governing, operational and advisory bodies: the INGENIUM Alliance Council (IAC), the INGENIUM Steering Committee (ISC), the INGENIUM Advisory Board (IAB), the INGENIUM Research School Board and the INGENIUM Innovation Committee (IIC), as well as meetings of some of the WP working groups, contributing to the success of the events. The Winter & Summer editions of the 10 Days of INGENIUM are effectively serving as communication umbrella for some of the major events scheduled in different work packages, enhancing the visibility of the Alliance at local and global levels.

Main achievements

Halfway of the implementation of the European University grant, the INGENIUM Alliance is clearly consolidated. The cooperation mechanisms are working effectively, helping to deliver according to schedule on the commitments of the grant agreement and, more importantly, setting up the basis for achieving long-term objectives, namely the creation of the inter-European university campus:

- **IT platforms in full use**

The digital tools supporting INGENIUM activities, namely mainly the website and the IT platform are being progressively improved. As reported under WP3, the different features of the INGENIUM joint IT platform are being progressively implemented, overcoming the interoperability and cybersecurity issues that are usual in such a complex development. The e-learning platform, with a Learning Management System based on Moodle, is operational and the first pilot modules are being developed and uploaded. The INGENIUM Open Data & Open Science Platform is also operational.

- **Approval of the Joint Quality Assurance Policy**

The Alliance has approved its Joint Quality Assurance Policy which will support the organisation of the quality assurance system in the Alliance and the development of a joint quality culture throughout the Alliance. The main objective is to build an overarching framework for quality assurance that integrates partners own QA systems, building on

existing good practices and identifying new ones that can be fit for purpose to respond to emerging needs in the context of a European Universities Alliance.

- **The INGENIUM European Campus regulations and the framework for joint and open degrees.**

The Alliance has reached one of the key milestones set to monitor the implementation of the grant agreement, the Regulation of the INGENIUM European Campus. The milestone comprises the combined outcome of several work packages, namely the WP2 (Building a cohesive cooperation framework), WP3 (Digital INGENIUM), WP4 (The INGENIUM European Campus (IEC) and WP6 (INGENIUM for research) as it includes an integrated student registration and management system, the designation of a dedicated joint Faculty, and the agreement on the framework, procedures and main features of the joint academic offer, both joint and open degrees. The partners have developed and agreed the INGENIUM Pathway Framework, an approach to organize study programmes in a more open, flexible manner, and has initiated the guidelines for setting up joint programmes, which are being continuously developed. The IAC has singled out a number of priority joint programmes to be developed and partners are working together to launch the first INGENIUM joint programmes.

- **A robust framework for Micro-Credentials and Lifelong Learning**

The INGENIUM Micro-Credentials and Materials for Lifelong Learning task has laid the foundation for innovative educational opportunities within the INGENIUM Alliance. The guidelines for accessibility of educational materials and learning platforms, quality criteria for Open Educational Resources (OER), and the INGENIUM Micro-Credential Descriptor were produced in preparation for the INGENIUM Micro-Credentials and Materials final document, building on a series of webinars and surveys engaging multiple stakeholders, promoting a unified approach to micro-credential development across partner institutions.

Creating joint programmes involving several INGENIUM partners is one of the key objectives of the INGENIUM Mission Statement and critical for the consolidation of the alliance.

- **The 10 Days of INGENIUM as the flagship community building activity of the alliance.**

The organisation of the first edition of the 10 Days of INGENIUM constituted a key milestone for the alliance, both for its significance as a community building event, and its effectiveness as a key platform for the structuring of some of the most important activities of the alliance. Bringing together events of different natures, such as meetings of the INGENIUM governing and operational bodies and work packages with student-centred activities such as the junior and senior schools, helped to create considerable bonds between members of the INGENIUM community that would not have met otherwise.

- **20 research groups are working together to produce joint research projects.**

20 projects were funded after the first call for research groups, to serve as a blueprint for different types of seed funding that the alliance might implement in the future. The INGENIUM alliance places a lot of importance on the links between research, education and the service to society missions of higher education. Therefore, building new connections between researchers across the alliance is also a key objective for INGENIUM.

- **A strong commitment towards sustainability**

The INGENIUM Alliance considers sustainability as a transversal and paramount element in all activities carried out under the European University grant and to be embedded in all joint activities. The Alliance has approved the SDG/EGD and Global Partnership Agenda and mandated the Sustainable Development Committee to monitor the integration of the policy recommendations throughout INGENIUM activities.

- **A deep dedication to inclusive higher education**

The INGENIUM commitment to an inclusive university is rooted in the belief that higher education should be accessible and equitable for all individuals, regardless of their background, identity, or abilities. Efforts to create such a university include creating tailored policies (for an inclusive university, a healthy campus and a multilingual alliance), implementing concrete actions to break down barriers and promoting equal opportunities. The Inclusion Charter signed by the INGENIUM Rectors and Presidents is proof of the alliance commitment to equity, diversity and inclusion.

- **Revamped and strengthened Dissemination and Exploitation Strategy**

The Dissemination and Exploitation Strategy laid out the framework for INGENIUM communication and dissemination activities. From that strategy, communication and dissemination elements have been produced and partners are ramping up the production of appealing and interesting pieces of information to make INGENIUM and INGENIUM activities and achievements better and more widely known.

- **Strong involvement and engagement of the university community**

Overall, INGENIUM has been successful in boosting the interest of the partner university community in the transformational potential of the Alliance. Through the wide range of activities that are detailed in this Progress Report, around 400 staff from the INGENIUM Universities, students and other stakeholders have been involved in INGENIUM activities in 2024, with a strong gender balance: nearly 220 women and 180 men. Many more have been impacted through communication and dissemination activities and will be further involved in activities in the future.

Deliverables submitted in 2024

WP	Deliverable			Leader	Due date	Delivered by
WP1	D1.2	INGENIUM Alliance progress report 1		UNIOVI	31 Jan 24	15 May 24
WP2	D2.1	Report on identified obstacles, implementation and monitoring of the Interuniversity Campus		MUS	29 Feb 24	29 Feb 24
WP2	D2.2	Joint QA policy		MUS	31 Dec 24	23 Dec 24
WP3	D3.3	INGENIUM Platforms		UoC	31 Dec 24	23 Dec 24
WP3	D3.4	Open Data & Open Science Repository v1		UoC	30 Sep 24	27 Sep 24
WP5	D5.3	INGENIUM Staff Academy Workshops 1		XAMK	30 Apr 24	15 May 24
WP5	D5.4	INGENIUM Staff Academy Workshop 2		XAMK	31 Oct 24	21 Oct 24
WP5	D5.7	The INGENIUM micro credentials and materials		XAMK	31 Dec 24	23 Dec 24
WP7	D7.1	The INGENIUM SDG/EGD and Global Partnerships Agenda		HS	30 Apr 24	15 May 24
WP7	D7.4	The INGENIUM SDG Hackathon		URN	31 Aug 24	19 Jul 24

WP8	D8.1	Interim Report on the delivery of INGENIUM entrepreneurship training courses to staff and students at all universities in the Alliance	MTU	31 Mar 24	26 Mar 24
WP9	D9.1	INGENIUM Action Plan for Equity and Inclusion	URN	30 Jun 24	17 Jun 24
WP9	D9.4	INGENIUM Healthy Campus Guidelines	URN	30 Jun 24	17 Jun 24

Progress of deliverables to be produced in 2025.

WP		Deliverable	Led by	Due Date	Progress
WP1	D1.3	INGENIUM Alliance progress report 2	UNIOVI	31 Jan 25	To be approved by ISC on 24/01/25
WP3	D3.5	Open Data & Open Science Repository v2	UoC	31 Dec 25	V2.0 will build on V1.0, already operational
WP4	D4.1	INGENIUM Joint Programmes report	HKA	30 Jun 25	Joint programmes are being developed
WP5	D5.2	Report on INGENIUM Education Lab	XAMK	31 Dec 25	Education Labs are being implemented
WP5	D5.5	INGENIUM Staff Academy Workshop 3	XAMK	30 Apr 25	In preparation
WP5	D5.6	INGENIUM Staff Academy Workshop 4	XAMK	31 Oct 25	In preparation
WP7	D7.2	SDG course modules	HS	30 Jun 25	In preparation
WP8	D8.2	Final Report on the delivery of INGENIUM entrepreneurship training courses to staff and students at all universities in the Alliance	MTU	30 Sep 25	Interim reports submitted. Additional information being collected
WP8	D8.4	Final Report on Transnational Incubation and Acceleration programme	MTU	30 Jun 25	Interim reports submitted. Additional information being collected
WP9	D9.2	Policy document: A better integrated and inclusive educational system	URN	30 Apr 25	In preparation
WP10	D10.1	INGENIUM Long-term Strategy	TUIASI	31 Aug 25	Approach will be defined after periodic report and intermediate evaluation

Implementation of the work programme

The INGENIUM Alliance work programme is structured around the idea of building a single University (the INGENIUM Inter-university European Campus - IEC) with ten sites distributed throughout the EU, able to perform all the functions modern Universities are required, education, research and social engagement, and, at the same time, seamlessly integrated with the individual partner organisations.

This is a very ambitious objective, so we have made sure that the Alliance's work plan is up to the task. We have designed a coherent working structure that is ambitious and yet realistic and safe, with 10 work packages that provide for both the transversal support activities (management and coordination, communication and dissemination, and IT support, which is increasingly relevant to support transnational cooperation, and, in this case to provide digital services in education) and each of the missions the Alliance is going to fulfil: education, research, innovation and social engagement.

WP1 - Management and Coordination

Duration	Leader	Objective
M1-M48	UNIOVI	Promote a smooth operation of the Alliance consortium leading to a smooth and timely implementation of work programme

Under WP1, the INGENIUM Alliance partners are running the governance, management, and coordination structures outlined in the approved European Universities work programme and monitoring its implementation. As indicated in task 1.2 of the work programme, the University of Oviedo is playing the role of INGENIUM Coordinator that has been performing from the Alliance inception. In January, the UNIOVI team was expanded with three new members to give an additional boost to the Alliance coordination. Likewise, all INGENIUM partners are progressively strengthening their core teams to keep up with the expansion of the Alliance activities.

Frequent partner communication and personal interaction between partner coordinators have been instrumental in facilitating the coordination and smooth development of the Alliance during the first semester of 2024. This proactive approach has fostered a collaborative environment, allowing for effective problem-solving, knowledge sharing, and alignment of objectives among the partners. Additionally, the dedication and commitment demonstrated by each partner have significantly contributed to the positive momentum and progress achieved within the Alliance.

WP1 WG has been meeting regularly during 2024, with some instances of bi-monthly meetings. Collaborative tools such as shared folders and other teamwork applications are being used to streamline partner coordination and project implementation. Moreover, the joint IT platform is fully operational, further enhancing communication and collaboration among partners.

The WP1 is closely intertwined with the INGENIUM Steering Committee: a WP1 working group meeting is held ahead of each ISC meeting to agree the agenda and prepare decisions. While the Grant and Consortium Agreements stipulate that the ISC must convene at least twice a year, operational ISC meetings are being held monthly. Additionally, some months include a dedicated ISC meeting focused on the review and approval of ongoing deliverables.

The ISC held in-person meetings at MTU during the 10 Days of INGENIUM in February, at the Université de Rouen-Normandie during the subsequent 10 Days of INGENIUM in May and at Università degli Studi Gabriele d'Annunzio in Pescara, along the IAC meeting. The remaining ISC meetings and those of WP1 were conducted online, according to prefixed appointments.

As a result of the Alliance's measures to enhance student participation in the Alliance Council and the Steering Committee, representatives from the INGENIUM Student Advisory Board (ISAB) are regularly attending the ISC meetings.

The INGENIUM University Rectors gathered at the Alliance Council during the 10 Days of INGENIUM hosted by MTU. It was the first time Rectors met again since the kick-off meeting in Oviedo in January 2023. The Rectors' meeting conclusions have conveyed a powerful message to all the INGENIUM Community, as they expressed the commitment of the University top management to the deepening and strengthening of the cooperation in all areas. The Rectors stressed the transformational objective of the Alliance and encouraged

partners to move forward in critical cooperation areas, such as joint degrees and joint research projects. To follow up on these commitments, the Rectors met again in Pescara on October 15th, the second in-person meeting of 2024.

The work of the Alliance has been energized by the impulse provided by Rectors and Presidents of the partner Universities. In their meetings, the INGENIUM Alliance Council agreed several priorities, and mandated the INGENIUM Steering Committee to fulfil them in cooperation with the partners, and to report back to the IAC.

Cork, February 2024	Pescara, October 2024
<p>Explore the options to establish a legal entity for the Alliance</p> <p>Establishing a communications and marketing taskforce and a best practice guide to foster and improve INGENIUM engagement.</p> <p>Elaborate a portfolio of possible Joint/Double Degree and Micro credentials to be developed in 2025-2026, and propose a framework, a roadmap and a schedule for implementing them.</p> <p>Improve budgeting procedures</p>	<p>Identify the processes at national, regional, and institutional levels to facilitate the joint creation of an EGTC.</p> <p>Prepare a comprehensive document on the potential scientific impact of an INGENIUM Satellite.</p> <p>Elaborate a proposal for the replacement of the INGENIUM Alliance Council Chair in case of absence.</p> <p>Agreed the priority INGENIUM joint degrees: Bachelor's Programme in Entrepreneurship and Innovation, Joint Master's programmes in Advanced Practice Nursing in Acute Care, Artificial Intelligence, Chemical and Biochemical Process Technology, and Sustainable Development.</p> <p>Sign the commitment to the INGENIUM Equity and Inclusion Charter and the INGENIUM Healthy Campus Charter.</p>

As European University coordinator and WP1 Leader, UNIOVI is providing support to partners in the administrative and financial management of the project. Following the recommendations of the European Education and Culture Executive Agency (EACEA), a new template for deliverables was developed, and the deliverables submitted were updated accordingly. As instructed by the project officer, the amendment to the Grant Agreement drafted in October 2023 has been dropped off and the changes to the work programme will be reported in the intermediate report due by end January next year.

WP1 remains vigilant in monitoring the latest developments from the European Commission, ensuring that INGENIUM stays aligned with emerging policies and initiatives. In light of this commitment, WP1 promptly responded to the European Degree Package presented by the Commission on March 27, 2024. This response took the form of a position paper titled "INGENIUM's Reaction to the Blueprint for a European Degree Package" which outlines the most significant aspects of the package and its implications for the Alliance. To further explore

these developments, WP1 also organised a dedicated webinar on April 19th, fostering in-depth discussion among INGENIUM partners.

Under WP1 the partners are monitoring the implementation of the work programme, providing reporting tools and preparing the ISC meetings. Early in the year, the 2023 Activity and Financial Reports were submitted to and endorsed by the ISC and the IAC. The WP1 is also channelling new joint activities that go beyond the commitments of the grant agreement. It has coordinated the involvement of INGENIUM in the Community of Practice, a call launched by the European Commission to enhance the impact of the European University initiative (EU-4ALL Initiative). WP1 has also coordinated the participation of INGENIUM in the EAIE Conference in Toulouse in September 2024.

WP1 is fulfilling the continuous reporting obligations required by the Grant Agreement. Partner coordinators and WP1 members are ensuring that INGENIUM Alliance activities (events and training, dissemination, and communication) are reported through the EU continuous reporting tool.

Particular attention has been paid to financial reporting, given the special grant management system, the lump sum. While this system breaks the connection between grant and actual costs in the implementation of the grant and therefore removes the requirement of justifying the costs incurred, the partners are being asked to report on the level and composition of their spending, as well as on the additional funds attracted. The INGENIUM 2023 Financial Report & 2024 Budget were presented during the in-person ISC meeting in Cork on February 13th, 2024. In 2024, partners have been asked to submit financial reports up to 30th June and end of the year.

Other reporting tools are being discussed within WP1 working meetings. In particular, partners have agreed to produce twice a year an institutional transformation report to monitor the impact the cooperation within the Alliance is bringing to the partner Universities.

The WP1 deliverables were produced as scheduled. Deliverable 1.2 *INGENIUM Alliance progress report 1* was produced, approved by the INGENIUM Steering Committee, and delivered on the scheduled date (M13). It provides a comprehensive and detailed account of the activities carried out during the first year of the implementation of the grant agreement, a summary of the main achievements and the transformational impact it is bringing forward, and a committed analysis of the challenges ahead.

Table 2. WP1 Meetings

Activity	Place	Date
WP1 Meeting	On-line	10/01/2024
INGENIUM Steering Committee Meeting	On-line	12/01/2024
WP1 Meeting	On-line	24/01/2024
INGENIUM Steering Committee Meeting	On-line	25/01/2024
INGENIUM Steering Committee Meeting	Cork	13/02/2024
INGENIUM Alliance Council Meeting	Cork	13/02/2024
INGENIUM Steering Committee Meeting	On-line	22/02/2024
WP1 Meeting	On-line	26/02/2024
INGENIUM Steering Committee Meeting	On-line	08/03/2024
WP1 Meeting	On-line	15/03/2024
INGENIUM Steering Committee Meeting	On-line	21/03/2024
WP1 Meeting	On-line	03/04/2024

INGENIUM Steering Committee Meeting	On-line	12/04/2024
WP1 Meeting	On-line	16/04/2024
INGENIUM Steering Committee Meeting	On-line	25/04/2024
WP1 Meeting	On-line	29/04/2024
INGENIUM Steering Committee Meeting	On-line	10/05/2024
WP1 Meeting	On-line	14/05/2024
INGENIUM Steering Committee Meeting	Rouen	29-30/05/2024
WP1 Meeting	On-line	11/06/2024
INGENIUM Steering Committee Meeting	On-line	14/06/2024
WP1 Meeting	On-line	02/07/2024
INGENIUM Steering Committee Meeting	On-line	12/07/2024
INGENIUM Steering Committee Meeting	On-line	06/09/2024
INGENIUM Steering Committee Meeting	On-line	24/09/2024
INGENIUM Steering Committee Meeting	Pescara	16/10/2024
WP1 Meeting	On-line	29/10/2024
INGENIUM Steering Committee Meeting	On-line	08/11/2024
WP1 Meeting	On-line	19/11/2024
WP1 Meeting	On-line	03/12/2024
INGENIUM Steering Committee Meeting	On-line	13/12/2024
WP1 Meeting	On-line	17/12/2024
INGENIUM Steering Committee Meeting	On-line	20/12/2024

WP2 - Building a cohesive cooperation framework.

Duration	Leader	Objective
M6-M30	MUS	Prepare the partners and the partnership for the challenges of enhanced interuniversity cooperation and to set up the basic instruments, infrastructures and procedures to facilitate it.

As outlined in the DoA, WP2 focuses on setting up a cohesive framework to facilitate inter-university collaboration, addressing regulatory and operational barriers. This WP aims to prepare the consortium for the challenges of enhanced cooperation and to set up the basic instruments, infrastructures and procedures to facilitate it.

The Medical University of Sofia (MUS) is actively leading WP2, in close cooperation with HKA as leader of the WP4 in what relates to quality assurance and accreditation of the joint academic offer of the INGENIUM European Campus. The QA of MTU has also been strongly involved in the development of the QA Policy.

The Deliverable 2.1 *Report on identified obstacles, implementation and monitoring of the Interuniversity Campus* was produced, approved by the INGENIUM Steering Committee, and delivered on the scheduled date (M14). It resulted from the work of an ad-hoc working group which carried out surveys on student/staff mobility, joint degrees, and administrative/financial barriers. MUS compiled the individual assessment and produced a comprehensive report (D2.1) identifying and evaluating the impact of the obstacles that are hindering interuniversity cooperation. The report also proposes measures for the removal of the obstacles previously identified.

A self-assessment document on administrative, academic, and financial issues has been published in the repository. It provides a foundation for guidelines for the development and

implementation of the INGENIUM Inter-University European Campus (IEC), which will be fully developed under WP4. To streamline work, three task forces were created, each led by a representative from the Medical University of Sofia (MUS): Financial Task Force: Focus on funding models for joint programmes, tuition fee structures, and income distribution. Administrative Task Force: Address selection processes, joint application platforms, and coordination of academic calendars. Academic Task Force: Work on recognition, credit accumulation, grading systems, and diploma frameworks

Deliverable 2.2, *Joint Quality Assurance Policy*, originally planned for submission in M16 (April 2024), underwent an extension request to M24 (December 2024) to ensure its comprehensive development and alignment with related milestones and deliverables. The extension was approved unanimously by the INGENIUM Steering Committee during its meeting on March 8, 2024. Deliverable 2.2, *Joint Quality Assurance Policy* was finalised, approved by the ISC, and submitted by M24. The submission of D2.2 synchronized with the Milestone 3 - *Regulation of the INGENIUM European Campus* and Deliverable 5.7, *The INGENIUM Micro-Credentials and Materials*, enhancing coherence and the overall quality of these outputs.

The QA policy declaration will support the organisation of the quality assurance system in the Alliance and the development of a joint quality culture throughout the Alliance. The main objective is to build an overarching framework for quality assurance that integrates partners own QA systems, building on existing good practices and identifying new ones that can be fit for purpose to respond to emerging needs in the context of a European Universities Alliance.

The aims of the INGENIUM QA system are to provide a common approach to joint programmes within the Alliance and to be in line with the Standards and Guidelines for Quality Assurance in the EHEA (ESG 2015), the European Framework for the Comprehensive Quality Assurance of European Universities and includes three main parts:

- 1) The INGENIUM QA declaration, emphasizes principles of collaboration, mutual trust, respect for each institution QA mechanisms, transparency, subsidiarity and core practices.
- 2) The INGENIUM QA Framework is structured into a 4-steps process, providing a roadmap for designing and implementing joint programmes within INGENIUM, which includes the expression of intent for collaboration, the initial arrangement phase, the stage of collaborative provision process and consortium agreement. The consortium agreement is a template document for cooperation agreement between INGENIUM partners, a binding document establishing the governance, the QA and operational guidelines.
- 3) Guideline documents which cover all phases of the programme lifecycle, including, design and approval, delivery, assessment, monitoring and review of collaborative programmes. They are part of the consortium agreement.

The INGENIUM QA Committee has a QA Leader from each partner university. Thanks to their high expertise, strong involvement and editorial contributions, we have done Deliverable 2.2. Joint QA Policy. a meeting with the initiators of 3 from 5 INGENIUM priority joint programmes and we presented them the pathway to follow when creating the programmes. We asked to have feedback and observations. We presented and made public the INGENIUM QA Framework during the Webinar on micro-credentials and QA. The QA Committee is in working contact with the EUniQ project manager, who presented the procedures for assessment of INGENIUM, according to the European Framework for the Comprehensive

Quality Assurance of European Universities. We had working meetings with National accreditation agencies, ENIC-NARIC centres and the ministry of education.

Moreover, WP2, with the special support of QA departments from other partners, has developed a pilot joint module on "Digital Habits and Health" to check the application of the individual Quality Assurance procedures prior to the accreditation of joint programmes.

Table 3. WP2 Meetings

Activity	Place	Date
QA Committee meeting	On-line	16/01/2024
WP2 Meeting	On-line	30/01/2024
WP2 and QA Committee joint meeting	Rethymno	06/02/2024 – 07/02/2024
QA Committee meeting	On-line	20/02/2024
WP2 + WP5 joint meeting	On-line	02/10/2024
WP2 meeting	On-line	03/10/2024
WP2 meeting	On-line	16/10/2024
WP2 + QA Committee meeting	On-line	18/10/2024
WP2 + WP5 joint meeting	On-line	18/10/2024
WP2 + WP4 joint meeting	On-line	31/10/2024
QA Committee meeting	On-line	12/12/2024

WP3 - Digital INGENIUM

Duration	Leader	Objective
M1-M48	UOC	The WP proposes several concrete measures utilizing digital tools to address organisational, technological, and pedagogical issues

The Digital INGENIUM WP serves a dual purpose. On one hand, mainly during the implementation of the Grant Agreement, it will be providing tools that streamline collaboration and meet the IT requirements of other Work Packages; on the other, to set up the digital infrastructure and services that will support INGENIUM European University activities beyond the project's lifetime. The shared IT framework serves as a fundamental platform for communication and dissemination within INGENIUM while fostering collaboration among its partners.

Each of these objectives corresponds to each one of the first tasks of the WP (task 3.1 INGENIUM Website and Online communication tools, and task 3.2 INGENIUM IT Infrastructure and services).

The continuous progress achieved in the implementation of task 3.1 is evidenced by the timely completion of the discussion, development, and implementation of the INGENIUM Website structure. Upgrades and routine maintenance checks were conducted to ensure its optimal performance and reliability. A dynamic map plugin was installed, introducing interactive visualisation of partner locations and project activities to improve user engagement and navigation. To support ongoing improvements, a dedicated subsite (drawer) was developed to promote the 10 Days of INGENIUM, which included content adjustments to feature relevant information, programmes, and events. Trilateral meetings (WP1+WP3+WP10) were conducted to establish a clear and effective process for website content management and the responsibilities of the involved Work Packages. This collaborative approach has been

instrumental in defining and refining roles and responsibilities. This reflects a commitment to constant enhancement and effective communication.

Regarding task 3.2, throughout year 2024, regular development, updates, performance optimisation, technical support and backups of the INGENIUM platforms have been carried out (Website, Repository, Webmail, etc.). Furthermore, comprehensive security measures have been implemented across all platforms, and a systematic process has been established for regular checks and updates. Efforts to ensure secure, reliable operations remain ongoing, with continuous monitoring and prompt issue resolution to sustain uninterrupted functionality. In addition, new hardware resources have been integrated into the INGENIUM infrastructure at the UoC data centre to enhance overall performance and capacity.

Regarding task 3.3, a new template was applied to the INGENIUM Education Platform (IEP), based on Moodle, with test content uploaded to verify its functionality. To allow familiarization with the platform, all partners received local accounts to the IEP. In 2024 all the the necessary actions have been completed for the authentication of the users of the IEP through the SAML2 protocol using the accounts of 8 out of 10 institutions participating in INGENIUM. A questionnaire was prepared to gather specific prerequisites from each partner university regarding the modules, courses, and programmes to be hosted on the IEP. Efforts to develop and optimise educational platforms continued with discussions focusing on defining key features, user requirements, and implementation timelines for the PhD Scholarship and Educational Platforms. The Educational Lab and PhD Scholarships platforms were published, making them fully operational for educational and research support. A meeting with the local development team overseeing the INGENIUM Education Platform addressed progress, implementation timeframes, and overall assessments. The Digital Wellbeing course was launched in September 2024 through the IEP. Technical support was provided to set up professor and student accounts, inserting more than 70 users from across the Alliance. Comprehensive guidance on platform usage was shared, and ongoing support was made available through the helpdesk.

Illustration 3. The INGENIUM Educational Platform landing page



Deliverable 3.3 – *INGENIUM Platforms* was produced, approved by the INGENIUM Steering Committee, and delivered on the scheduled date (M24).

During this reporting period, the development process for Deliverable 3.4 - *Open Data & Open Science Repository* was completed; ongoing considerations regarding potential adjustments and modifications will continue. The due date for Deliverable 3.4 was extended from M18 to M21. This extension is intended to enhance the existing system with additional functionalities rather than to develop new features. Research was undertaken to identify a platform that better aligns with the updated partner requirements. Two potential platforms were selected and installed for evaluation. A questionnaire was developed to facilitate user testing, with demo accounts provided to gather feedback and determine the most suitable platform to replace the initially proposed one. Finally, Deliverable 3.4 - *Open Data & Open Science Repository* was approved by the INGENIUM Steering Committee and delivered on the scheduled date (M21).

Overall, the implementation of WP3 is progressing according to the initial timeline. However, further research and development are required for several key aspects, including the Open Data & Open Science platform, the configuration and distribution of open badges, or the student registry, among others.

Table 4. WP3 Meetings

Activity	Place	Date
LMS platforms WG3 meeting	On-line	25/01/2024
WP3 meeting	On-line	14/03/2024
Website update on 10 Days of INGENIUM trilateral meeting (WP1, WP3, WP10)	On-line	24/04/2024
WP3 meeting	On-line	03/05/2024
WP3 + WP4 meetings	Iași	21/05/2024 - 23/05/2024

WP3 meeting	Iași	22/05/2024
WP10 + WP3 + C.O. meeting	Iași	23/05/2024
WP3 meeting presentation of Deliverable 3.3	On-line	12/12/2024

WP4 - The INGENIUM European Campus

Duration	Leader	Objective
M6-M30	HKA	Promote and support student and staff mobility

Throughout 2024, the partners worked closely together to advance the objectives of WP4. Substantial progress was made in establishing the INGENIUM European Campus by advancing frameworks for collaboration, academic mobility, and joint programmes under WP4. While some tasks faced initial delays, the year saw consistent advancements.

On Task 4.1 “Organising the IEC Faculty early delays stemming from the late nomination of the Academic Committee were overcome by May 2024, when the Committee convened for its inaugural meeting. Despite this slow start, significant progress was made once the Committee convened. The Academic Committee adopted its terms of reference and began integrating quality assurance processes into Junior and Senior Schools. Hosting partners are now required to submit topics and provisional program outlines to the committee for approval. Meetings held in the latter part of the year introduced an approval process for future Junior and Senior Schools, emphasizing collaboration and structured oversight. These steps have reinforced the role of the IEC Faculty as a cornerstone of the European Campus.

Under Task 4.2 “Establishing the INGENIUM Open Degree Framework,” progress culminated in the approval and publication of the INGENIUM Pathway Framework by December 2024. Early in the year, discussions during in-person meetings in Crete and TUIASI laid the groundwork for the framework, with partners contributing insights and ideas. A concept paper was developed in the first half of the year, which evolved into the final framework following extensive collaboration within working groups and feedback from the Academic Committee and the ISC. The finalized framework provides a structured approach to integrating open degree elements into national programmes and establishes a unified vision for pathways across the Alliance. Preparations are now underway to develop strategies for implementation.

On Task 4.3 “Establishing INGENIUM Joint Programmes” significant headway was made, maintaining its lead ahead of schedule. Early in 2024, six proposals for study programmes and four for Blended Intensive Programmes (BIPs) were distributed, resulting in three successful BIPs. These included programmes on “Greening the University,” led by MUS, and “Engagement in the INGENIUM Alliance,” hosted by UNIOVI. The latter, which intertwined two BIPs, attracted broad participation, with 25 students and 21 staff members from seven partner universities exchanging ideas on strengthening the alliance. Proposals for joint master’s programmes in areas such as Computational Cognitive Science, Archaeology, and Chemistry were also introduced, alongside innovative offerings like “Borderless Filmmaking.” By the year’s end, progress had been made on multiple joint programmes, including those in Sustainable Development, Advanced Practice Nursing, and Chemical and Biochemical Process Technologies. The Erasmus Mundus EU4M joint program, involving three INGENIUM partners, was approved by the European Commission, marking a significant milestone for the

Alliance. Networking events, such as COIL sessions hosted by HKA, facilitated connections among lecturers to promote collaboration and expand joint offerings.

Task 4.4 “Promoting Academic Mobility that is Inclusive and Green” surpassed its original timeline, achieving notable progress in 2024. An extensive survey on student motivation for mobility, based on research from the German national Erasmus agency, was tested with HKA students in early 2024, and insights from this survey informed the development of mobility strategies and highlighted areas for improvement. HKA completed its preparatory language and culture course blueprint in June. Additionally, green mobility initiatives were actively promoted through collaboration with Interrail and ESN, culminating in a lucky draw for Interrail Global Youth passes in June. By the second half of the year, Erasmus Coordinators’ meetings facilitated discussions on mobility promotion, resulting in new initiatives such as lunch sessions to showcase mobility opportunities at each partner university. Virtual mobility also expanded through online courses like MTU’s Innovative Product Development module.

On Task 4.5 “INGENIUM Winter/Summer Schools,” the year unfolded as planned, with two Winter Schools held in Crete and Cork and two Summer Schools in Iasi and Rouen. These events provided enriching academic experiences for students and staff, with evaluations conducted to gather insights and refine future editions. Efforts in the second half of the year focused on formalizing recognition for participation, including the development of digital badges and certificates. These recognition mechanisms are being integrated into school programmes to provide participants with tangible validation of their achievements.

WP4 achieved a critical milestone of the project, the regulation of the INGENIUM European Campus, marked by the approval of the INGENIUM Pathway Framework in December. This comprehensive document, which was the product of extensive consultations and collaborative refinement, lays out the principles, structures, and processes for creating flexible and inclusive degree pathways across the alliance. Its approval by the Steering Committee and subsequent publication represents a defining moment for the European Campus, establishing a blueprint for the implementation of open degree elements in national programmes.

Moving forward, WP4 is well-positioned to achieve its planned objectives on schedule. Both Deliverable 4.1, the Joint Programmes Report, and Deliverable 4.2, the Mobility Report, are progressing as planned, with substantial groundwork already completed. The coming year is expected to build on the strong foundation established in 2024, with a focus on implementing the INGENIUM Pathway Framework across partner universities, finalizing additional joint programmes, and expanding mobility initiatives.

Table 5. WP4 Meetings

Activity	Place	Date	Task
WP4 Plenum Meeting	On-line	19/01/2024	
WP4 Plenum Meeting	On-line	23/02/2024	
WP4 Plenum Meeting	On-line	15/03/2024	
WP4 WG Meeting	In person	06-07/02/2024	4.3. Joint Programmes and QA
WP4 WG Meeting	On-line	20/02/24	4.3. Joint Master Programme: Psychology and Well-Being
WP4 WG Meeting	On-line	23/02/24	4.3. Joint Master Programme: International and Transportation Law (UdA & URN)

WP4 WG Meeting	On-line	25/03/2024	4.3. Open Badges
WP4 WG Meeting	On-line	08/03/2024	4.4. Erasmus Coordinator and IPC Meeting in Karlsruhe
WP4 WG Meeting	On-line	04/03/2024	4.5. Subgroup Junior and Senior Schools
WP4 WG Meeting	On-line	15/04/2024	4.3. Joint Master Programme: Computational Cognitive Science (UdA, HIS, UoC)
WP4 WG Meeting	On-line	17/04/2024	4.3. Joint Master Programme: Archaeology (UdA, MTU, UNIOVI, URN UoC)
WP4 WG Meeting	On-line	17/04/2024	4.3. Joint Master Programme: Chemistry (URN, UdA, UNIOVI, UoC)
WP4 WG Meeting	Online	22/04/2024	WP4 WG Meeting
Webinar	On-line	19/04/2024	4.3. European Degree Package
WP4 WG Meeting	On-line	18/04/2024 08/05/2024 13/05/2024 15/05/2024 16/05/2024	4.2. Pre-discussions on Open Degree Framework between WP4 Leader and WP4 coordinators individually
WP4 WG Meeting	Online	22/04/2024	WP4 WG Meeting
WP4 Plenum Meeting	On-line	26/04/2024	
BIP meeting	In person	13-17/05/2024	4.3. How to “green” the university (MTU)
WP4 Plenum Meeting	On-line	17/05/2024	
WP4 WG Meeting	In person	21-23/05/2024	4.1., 4.2., 4.3. WP4 representatives and Academic Committee meeting in Iasi
WP4 WG Meeting	In person	22-23/05/2024	4.1. Academic Committee meeting
BIP meeting	In person	24-28/06/2024	4.3. Engagement in the INGENIUM Alliance (UNIOVI)
WP4 Plenum Meeting	On-line	21/06/2024	
WP4 WG Meeting	On-line	10/07/2024	4.3 Master in Sustainable Development and Circular Economy (TUIASI, HIS, URN, HKA)
WP4 Plenum Meeting	On-line	26/07/2024	
WP4 Plenum Meeting	On-line	20/09/2024	
Academic Committee Meeting	On-line	02/10/2024	Approval process of Junior and Senior Schools, discussion of Open Degrees and joint programmes guidelines.
WP4 WG Meeting	On-line	02/10/2024 04/10/2024 05/11/2024 26/11/2024	4.4. Open badges
WP4 Plenum Meeting	On-line	25/10/2024	
WP4 Plenum Meeting	On-line	15/11/2024	
WP4 WG Meeting	On-line	15/11/2024	4.2. Discussion of the draft Open Degree Framework
WP4 WG Meeting	On-line	15/11/2024	4.5 Junior and Senior school
WP4 WG Meeting	On-line	27/11/2024 11/12/2024	4.4 Lunch sessions to promote each partner university for long-term mobilities (HIS, URN)
WP4 Plenum Meeting	On-line	06/12/2024	

WP5 - INGENIUM for innovative teaching and lifelong learning

Duration	Leader	Objective
M6-M36	XAMK	Boosting the development and transfer of innovative teaching and learning methodologies

In 2024, Work Package 5 made significant strides in advancing the objectives of the INGENIUM Alliance, focusing on staff training, innovative educational practices, and the development of micro-credentials for lifelong learning. The year was marked by the successful implementation of key events and initiatives, ongoing collaboration among partners, and steady progress in deliverable preparation.

Under Task 5.2 “INGENIUM Staff Academy,” the second and third editions of the Staff Academy were held in February in Rethymno (Crete) and May in Iasi (Romania) during the 10 Days of INGENIUM, respectively. These events attracted over 70 participants and featured a range of presentations, workshops, and discussions on best practices in higher education. Post-event materials, including videos and presentations, were made available on the INGENIUM website and YouTube channel. The Staff Academy also launched a series of webinars, with sessions in March, April, May, and October, focusing on pedagogical innovation and digital education tools. By the end of the year, preparations for the fourth edition, scheduled for February 2025 in Finland, were underway, with marketing efforts and a call for participants actively promoted.

Task 5.3 “INGENIUM Education Lab” made substantial progress throughout 2024, integrating efforts from both halves of the year. In the first quarter, a working group established a preliminary plan, schedule, and definition for the Education Lab, supported by an inventory of existing labs across partner universities. This inventory, which outlined common practices, regulations, and competition guidelines, was approved during the Innovation Committee meeting in May and subsequently made public via the INGENIUM website. The second half of the year focused on further refining and implementing these plans. The platform for joint project proposal submissions went live in September, supported by marketing webinars and calls targeting partners. A major highlight was the planning of the Best New Media Teaching Practice competition, set to launch in 2025, which aims to recognize innovative approaches to teaching with new media. Efforts to enhance the Education Lab’s accessibility and visibility, including webpage updates and promotional materials, were coordinated throughout the year.

Illustration 4. INGENIUM Staff Academy Session

Task 5.4 "INGENIUM Micro-Credentials and Materials for Lifelong Learning" progressed consistently in 2024, laying the foundation for innovative educational opportunities within the INGENIUM Alliance. In the first half of the year, a working group developed three essential draft documents: guidelines for accessibility of educational materials and learning platforms, quality criteria for Open Educational Resources (OER), and the INGENIUM Micro-Credential Descriptor. These drafts were presented at the Innovation Committee meeting during the 10 Days of INGENIUM in May and received approval for further implementation. Additionally, discussions with local working groups and other WP teams focused on integrating micro-credentials into joint programmes and aligning them with digital platforms like the LMS. Coordination support for material production and pedagogical guidance was initiated, including the planning of an online course for course creators. In the second half of the year, efforts concentrated on finalizing Deliverable 5.7, "INGENIUM Micro-Credentials and Materials," which was submitted in December. Webinars and surveys engaged stakeholders, promoting a unified approach to micro-credential development across partner institutions. Collaborative discussions within the Quality Assurance and Innovation Committees addressed challenges such as aligning diverse educational standards and standardizing terminology. These steps ensured the consistent quality and accessibility of lifelong learning initiatives across the alliance.

Throughout the year challenges arose, particularly in ensuring broad participation in decision-making processes and standardizing terminology for micro-credentials. Steps were taken to address these issues, including regular Innovation Committee meetings and the nomination of Innovation Leaders to facilitate coordination within partner universities. Overall WP5 successfully met its deliverables in 2024, achieving several key outcomes:

- Deliverable 5.3 Staff Academy Workshops 1: submitted in May 2024, a report covering the first edition of the Staff Academy in June 2023 in Chieti-Pescara (Italy) during the 10 Days of INGENIUM

- Deliverable 5.4 Staff Academy Workshops 2: submitted in October 2024, a report covering the second and third editions of the Staff Academy in February in Rethymno (Crete) and May in Iasi (Romania) during the 10 Days of INGENIUM.
- Deliverable 5.7 Micro-Credentials and Materials: submitted in December 2024, this deliverable provided guidelines for accessible educational materials, quality criteria for open educational resources (OER), and a descriptor for INGENIUM micro-credentials.

Table 6. WP5 Meetings

Activity	Place	Date	Task
WP5 WG Meeting	On-line	10/01/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	21/02/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	13/03/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	11/01/2024	5.2. Staff Academy presenters' Teams meeting
WP5 WG Meeting	On-line	10/04/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	23/04/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	08/05/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	12/06/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	25/04/2024	5.2. Staff Academy presenters' Teams meeting
WP5 WG Meeting	On-line	11/09/2024	5.1. Innovation Committee
WP5 WG Meeting	On-line	13/11/2024	5.1. Innovation Committee
Webinar	On-line	09/04/2024	5.2. INGENIUM Staff Academy Webinar
Webinar	On-line	16/05/2024	5.2. INGENIUM Staff Academy Webinar
Workshop	On-line	03/04/2024	5.3. Education Lab workshop

WP6 - INGENIUM for research

Duration	Leader	Objective
M6-M42	Ud'A	Enhance research, research collaboration and internationalisation across the Alliance.

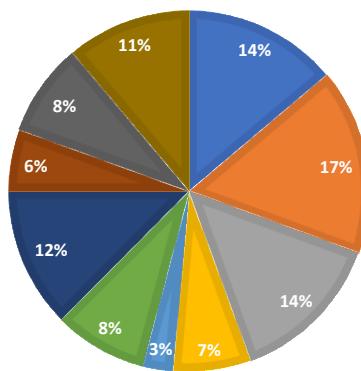
In 2024, Work Package 6 achieved significant progress in fostering collaboration, advancing research initiatives, and developing joint educational programmes among INGENIUM universities. The work package adhered closely to its planned timeline, despite challenges that required strategic adjustments.

Task 6.2 “Joint Doctorate Programmes and Joint Supervision of PhD Theses” saw substantial progress in defining frameworks for collaboration. A meeting was held in Cork on February 15th during the 10 Days of INGENIUM, where the potential to establish Joint PhD programmes and the national regulations for joint PhD programmes was discussed. Additionally, a glossary was drafted with definitions of the various terms associated with joint, double, and multiple PhD programmes, as well as co-supervision. On the second half of the year, five thematic areas for joint PhD programmes were proposed, and partners were encouraged to express interest and nominate representatives to refine program details. Meetings in October and November provided updates on expressions of interest and facilitated discussions on drafting collaboration agreements. A dedicated workshop planned for the INGENIUM Days in Oviedo in February 2025 will further advance these efforts and solidify governance commitments.

Under Task 6.4 “INGENIUM Research Groups”, the year began with the launch of the first research group call, which attracted 42 eligible proposals. Of these, 20 projects were funded,

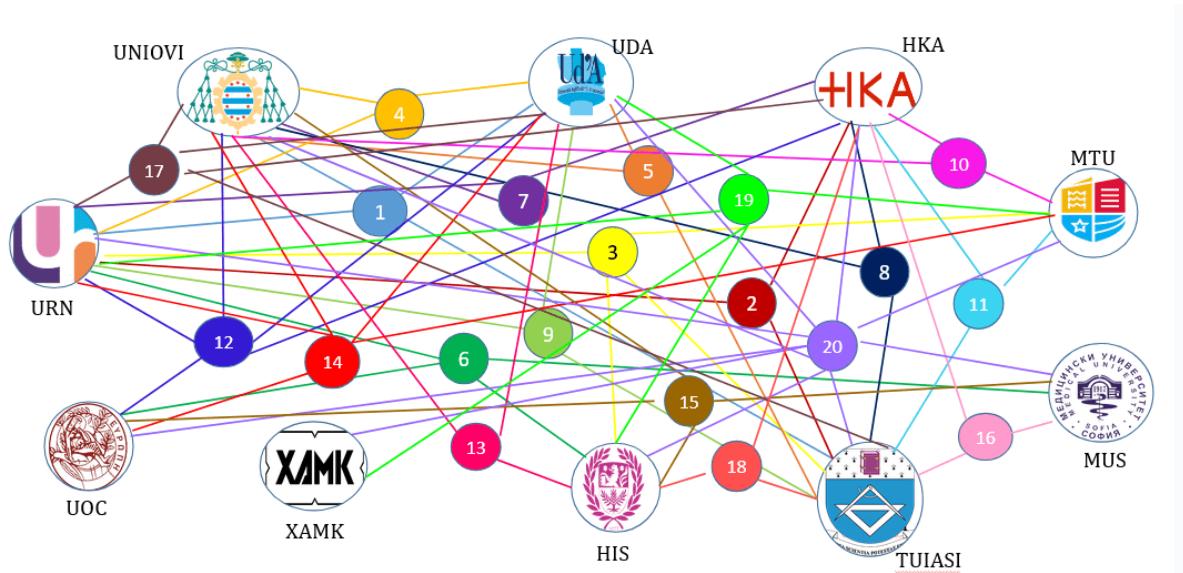
including two with budget remodulations, reflecting the strong engagement and collaborative potential across partner institutions. The following graph shows the partner engagement in the 20 funded projects:

■ UDA ■ UNIOVI ■ URN ■ UOC ■ XAMK ■ HIS ■ TUIASI ■ MUS ■ MTU ■ HKA



Evaluators' feedback and project rankings were shared with applicants, alongside timelines and deliverable requirements, which include two 5-minute videos: one highlighting the problem addressed by the projects (due October 2024) and another showcasing the achievements and successful collaboration among INGENIUM partners (due June 2025). These deliverables were designed to enhance transparency and visibility, with the first set of videos collected on its due date and incorporated into a new section of the INGENIUM website. Improvements to future calls, including refined evaluation guidelines, clearer templates, and pre-defined partner budgets, were identified during the review process.

Illustration 5. Building connections between research groups



Task 6.5 "PhD Scholarship for Talent Attraction and Mobility" advanced significantly during the year. The INGENIUM PhD Scholarship Program call was finalized mid-year and launched on September 30th. The call included a detailed application process, eligibility criteria, and an evaluation framework supported by a custom-built submission platform. While the program successfully established a framework for talent mobility, the number of applications fell short of expectations. Contributing factors included insufficient dissemination within partner institutions and restrictions on applicants receiving other EU fellowships. To address these

challenges, WP6 leadership emphasized enhanced promotional efforts and clarified funding eligibility. A dynamic map of INGENIUM research labs, developed in collaboration with WP10, was also launched. This tool highlights labs willing to host PhD candidates and serves as a valuable resource for prospective applicants. Partner universities actively contributed by submitting detailed forms on available hosting opportunities throughout the second half of the year.

Beyond these strategic initiatives, WP6 contributed to outreach and engagement activities, such as the European Researchers' Night, through Task 6.5. A collaborative game titled InTenCities was developed, underscoring the alliance's commitment to raising awareness about its goals and fostering public engagement.

Despite these achievements, challenges persisted, including delays related to leadership changes within partner institutions and the slow pace of securing governance approval for joint PhD programmes. These hurdles underscored the importance of consistent communication and strategic planning. WP6 leadership proposed structured engagement strategies to address these issues, ensuring alignment and continuity in ongoing activities.

Concerning the deliverables related to WP6, they both remain on track for completion, with no significant delays anticipated for D6.2 "Report on INGENIUM research activity" and D6.3 "Science Factory Implementation Report", both scheduled for 2026.

Table 7. WP6 Meetings

Activity	Place	Date	Task
WP6 Plenum Meeting	On-line	12/01/2024	IRSB Meeting
WP6 WG Meeting	On-line	02/02/2024	With contact persons of each University
WP6 Plenum Meeting	In person	15/02/2024	IRSB Meeting
WP6 Plenum Meeting	On-line	29/04/2024	IRSB Meeting
WP6 Plenum Meeting	On-line	16/05/2024	IRSB Meeting
WP6 Plenum Meeting	On-line	14/06/2024	IRSB Meeting
WP6 Plenum Meeting	On-line	12/07/2024	Task 6.5 Call for INGENIUM PhD Scholarships
WP6 Plenum Meeting	On-line	13/09/2024	Task 6.5 Call for INGENIUM PhD Scholarships
WP6 Plenum Meeting	On-line	25/10/2024	Tasks 6.2, 6.4, 6.5
WP6 Plenum Meeting	On-line	08/11/2024	Task 6.2 Joint/Double PhD programmes
WP6 Plenum Meeting	On-line	13/12/2024	Tasks 6.2, 6.5

WP7 - INGENIUM for Sustainable Development

Duration	Leader	Objective
M10-M42	HS	Ensure the contributions of the Alliance towards the SDGs and the European Green Deal

The INGENIUM Alliance considers sustainability as a transversal and paramount element in all activities carried out under the European University grant and to be embedded in all joint activities. In April 2024, the ISC approved the SDG/EGD and Global Partnership Agenda (Deliverable 7.1). The integration of the policy recommendations contained in this deliverable throughout INGENIUM's work will be monitored by the Sustainable Development Committee. Despite the progress, WP7 faced challenges such as engaging all partners in sustainable development activities and the need for institutional transformation to implement the

SDG/EGD and Global Partnership Agenda. Efforts to raise awareness and integrate sustainable development into all INGENIUM work packages and activities were ongoing.

The WP7 working group offered the opportunity to partners to share their best practices related to sustainable development in education, research, campus activities, and student initiatives. Some of these good practices were selected for inclusion on the INGENIUM website. The integration of sustainable development in education and the engagement of students and staff was specifically discussed. The WP team also had the opportunity to meet in person during the 10 Days of INGENIUM, organizing several field trips and excursions linked to sustainable development in Tralee.

One of the major outcomes of the WP7 working group has been the development of SDG (Sustainable Development Goals) course modules. The structure and format of the SDG course modules have been agreed upon, which will include interactive sections where educators can integrate their own teaching programmes, ensuring a flexible approach. A general module is foreseen, along with 10 modules related to the different global challenges and transitions identified in the UN SDG Agenda.

The first general module, aimed at different target groups and highlighting the three dimensions of sustainable development (environmental, social, and economic) is being developed by a working group of HS, URN, Ud'A and MTU and is expected to be ready by January 2025. Additionally, seven other working groups began developing their modules, with the goal of creating interactive and flexible content for integration into teaching programmes.

HS organized a small survey conducted by students who interviewed several teachers about how they would like to use the course modules. A game jam was organised by HS on December 9-10, 2024, where 60 students from three countries developed interactive teaching materials related to sustainable development. These materials were intended for use with the SDG course modules.

WP7 has placed a strong emphasis on student engagement through various events and initiatives. The Student Sustainability Board has been launched and has commenced its tasks, providing their feedback on different activities and outcomes, beginning with the SDG/EGD and Global Partnership Agenda, and further on plans for the game jam, sustainability week, and the development of interactive course materials, as well as generating proposals for activities in 2025.

Illustration 6. A Week of Sustainability at INGENIUM Universities



Other actions related to sustainability have been carried out jointly by the partners:

- The INGENIUM Sustainability Hackathon was organized on April 17-18, and its report was approved by the Steering Committee to be submitted as deliverable.
- A Climate Action workshop was organized by HKA and HS for all INGENIUM students in the framework of Task 7.4. Some difficulties were encountered in engaging students in this type of activity, as the differences among academic calendars have proven challenging in attracting attendees.
- The first INGENIUM Sustainability Week was held in week 42, featuring a range of hybrid and local activities. These included online presentations, webinars on topics like circular bioeconomy and student wellbeing, and local events such as yoga lessons and clean air day. Almost all partners participated in this week, contributing to its success.
- Six Challenge Labs workshops were held in the last quarter, covering topics related to the UN great transitions. These workshops provided students with 1.5 credits upon completion and involved presentations from researchers and external partners.
- TUIASI has proposed a Joint Master programme on Sustainable Development. several partners have expressed interest on the initiative, which is being developed.
- The CisBi (acronym for Circular Bioeconomy) research group, involving TUIASI, HKA, and HS, conducted a questionnaire to map competencies regarding circular bioeconomy. The group met at HKA in December to analyse the results and discuss future steps, including potential research proposals.

Table 8. WP7 Meetings

Activity	Place	Date
WP7 WG Meeting	On-line	09/01/24
WP7 Plenary Meeting	On-line	11/01/24
WP7 WG Meeting	On-line	24/01/24
WP7 WG Meeting	Cork	15/02/24

SSB Meeting	On-line	12/03/24
WP7 Plenary Meeting	On-line	14/03/24
WS on Climate Action	On-line	21/03/24
SSB Meeting	Online	09/04/24
WP7 Plenary Meeting	On-line	11/04/24
Hackathon	Rouen	17/04/24
WP7 Plenary Meeting	On-line	16/05/24
WP7 Plenary Meeting	On-line	13/06/24
Meeting Student Sustainability Board	On-line	05/09/24
WP7 Plenary Meeting	On-line	12/09/24
WP7 Plenary Meeting	On-line	17/10/24
INGENIUM Sustainability Week	On-line	Week 42/24
WP7 Plenary Meeting	On-line	14/11/24
Meeting Student Sustainability Board	On-line	26/11/24
Game Jam	On-line	09-10/12/24
WP7 Plenary Meeting	On-line	12/12/24
Challenge Labs Workshops	On-line	Q4/24
Joint Master on Sustainable Development Meetings	On-line	Throughout Q4/24
CisBi Research Group Meeting	On-line	12/24

WP8 - Entrepreneurial INGENIUM

Duration	Leader	Objective
M8-M36	MTU	Increase the entrepreneurial character of the Alliance

During 2024, the partner universities have been cooperating to enhance the entrepreneurial character of the Alliance and to exchange experiences on boosting entrepreneurship among students and staff. One of the key outcomes from the reports produced and from the meetings held is the awareness that entrepreneurship is not a central function in most universities and is underfunded and under resourced in most of the INGENIUM partners. That makes difficult sometimes for WG members to access experts in the Universities to input to WP activity and has resulted in frequent change of the staff involved in the WG activities, which has been somewhat problematic.

Notwithstanding such drawbacks, the WG has kept a continuous and intense activity, meeting regularly throughout the year. On top of managing the WP and producing the deliverables programmed, the meetings were used to exchange experiences, to understand the different approaches to entrepreneurship within the partner Universities and, in some of them, to raise the awareness of university staff on this issue. The WG has devised a biannual timetable to complete all WP deliverables.



Although cooperation was difficult at times due to the tight deadlines, continuous change of personnel and general heavy workload, the WP has been able to stick to the timeline and deliver as expected:

- The Interim Report on Transnational Incubation and Acceleration programmes (Deliverable D8.3) which was previously submitted in December 2023 was redrafted in a new template and resubmitted in May 2024, sets out a clear strategy and objectives that will be contained in the final version of the report due to June 2025.
- The Interim Report on the delivery of INGENIUM entrepreneurship training courses to staff and students at all universities in the Alliance (Deliverable D8.1) was delivered in March 2024. The final report is expected by September 2025. In the meanwhile, the WG has set the indicators and objectives to monitor the progress required.

Moreover, the WG team has gone well beyond the initial expected tasks to share good practices in measures to promote entrepreneurship among students and staff and on the strategic approach needed to build entrepreneurial universities. The involvement of senior management is key to progress this area for the INGENIUM alliance, which is an increasingly important function of Universities.

In summary, the WP8 activities in 2024 have been characterized by a strong focus on staff and student entrepreneurship, the development of digital learning resources, forward planning for future events and initiatives. Main topics on which the WG has been elaborating over the year were:

- HEInnovate tool. This tool facilitates the monitoring and innovation of entrepreneurial activities within the Alliance. An online capacity-building workshop dedicated to HEInnovate was organized early in the year by MTU, to explore the potential of the HEInnovate self-reflection tool for Higher Education Institutions to highlight key areas for improvement. The WP8 aims to benchmark partners in Q2 2024 and again in two years to track the entrepreneurial and innovative progress of the Alliance.
- Business Model Canvas (BMC) for staff and students. A workshop on the Business Model Canvas (BMC) for staff and students was organized during the Junior Winter School at the 10 Days of INGENIUM in Cork. MTU completed the development of the Business Model Canvas Digital Learning Resource and partners have been asked to explore the implementation of this resource at their own universities. A public launch is planning for 2025. Synergies have been established with WP5, to turn the resulting in a BMC Digital Learning Resource for INGENIUM students as pilot programme on the INGENIUM LMS.

- Transnational Incubation and Acceleration programme. A working group of UNIOVI, MTU, and UOC is developing a framework for a pilot Transnational Incubation and Acceleration programme targeting early-stage start-ups and spin-offs promoted by INGENIUM staff. During the Junior Winter School, a session on Incubation and Accelerator delivery was organised.
- Exchange of good practice on staff entrepreneurship. Two of the WG meetings were dedicated to this topic, with URN and UdA sharing their experiences.
- Women's Entrepreneurship. An online webinar was organised on November 19th to mark International Women's Entrepreneurship Day and is planning another event for International Women's Day on March 8th, 2025.

Partners carried out other actions under this WP. MTU has called partners to become involved in the MTU Innovation Challenge 2025. HKA presented case studies on spin-outs and collaborative research at the Transfer Fair hosted by HKA for regional industries. A master's thesis analysing INGENIUM Entrepreneurial Ecosystems was developed. A presentation on Entrepreneurial INGENIUM was delivered to undergraduate students attending teambuilding exercises and the INGENIUM Hackathon. Coordinated by HS, six partners collaborated in an EIT HEI Initiative Call for Proposals 2024: Eco-GENIUM (Eco-driven Digital and Manufacturing Innovation and Entrepreneurship for INGENIUM Alliance).

Table 9. WP8 Meetings

Activity	Place	Date
WS on HE Innovate	On-line	26/01/24
WP8 WG Meeting	Cork	14/02/24
WP8 WG Meeting	On-line	29/04/24
WP8 WG Meeting	On-line	17/06/24
WS on BMC	Cork	14/02/24
WS on Incubation Delivery	Cork	14/02/24
WP8 WG Meeting	On-line	23/09/24
WP8 WG Meeting	On-line	21/10/24
Staff & Student Entrepreneurship Collaboration Meeting	On-line	07/11/24
Staff Entrepreneurship Initiative Meeting	On-line	11/11/24
Supporting External Entrepreneurship Webinar	On-line	19/11/24
WP8 WG Meeting	On-line	02/12/24
Staff Entrepreneurship Initiative Meeting	On-line	11/11/24

WP9 - INGENIUM for Non-discriminatory and Socially Engaged Higher Education

Duration	Leader	Objective
M1-M48	URN	Build a more inclusive, open, and socially engaged higher education

In 2024, Work Package 9 achieved significant progress in advancing the objectives of the INGENIUM Alliance toward creating a non-discriminatory and inclusive higher education system.

Under Task 9.1, a major milestone was the drafting of the **INGENIUM Action Plan for Equity and Inclusion**. Developed by the 9.1 group and informed by workshops held during the

INGENIUM Days, this strategy outlines various forms of discrimination and barriers faced in higher education institutions. It also proposes concrete measures and actions to foster inclusivity. The signing of the Equity and Inclusion Charter by the ten Presidents of the INGENIUM universities underscored the alliance's commitment to an inclusive university environment.

Task 9.2 also advanced steadily in 2024. The 9.2 task force—**INGENIUM for a Better Integrated and Inclusive Educational System**—facilitated discussions aimed at strengthening cooperation with secondary education. It also prepared a range of activities for the fourth edition of INGENIUM Days (XAMK 2025), including working group meetings, workshops, interactions with local actors, and vocational school visits.

Task 9.3 saw substantial progress throughout the year, integrating efforts from both halves of 2024. Following the submission of Deliverable D9.3 (**INGENIUM Policy on Multilingualism and Intercultural Understanding**), follow-up work commenced across the alliance. Pre-mobility language courses were offered by URN and HKA, while a course on intercultural communication is under preparation and will be available to students in 2025.

Task 9.4 made consistent progress in the first half of the year. The **INGENIUM Strategy for a Healthy Campus** was finalized, and the charter outlining principles and commitments for health and well-being on campus was signed by the rectors of the INGENIUM universities during the alliance council meeting.

The Digital Wellbeing module, developed by MTU, aligned perfectly with the INGENIUM strategy for a healthy campus, advocating for a campus culture that enables health, well-being, inclusion, and equity. It serves as an excellent example of translating theory into practice by taking action to implement the recommendations and guidelines proposed by the group of experts within the WP9.4 task – INGENIUM for a Healthy Campus.

Two important events for WP9 in 2024 were the '**10 Days of INGENIUM**' hosted by MTU (winter edition) and URN (summer edition).

The winter event facilitated in-person meetings and workshops with students and group members, providing valuable input and insights for WP9 strategies and action plans (D9.1 and D9.4).

Organized by URN from May 27–31, the summer event was an excellent opportunity to engage students and staff in activities aligned with WP9 priorities: inclusive education, sports, health, and well-being. The INGENIUM Student Tournament brought together over 100 students from all ten partner universities for sports competitions that mirrored, on a smaller scale, the Olympic Games in Paris. Additionally, the event awarded student participation in the first Inclusion Module—How to Become a Disability Ambassador (developed by URN).

Illustration 7. INGENIUM Student Tournament



Despite its successes, WP9 encountered challenges throughout the year, particularly in managing the differing academic schedules and calendars of partner universities, as well as motivating students to participate in WP9 activities. To address these challenges, a broader timeline for meetings was adopted, reinforced calls and information sessions for students and staff were conducted, and targeted meetings were held with researchers working on inclusive education projects.

Illustration 8. Signature of the INGENIUM Equity and Inclusion Charter



WP9 successfully met its deliverables for 2024, achieving several key outcomes:

- Deliverable 9.1: INGENIUM Action Plan for Equity and Inclusion (including the INGENIUM Equity and Inclusion Charter)
- Deliverable 9.4: INGENIUM for a Healthy Campus: Preliminary Guidelines and Recommendations (including the INGENIUM for a Healthy Campus Charter)

Table 10. WP9 Meetings

Activity	Place	Date	Task
WP9 WG Meeting	On-line	16/01/24	9.1 Plenum
WP9 WG Meeting	On-line	25/01/24	9.4 Plenum
WP9 WG Meeting	On-line	30/01/24	9.3 Plenum
WP9 WG Meeting	On-line	31/01/24	9.2 Plenum
WP9 WG Meeting	Cork	16/02/24	9.1 Plenum
WP9 WG Meeting	On-line	19/03/24	9.2 Plenum
WP9 WG Meeting	On-line	22/04/24	9.2 Plenum
WP9 WG Meeting	On-line	11/01/24	9.1 Subgroup in Socio-economic barriers
WP9 WG Meeting	On-line	25/01/24	9.1 Subgroup 3 in Gender Equality
WP9 WG Meeting	On-line	28/02/24	9.1 Subgroup in Socio-economic barriers
WP9 Workshop	Karlsruhe	7/03/24	9.1 Subgroup in Disability and Age
WP9 Workshop	Karlsruhe	12/03/24	9.1 Subgroup in Gender Equality
WP9 WG Meeting	On-line	14/03/24	9.4 Subgroup 1
WP9 WG Meeting	On-line	14/03/24	9.4 Subgroup 2
WP9 WG Meeting	On-line	15/03/24	9.4 Subgroup 3
WS on Inclusion and Belonging in HE	Cork	14/02/24	10 Days of INGENIUM
WS on Health and Well-being	Cork	16/02/24	10 Days of INGENIUM
WP9 Meeting with WP5	On-line	20/02/24	
WP9 Meeting with WP7	On-line	07/03/24	
WP9 Meeting with MTU	On-line	31/01/24	9.1 How to become a Disability Ambassador module
WP9 Meeting with TUIASI	On-line	08/02/24	9.1 How to become a Disability Ambassador module
WP9 Meeting with MUS	On-line	23/02/24	9.1 How to become a Disability Ambassador module
WP9 Meeting with MTU	On-line	26/02/24	9.4 Digital well-being module
WP9 WG Meeting	Rouen	29/05/24	9.4 Plenum - 10 Days of INGENIUM
WP9 WG Meeting	On-line	13/06/24	9.2 Plenum
WP9 Meeting with WP7	Rouen	30/05/24	10 Days of INGENIUM
WP9 Meeting with WP4	Karlsruhe	18/06/24	
WP9 Meeting with WP4	On-line	04/07/24	
WP WG Meeting	On-line	25/06/24	9.3 Subgroup on Intercultural Communication
WP WG Meeting	On-line	12/09/24	9.2 Plenum
WP9 Meeting with WP4	Rouen	04/09/24	
WP9 Meeting	On-line	13/09/24	9.3 Subgroup on Intercultural Communication
WP9 Meeting	On-line	18/10/24	9.3 Subgroup on Intercultural Communication
WP9 Meeting with WP5&WP4	On-line	30/10/24	
WP9 Meeting	On-line	14/11/24	9.2 Plenum
WP9 Meeting	On-line	22/11/24	9.3 Subgroup on Intercultural Communication
WP9 Meeting	On-line	10/12/24	9.1 Subgroup - INGENIUM Diversity Week
WP9 Meeting	On-line	12/12/24	9.2 Plenum
WP9 meeting	On-line	13/12/24	9.3 Subgroup on Intercultural Communication

WP10 - Impact and Dissemination

Duration	Leader	Objective
M1-M48	TUIASI	Exploitation and dissemination of activities and results, long-term sustainability of the Alliance.

To fulfil the mandate of the IAC meeting in Cork, the communication and dissemination team led by TUIASI undertook the revision and update of the INGENIUM Dissemination and Exploitation Strategy to enhance its effectiveness, reaching target audiences and maximizing the impact of the Alliance. This involved a thorough review to ensure its alignment with the Alliance objectives and to take advantage of emerging opportunities.

Throughout the year, the reinforced communication team in TUIASI has effectively led the revamping and enhancement of the Dissemination and Exploitation Strategy and of the communication channels and instruments. Also, to further enhance coordination and the consistency of messaging across all partner universities, a dedicated Working Group (WG) of Communication Officers has been established in February 2024. This WG aims to improve the overall fluidity of communication within the Alliance, develop and distribute uniform and coherent communication materials, and foster the exchange of best practices and innovative strategies for effective outreach.

A significant milestone of this process was the conception, development, and successful launch of the new INGENIUM Website (<https://ingenium-university.eu/>). The TUIASI leading team was actively supported by UNIOVI and UoC teams. The coordination between the communication team at TUIASI and the IT team at UoC has been particularly important and challenging in this process. The project aimed at better reflecting the activities of the Alliance to the public, thus, over 50 new presentation pages have been published in 2024. As a result, the following metrics have been recorded for the website: 30,970 total unique visitors, with an average time spent on page of 2m 55s.



As in 2023, the Winter & Summer editions of the 10 Days of INGENIUM served as communication umbrellas for some of the major events scheduled in different work packages: the Junior and Senior School, the Staff Academy, the Research Factory, Sustainability, Entrepreneurship and Inclusiveness seminars and workshops. The 10 Days of INGENIUM provides a unique platform for some of the most important activities of the alliance, bringing together events of different natures, such as meetings of the INGENIUM governing and operational bodies and work packages with student-centred activities such as the junior and senior schools. These helped to create considerable bonds between members of the INGENIUM community that would not have met otherwise. In addition, significant

efforts were made to update the content and design of the section dedicated to the 10 Days of INGENIUM in the official INGENIUM website, adding new pages and subpages to feature information about the events held during this period.



The WP10 team, both the leading team and the other partner communication officers, has started to build momentum in efficiently executing dissemination tasks. The WP10 successfully launched a coordinated Newsletter sign-up campaign in mid-September 2024, which was carried out across the partners' internal channels with the aim of collecting as many subscribers as possible in preparation for the launch of the first INGENIUM Newsletter issue, at the beginning of October 2024. Following the successful coordinated sign-up campaign, the INGENIUM Newsletter managed to collect over 1,000 interested subscribers in just three months, establishing this newly implemented channel as a key component of the Communication Strategy:

- First Newsletter Issue: 724 subscribers.
- Second Newsletter Issue: 948 subscribers.
- Third Newsletter Issue: 1,074 subscribers.

The launch of the Newsletter was quite challenging, with some delays due to technical difficulties in integrating the MailerLite platform with the INGENIUM Website, the Sign-up Campaign was delayed by approximately one month, pushing its readiness to mid-July.

The Alliance communication strategy is also progressing in social media, with the following activity and results:

- **Instagram:** 240 posts, stories, and reels reached 107,161 accounts, with a follower's growth of 581.
- **LinkedIn:** 104 posts generated 136,144 impressions, with a follower's growth of 909.
- **Twitter (X):** 44 tweets were posted. However, due to platform restrictions on analytics, only Premium Accounts (paid subscription) can access detailed data, and therefore, no data is available for this reporting period.

The significant increases in reach and engagement were primarily attributed to the increase in overall online activity, especially during the 10 Days of INGENIUM events, which led to substantial follower retention and engagement. Additionally, 57 news articles were curated and published over the year as part of the content strategy.

Multiple digital and printed materials have been created for various INGENIUM branded and international events, including for the INGENIUM presence at the EAIE Conference, in September 2024. This included the design and production of brochures, branded materials, and promotional items (including eco-friendly notepads, logo stickers, and All4EU flyers). Additionally, a detailed plan was created for booth shifts and presence at the INGENIUM Booth, alongside final text reviews for all materials.

In order to strengthen the technical skills of the COs Work Group in graphical editing tools and website publishing tools, WP10 coordinators organised, in April and respectively in October 2024, two dedicated online practical workshops. This initiative aimed to empower the team with the necessary tools and knowledge to efficiently manage content on the INGENIUM website and social media channels, ensuring smoother collaboration and more effective dissemination of information across the Alliance.

The communication team was in charge of reviewing and updating the formats of deliverables associated with INGENIUM Communication and Dissemination tools. This initiative aimed to streamline processes and improve the quality of shared materials. Furthermore, WP10 developed the Methodology for Continuous Reporting on Communication and Dissemination Activities, aimed at supporting this process across all INGENIUM partner universities, and created standardized working files to streamline and facilitate the reporting. WP10 actively monitored and provided guidance to all partners throughout this reporting period.

Some challenges remain. The complexity of communication channels with ten universities and ten work packages leads to occasional delays in the flow of relevant information for dissemination. The involvement of a large number of decision-makers slows the implementation process, which is an obvious drawback in situations with tight schedules and deadlines. Nevertheless, these challenges present valuable opportunities to refine coordination mechanisms and further enhance the efficiency of future collaborative efforts.

Some proactive measures are being implemented to address these challenges, including encouraging more regular and committed attendance by highlighting the strategic importance of the C.O.s WG in overall INGENIUM success and establishing more robust follow-up mechanisms to ensure meaningful participation and sustained engagement. It is expected that these measures will contribute to strengthen collaboration, increase alignment, and ultimately contribute to the unified and effective dissemination of the Alliance's objectives and achievements.

The overall improvement of the communication outcomes demonstrates the Alliance's commitment to advancing its objectives and maximizing impact through strategic communication and engagement initiatives.

Table 11. WP10 and 10 Days of INGENIUM Meetings

Activity	Place	Date
10 Days of INGENIUM WG	On-line	15/01/24
Joint WP Leaders and WP10 meeting	On-line	17/01/24
WP10 meeting	On-line	22/01/24
10 Days of INGENIUM WG	On-line	29/01/24
WP10 bi/monthly meetings with all Communication Officers	On-line	From 16/02/24

10 Days of INGENIUM WG	On-line	20/02/24
Website expansion Deliverable Ad-Hoc trilateral meeting	On-line	22/02/24
Bilateral Ad-Hoc meeting with every WP Leader and respective C.O. on Web-site content creation and curation	On-line	26/02/24
Bilateral Ad-Hoc meeting with every WP Leader and respective C.O. on Web-site content creation and curation	On-line	10/03/24
Presentation of new Website expansion in WP1 meeting	On-line	10/03/24
10 Days of INGENIUM WG	On-line	12/03/24
Website expansion Deliverable Ad-Hoc trilateral meeting	On-line	15/03/24
WP10 TUIASI team meeting	İaşî	20/03/24
10 Days of INGENIUM organisational meetings at TUIASI	İaşî	01/04/24 & 20/05/24
10 Days of INGENIUM WG	On-line	02/04/24
C.O.s Bilateral Meeting URN + TUIASI	On-line	05/04/24
10 Days of INGENIUM WG	On-line	23/04/24
Website update on 10 Days of INGENIUM trilateral meeting (WP1,WP3, WP10)	On-line	24/04/24
10 Days of INGENIUM WG	On-line	14/05/24
10 Days of INGENIUM at TUIASI	İaşî	20-24/05/24
WP10 meeting	İaşî	21/05/24
WP10 + WP3 meeting	İaşî	23/05/24
10 Days of INGENIUM WG	On-line	11/06/24
WP10 meeting	On-line	27/06/24
10 Days of INGENIUM WG	On-line	02/07/24
Communication Officers monthly meeting	On-line	04/07/24
WP10 + C.O.s Meeting	On-line	18/07/24
WP10+WP6 bilateral meeting	On-line	19/07/24
Communication Officers monthly meeting	On-line	01/08/24
WP10 + C.O.s meeting	On-line	29/08/24
WP10+WP6 bilateral meeting	On-line	02/09/24
Communication Officers monthly meeting	On-line	12/09/24
Communication Officers monthly meeting	On-line	26/09/24
WP10 + WP6 + WP3 trilateral meeting	On-line	27/09/24
WP10 + WP4 bilateral meeting	On-line	30/09/24
C.O.s Web Publishing Tools - WordPress - Online Workshop	On-line	02/10/24
10 Days of INGENIUM WG	On-line	04/10/24
Communication Officers monthly meeting	On-line	10/10/24
WP10 + C.O.s meeting	On-line	24/10/24
WP1 + WP10 joint meeting	İaşî	31/10/24
WP2 + WP10 joint meeting	On-line	06/11/24
Communication Officers monthly meeting	On-line	07/11/24
10 Days of INGENIUM WG	On-line	15/11/24
WP10 + C.O.s meeting	On-line	21/11/24
Communication Officers monthly meeting	On-line	05/12/24
WP10 + C.O.s meeting	On-line	19/12/24
10 Days of INGENIUM WG	On-line	20/12/24

The future ahead: key priorities, main challenges and risks for implementation

While the development of the Alliance has been very positive in all areas in 2024, 2025 will be critical to ensure the Alliance achieve all the objectives set in the INGENIUM grant agreement. At the end of this year there will be only one year left, and it is in the process of establishing a fully-fledged European inter-university campus, as described in the. The alliance will seek to increase impact through progressing in the strategic priorities and increasing the outreach of its activities, trying to benefit as many members of its academic communities as possible.

Some of the key transversal priorities will be:

- **Setting up the INGENIUM European Campus and launching the INGENIUM joint academic offer**

After the expression of interest of several partners in several joint programmes and modules, in 2025 the focus will be on putting them in motion. That will require a combination of academic and administrative work, as well as a complex decision-making process to define the different roles. This will require cooperation from several work packages and bodies in the universities. Creating new joint programmes faces serious challenges due to the different legislation and the accreditation processes, besides the financial requirements of creating new programmes in different countries.

- **Deepening the involvement of university structures in the goals and activities of the Alliance**

The engagement of faculties is considered as one of the priorities of the European Universities call, and an absolute pre-requisite to ensure that the INGENIUM inter-university campus becomes a reality. For INGENIUM to truly become a fundamental part of its partner universities, faculties should integrate INGENIUM in their planning and working dynamics, establish collaborations that go beyond specific activities and, whenever possible, adapting their education offer and processes to facilitate collaboration within INGENIUM.

- **Boosting mobility within the alliance**

With the Erasmus mobility multilateral agreements fully operational, a working group of Erasmus coordinator at each partner university has been created to showcase mobility opportunities across the Alliance, in order to increase the number of students and staff benefiting from mobility between the alliance. There will be strong dissemination efforts and joint work with the student advisory board and other bodies to ensure students and staff are benefitting from the opportunities provided by the alliance. It is expected that a number of blended intensive programmes (BIPs) will be implemented in 2025. It is also expected that the joint academic offer will be available beginning next academic year.

- **Progressing towards the creation of an INGENIUM legal entity**

A number of alliances have already established legal entities for their alliances, and the ongoing work of the policy experimentation projects working on a potential legal status has produced relevant material that can help new alliances like INGENIUM. After exploring the

different options in 2024, the IAC has given a mandate to move forward to create the INGENIUM EGTC.

- **Boosting student participation and engagement.**

INGENIUM is a student-centred European Universities Alliance that does not only consider student as the main target group for its initiatives, but also as a fundamental actor in shaping every area of the alliance. Over the first two years, INGENIUM has worked to establish its student board and develop a number of successful initiatives for students, such as the 10 Days of INGENIUM, challenge labs, joint modules, and many others. However, there is still room for improvement in the way that INGENIUM engages with the student population and the types of opportunities that are provided to students. We plan to work together with the student board to plan a series of action to better engage students across the alliance, and to turn them into active members of the INGENIUM community, promoting student-led projects, reinforcing the student participation structures at local and alliance levels.

- **Boosting the external engagement of the INGENIUM alliance**

The INGENIUM Mission Statement expresses that INGENIUM partners are “closely engaged and integrated with the economic and social development of our territories, many of which are peripheral regions of our countries and in Europe”. During the first two years of INGENIUM have already seen the first examples of successful collaboration with associate partners, with most universities creating different kinds of local committees involving them, as well as including partners in activities such as the hackathon. As INGENIUM is now progressing at full speed, and now opportunities are open as the alliance works to develop its joint education offer, the time is ripe to prioritise associate partner engagement.

- **Active participation in European Higher Education issues**

INGENIUM European University allows partners to amplify their voices and develop a more prominent role at the policy level, trying to influence European discussions and their national and regional implications. In 2025 and the following years, there will be a number of key policy developments in areas such as the future of the EU funding programmes in education and research, the European Degree, the use of micro credentials, the creation of a European legal status for alliances of universities, and many other topics.

- **Set the basis for long term sustainability of the INGENIUM alliance**

As the Alliance activity grows bigger, more staff academics, staff, students and other stakeholders it is in more widely and more deeply. At some point, some WP leaders have reported the involvement of the partners is somehow fading or, at least, is not keeping pace with the progress of the WP. While this has not yet harmed the implementation of the work programme, it may become a risk for the full-fledged deployment of the interuniversity campus and the long-term transformational impact and sustainability of the Alliance.