
ULYSSEUS ACTION PLAN

Deliverable 1.1



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Authors

Melania Rivers and Carmen Vargas



Mission statement

A long sailing trip for shaping
Europe's Future



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(2020-2023)

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Mission statement

1.1. A long sailing trip for shaping Europe's Future

Europe's economic and social prosperity depends on its capacity to innovate and transform, adapting to an ever changing and more competitive environment. Universities should be key actors to provide new solutions to economic, social, and environmental problems, joining forces to create the ecosystems that encourage innovation, research and development (R&D), and entrepreneurship. Accordingly, **Universities should also play a leading role in local and regional development**, contributing to the economic, social, and cultural growth of their communities.

To this end, working together to strengthen human capital, employability, and competitiveness to **prepare the highly skilled European citizens of the future** is a key mission of today's Universities. It is imperative to build up an outward-looking culture of innovation and entrepreneurship, facilitating strong and durable connections between academy, government, industry, civil society, students' associations, etc., all bounded to the environment in order to align educational, research, and knowledge transfer outputs with the society and market needs.

European values of social cohesion and respect to the human rights need to be enhanced to make the most of Universities mission, becoming drivers of excellence and using educational and scientific collaborations among nations to address common problems, and to build constructive international partnerships. European Universities should be open to the world, solidary institutions beyond European borders.



European citizens are asking Higher Education to respond in new ways: the Ulysseus Innovation Ecosystem mixes the knowledge, infrastructure and talent needed to go beyond. Ulysseus is our Alliance response to the United Nations, European, national, regional, and local challenges.

The name of this project, **Ulysseus**, comes from merging **Ulysses + EU**. Ulysses is the hero of Homer's epic poem "The Odyssey", which means a long trip involving many different and exciting activities while searching for something. In this concept, we have found our leitmotiv:

"As you set out for Ithaca hope your road is a long one,
full of adventure, full of discovery."

Excerpt of Ithaca by C. P. Cavafy



Undeterred and audacious like Ulysses in his 10-year journey to Ithaca, our Alliance faces an ambitious **10-year endeavour** that will contribute to **shape the European Higher Education Area** and the **European Research Area**, and hence the future of Europe.

Ulysseus Alliance **vision for 2030** is to develop an **excellency-recognized** and **internationally attractive open to the world, persons-centred and entrepreneurial European University for the citizens of the future.**

The process of transformation towards this European University involves the generation of a both **territorial and digital Innovation Ecosystem**, the Ulysseus Innovation Ecosystem, characterized by:

- An integrative and democratic governance
- The co-creation of education, research, and innovation interlinked activities
- High impact on UN, European, regional, and local challenges
- Strengthened Open Education and Open Science
- Multilingualism and multiculturalism
- Enhanced mobility with automatic recognition

Ulysseus Ecosystem rests on two solid foundations: the **Ulysseus Community**, representing the helix, and including the **6 Alliance partners and 95 associated partners**; and the **Ulysseus Campus**, with three new and innovative joint structures: The Central Management Office, the Digital Platform, and six **Innovation Hubs** (one at each university) aligned with six R&D (specific and transversal) regional and local challenges. The Ulysseus European University gives Higher Education, research, and innovation a crucial role in supporting social cohesion, economic growth and global competitiveness of our cities and regions.

Supported by a Digital Platform and a Central Management Office, Innovation Hubs will be the centre of gravity of partners' collaboration, sharpening the co-creation process for transdisciplinary and challenge-driven education, intertwined with research and knowledge transfer, and the promotion of citizen involvement and European values. The Hubs will count on Joint Research Centres and Incubators, living labs and Open Classes for liaison, brokerage, and joint designing, fostering multistakeholderism and the engagement of citizens.

Understanding our Alliance as one Innovation Ecosystem, developing solutions for specific R&D challenges from Innovation Hubs, is Ulysseus unique and distinguishing feature.

Enhanced mobility within and beyond the campus, a **joint internationalization strategy**, and well-structured sustainability and dissemination plans will help to promote Ulysseus across international borders. Ulysseus **open-to-the-world** model of Alliance will help to pursue the UN Sustainable Development Goals and will promote worldwide human dignity, freedom, democracy, equality, the rule of law, and respect for human rights, including the rights of persons belonging to minorities.

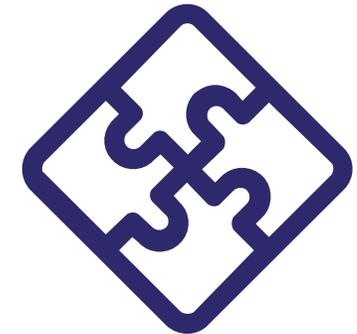


1.2. Ulysseus Crew, The Community Representing the Helix

The Ulysseus Alliance includes **six diverse Universities, solidly involved in the development of their regions and cities**: three comprehensive universities (University of Seville, USE; Université Côte d'Azur, UCA; University of Genoa, UniGe), one technical University (Technical University of Košice, TUKE) and two universities of Applied Sciences (MCI | The Entrepreneurial School®, MCI; Haaga-Helia University of Applied Sciences, Haaga-Helia).

Therefore, the Ulysseus campus will integrate the **four European regions** (according to the categories set by EUROVOC), from the oldest to the youngest, from comprehensive to specialised business and technical Universities; from established, research-based Universities, to experts in entrepreneurship and academic innovation (Table 1).

As an open-to-the-world University, Ulysseus keeps its arms open to new Higher Education institutions that may be incorporated into the Alliance.





	USE	UniGe	UCA	TUKE	MCI	Haaga-Helia	TOTAL in ULYSSEUS
Founded	1505	1481	2020	1952	1995	2007	
Students	71.577	38.540	29.903	9.110	3.400	11.000	163.530
Technical and Administrative Staff	6.857	1.330	1.329	853	46	257	10.672
Academic Staff faculty	4.185	1.224	1.628	851	220	391	8.499
Faculties	26	22	14	9	12	4	87
Research groups	551	158	224	85	11	6	1.035
Science & technology-based companies & partnerships	21	46	10	36	7	115	235
Patents and trademarks	208	91	113	187	6	31	636
Research centres	12	17	7	7	6	6	54

TABLE 1.

Ulysseus universities Facts & Figures

UNIVERSITY OF SEVILLE (USE)

USE is a historic university with strong roots in its city and region, together with powerful international links. It is the second largest university in Spain, with a relevant and robust comprehensive formation and internationally recognized by its academic excellence, research, and technology transfer background.

USE ranks 8th in scientific production and 1st in international patents in Spain, has an extensive offer of international double degrees, both bachelors and masters, and runs 2 Erasmus Mundus Joint master's degrees. USE provides strong expertise in coordinating consortia, both at the research (i.e., H2020) and academic (i.e., Erasmus +) level.



UNIVERSITÉ CÔTE D'AZUR (UCA)

UCA substitutes at the same time to the Université Nice Sophia Antipolis and the Communauté d'Universités et d'Établissements Université Côte d'Azur. UCA is a research-intensive university relying on a strong cluster of Higher Education and research institutions (i.e., Observatory of the Côte d'Azur, CNRS, INRIA, etc.).

The actual UCA model of university relies on transdisciplinary cooperation and coordination between research, training, and innovation, as well as strong and sustained partnerships with private sector entities and local policy makers. In January 2016, Côte d'Azur won a prestigious "IDEX" award from the French government, placing it among the top 10 world-class, comprehensive universities in France. UCA provides its own experience of transforming a campus.



UNIVERSITY OF GENOA (UNIGE)

UniGe is one of the largest universities in Italy. It is located in the Liguria region of north-western Italy and is deeply rooted in the region and in the territory. UniGe is defined by high-level multidisciplinary, multinational educational pathways, research projects and innovation activities, and has active technological transfer.

UniGe provides long-standing expertise in social cohesion, for example its gender equality actions with its Equal Opportunity Committee (EOC), representing a unique case in Italy, and expertise in public engagement empowerment.



TECHNICAL UNIVERSITY OF KOŠICE (TUKE)

TUKE continues in the tradition of technical Higher Education established in Slovakia in the 18th century. Naturally, TUKE closely co-operates with private sector and industrial organizations throughout the region and the Slovak Republic, and it is a leading institution in the field of regional development.

The wide experience in running international double and joint degrees, and the strong background with multidisciplinary and interdisciplinary approach to global problems solving, are key contributions of TUKE to the consortium.



MCI | THE ENTREPRENEURIAL SCHOOL® (MCI)

MCI is a school for business and engineering in Tyrol, Austria. It follows the concept of an Entrepreneurial School covering Higher Education, research, and transfer into practice for management, society, technology, and life sciences. MCI empowers motivated people to achieve outstanding performance, provides profound academic competence and creates innovative know-how transfer within a strong international network. As The Entrepreneurial School®, applied research and development play an important role in fostering the innovative power of local businesses and in ensuring quality in teaching. MCI's strong international network and orientation will foster collaboration beyond the Alliance across the world.



HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES (HAAGA-HELIA)

Haaga-Helia is a strongly business-oriented University of Applied Sciences in Finland that focuses on co-operation, entrepreneurship, innovation, and internationality. Haaga-Helia was founded in 2007 as a result of a merger, but its roots in education date back to the late 19th century.

Haaga-Helia is among the largest business educators in Northern Europe. Through education, research, and development, it prepares professionals for business and services. Haaga-Helia's strategic core competence areas corresponding to the needs of business life are: Business Development, Entrepreneurship, Experiential Service Innovation, Value through Sales, New Emerging Technology, and Transformative Pedagogy.



Ulysseus universities are located **in six EU NTU 2 regions (1) with deep differences in economic growth, competitiveness, innovation performance, and employment rates.** From very competitive regions and strong innovators with Gross Domestic Product (GDP) above the EU average and high employment rates, to much less competitive regions and moderate innovators with GDP below EU average and low employment rates. In addition, Ulysseus countries' scores in the OECD's PISA (2) (for young) and PIACC (3) (for adults) programmes for assessing key skills are aligned with their corresponding economic and competitiveness data. **Ulysseus is socially and economically diverse.**

The Ulysseus Alliance speaks 7 out of the 24 EU official languages, with the four most spoken languages (Spanish, French, German and Italian) covering a native speaker's community of more than 718 million people worldwide. **Ulysseus is multilingual and multicultural.**

This diversity of universities, countries, and regions has helped to **create a complementary, dynamic, and versatile Alliance**, together with **95 associated partners**, to develop an agile, sustainable, and proactive Innovation Ecosystem, which boosts synergies among the four missions of Higher Education institutions: education, research, innovation, and service to society, to address UN, European, regional, and local challenges.

Ulysseus activity will help to decrease EU regional inequalities, strengthening social, economic, and territorial cohesion through education linked to R&D.



(1) The NUTS classification (Nomenclature of territorial units for statistics) is a hierarchical system for dividing up the economic territory of the EU and the UK for the purpose of (i) The collection, development, and harmonisation of European regional statistics (ii) Socio-economic analyses of the regions: NUTS 1: major socio-economic regions; NUTS 2: basic regions for the application of regional policies, NUTS 3: small regions for specific diagnoses; and (iii) Framing of EU regional policies. <https://ec.europa.eu/eurostat/web/nuts/background>

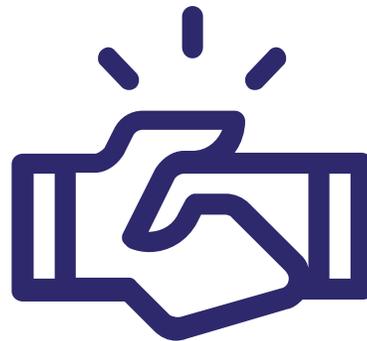
(2) PISA is the OECD's Programme for International Student Assessment. <https://www.oecd.org/pisa/>

(3) Programme for the International Assessment of Adult Competences of the OECD. <https://www.oecd.org/skills/piaac/>

Ulysseus partner universities will not be alone in this trip. It is this Alliance's ambition to create a community where universities (including students and staff), regional and local authorities, business, and citizens, meet to contribute to regional development and to shape the future of the European Higher Education and Research Areas.

The six University partners share a **strong involvement in regional and local development.** Therefore, the Ulysseus Alliance has been built up on our common and complementary strengths (education, research, knowledge transfer, facilities, and key associated stakeholders), aligned with six priorities (R&D challenges) of our regions' smart specialization strategies (RIS3) and cities' strategic plans. All together, these priorities are also lined up with the UN Sustainable Development Goals, the European Green Deal, and the Horizon Europe clusters and missions.

To this aim, **95 associated partners** — key stakeholders comprising **regional and local governments, business corporations, companies, citizen associations, students' associations** (including the Erasmus Student Network), **and NGOs** — have joined the Ulysseus' adventure. Doubtlessly, the Alliance keeps open to incorporate new associated partners that could contribute to Ulysseus' goals.



		Associated Partners in Ulysseus
Common to all thematic challenges (Innovation Hubs)	Regional Governments	6
	City Halls	6
	NGOs & City Associations	8
	Student Associations	7
	Business Confederations & Think Tanks	14
	Research Centres	6
Companies specific to thematic challenges (Innovation Hubs)	IH Ageing & well being	5
	IH Energy, transport & smart cities	16
	IH Tourism, Arts and Heritage	8
	IH Digitalization	8
	IH Artificial Intelligence	5
	IH Food, Biotech & Circular Economy	6
	TOTAL	95

TABLE 2.

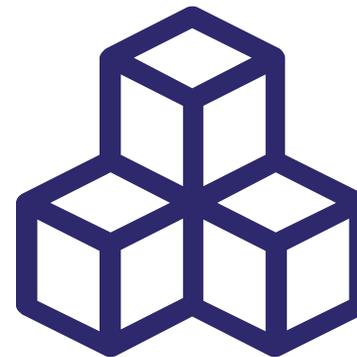
The Ulysseus associated partners in figures

1.3. Five European Challenges for Higher Education Institutions

The Europe is facing an era in which globalization, technological progress, sustainability changes, persistent social inclusion challenges, security concerns, political instability, and demographic change are having a profound impact on societies and citizens.

The two main societal roles of education and training – their contribution to competitiveness, innovation and employability, and their role in active citizenship, social inclusion, cohesion, and personal development – are closely intertwined and fully complementary in today's societies.

The **Ulysseus** University **will contribute to the achievement of 5 European Challenges**, identified on the policy documents for the future of the European Higher Education and Research Areas (4,5).



(4) On a renewed EU agenda for Higher Education. May 2017 COM(2017) 247. <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52017DC0247&from=EN>

(5) A renewed European Agenda for Research and Innovation - Europe's chance to shape its future. The European Commission's contribution to the Informal EU Leaders' meeting on innovation in Sofia on 16 May 2018. https://ec.europa.eu/info/publications/renewed-european-agenda-research-and-innovation-europes-chance-shape-its-future_en

- **CHALLENGE 1: Modernizing Universities' Structure for more innovation and co-creation.**
- **CHALLENGE 2: Contributing to the development of our regions and our cities**
- **CHALLENGE 3: Reducing the competences gap**
- **CHALLENGE 4: Towards a more inclusive and engaged society**
- **CHALLENGE 5: Promoting mobility in an “Open to the world” Europe**

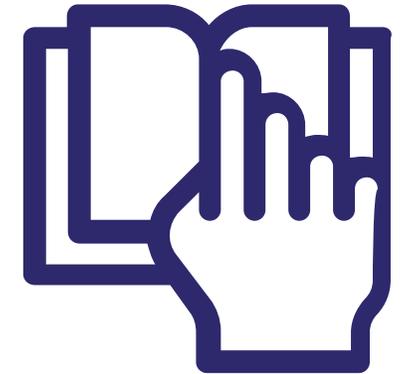
THE CHALLENGE 1. MODERNIZING UNIVERSITIES' STRUCTURE FOR MORE INNOVATION AND CO-CREATION.

Europe's economic and social prosperity relies on its capacity to innovate; thus, universities are called upon to interact, co-create and achieve a far-reaching impact on regional, national, and global development.

The Triple Helix innovation model focuses on **University-Industry-Government** relations and their transforming roles. A fourth less institutionalised type of actor was added to the system, the **'media-based and culture-based public' and 'civil society'**, making it a quadruple helix in the eyes of some observers. Including the **natural environment** in this model contextualises the actors' relations and includes the necessary socio-ecological transition of society and economy as a driver for R&D and education, creating synergies between economy, society, and democracy. Including the environment makes the ecologically sensitive quintuple helix model of innovation.

This new vision should be enabled by **preceding institutional changes** such as increased autonomy, interdisciplinary organization, teaching, and learning reforms, as well as **modernising structures and institutional frameworks** in order to address challenges that are prioritised by all actors. **Co-creation and design thinking** are useful tools to integrate society into the innovation system. **The European Green Deal** is an opportunity to include environmental issues at all levels.

In addition, strengthening the contribution of Higher Education to innovation requires **action across universities' missions** — **education, research, knowledge transfer, and engagement with the wider world**. Higher education institutions need to build an outward- looking culture of innovation and entrepreneurship.



CHALLENGE 2. CONTRIBUTING TO THE DEVELOPMENT OF OUR REGIONS AND OUR CITIES.

Within Europe, there is an **innovation divide between regions**, with several European areas lagging significantly behind, regarding investment, innovation capacity, and performance. For instance, this innovation gap is deeply reflected in Ulysseus Universities' regions.

As education and R&D agents, **Universities should play a wider role in local and regional growth**. Our university provides three key inputs for that: knowledge, skills, and the ability to connect multiple disciplines and institutional or sectoral perspectives.

Universities can do more to boost regional and local growth (i) to facilitate connections between academics, entrepreneurs, and public authorities, (ii) to align their educational offer, and to tailor their research and knowledge transfer to Smart Specialisation Strategies and cities strategic plans priorities, (iii) to seize opportunities for innovation in priority sectors, and (iv) to help local businesses and other organizations to understand and adopt new ways of thinking.

Making all this happen should be part of a wider cultural change, whereby Higher Education institutions become 'entrepreneurial actors', accelerating the uptake of innovation in the less innovative regions.



CHALLENGE 3. REDUCING THE COMPETENCES GAP.

It is expected that the demand for highly competent, socially engaged people will outpace the supply in the decade to come. Driven by digital technology, **jobs are becoming more flexible and complex**. However, there are not enough opportunities for students to follow flexible curricula and inter-disciplinary approaches. This raises the risk of labour and skill shortages, provoking a drawback in innovation and competitiveness.

The **European Reference Framework of Key Competences for Lifelong Learning** (6) (revised in 2018) defines eight competences each European citizen needs for personal fulfilment and development, employment, social inclusion, and active citizenship. All university students, irrespective of discipline, need to acquire these key competences, including the ability to apply the knowledge when performing a task (skill), as well as how – with what mind-set – the learner approaches that task (attitude). However, there are still too many graduate students with poor basic skills (literacy, numeracy, digital) and without the range of key competences and transversal skills that they need for their future.

People's capacity to be **entrepreneurial, multilingual; to manage complex information, think autonomously and creatively**, use resources including digital ones, smartly communicate, and be resilient are more crucial than ever. A specific issue is the language learning. Multilingualism represents one of the greatest assets in terms of cultural diversity in Europe and, at the same time, one of the most substantial challenges. Being able to communicate in two languages in addition to one's mother tongue shall be a standard.

Despite teachers and trainers are the most important impact factor on learners' performance, too many Higher Education teachers have received little or no pedagogical training. Systematic **investment in teachers' continuous professional development** remains the exception.

Finally, **lifelong learning of non-academic staff** is essential for the success of any university. To attain the ideal balance of personal development, administrative simplicity and transparency; an agile, sustainable and proactive University management based on quality standards is a must.



(6) Commission Staff Working Document. Proposal for a Council Recommendation on Key Competences for Lifelong Learning <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52018SC0014&from=EN>

CHALLENGE 4. TOWARDS A MORE INCLUSIVE AND ENGAGED SOCIETY.

Promoting equality, social cohesion, and active citizenship is one of the strategic objectives for cooperation in education and training at the EU level. Human dignity, freedom, democracy, equality, the rule of law, and respect for human rights, including the rights of persons belonging to minorities, are values which are shared by EU Member States. They form the cement of our Union that binds countries, communities and people together, as outlined in Article 2 of the Treaty of Lisbon.

Everyone should be able to **access high-quality education**, irrespective of their socio- economic background. Meaningful and innovative inclusion programmes must be developed to boost common values and inclusive education. This must comprise **non-traditional students** and validate **non-formal and informal learning**: learning in the workplace, elders, unemployed, disabled learners, and disadvantaged students. “Most of the European workforce of the next two decades are already adults today. They need ongoing training to update their skills and exploit new career opportunities” (7).

A special issue is the **under-representation of women in Science, Technology, Engineering, Arts and Mathematics (STEAM)**. We must try to reduce the current gap between women and men in relation to skills, and personal and professional development in the use of STEAM disciplines. Empowering women in STEAM sectors and, particularly, in the digital sector, is relevant for the development of European societies and economies.

As recommended in the Joint Research Centre publication “The Future of Government 2030+: A Citizen Centric Perspective on New Government Models” (8), we may promote innovative strategies, use design and foresight for better policymaking, fostering multistakeholderism and the **engagement of citizens**. Universities should boost citizen engagement and help to transform ideas in realities, taking into consideration market needs, sustainable indicators, and social conditions.



(7) COM(2016) 381 final Communication from the Commission to the European Parliament the Council, the European Economic and Social Committee, and the Committee of the Regions. A new Skill Agenda for Europe. Working together to strengthen human capital, employability, and competitiveness. {SWD(2016) 195 final} p.14

(8) https://publications.jrc.ec.europa.eu/repository/bitstream/JRC115008/futurgov_web_lq_v2.pdf

CHALLENGE 5. PROMOTING MOBILITY IN AN “OPEN TO THE WORLD” EUROPE

European leaders and their citizens call for an **open Europe** in which mobility, in any stage of life and career, is enhanced in order to remain as a continent of **excellence, an attractive place to study, to carry out research and to work.**

One identified obstacle to **mobility** of students within Europe is the fact that, despite the Bologna process and other cooperation frameworks within the Council of Europe, Secondary School and Higher Education diplomas are not readily recognised in other Member States. **Removing obstacles to the recognition of qualifications** is imperative to promoting and fostering mobility and cooperation in education and training.

On the other hand, to be competitive and able to attract the best students and staff worldwide, **European universities should become models of excellence** based on attractive learning and career options, good guidance, quality assurance, mobility, and first-rate research and innovation. These **good practices models should be shared to the world and strengthened by adequate internationalisation strategies**, including targeted international cooperation in education, research, and innovation, as well as talent attraction and international promotion programmes. According to international rankings, only 10 out of the 50 best universities in the world are located in the EU. It is therefore **important that** Europe remains an attractive place to study and that more **European universities top the international rankings** in the future.



1.4. One joint vision & Six Keygoals

The Ulysseus Alliance vision for 2030 is to develop an excellency-recognised, internationally attractive, open to the world, persons-centred and entrepreneurial European University for the citizens of the future. By doing so, our ambition is to contribute to shape the European Higher Education and Research Areas, and hence the future of Europe.

The process of transformation towards this European University involves the generation of a both **territorial and digital Innovation Ecosystem** — the Ulysseus Innovation Ecosystem — including:

- An integrative and democratic governance
- The co-creation of education, research, and innovation interlinked activities
- High impact on UN, European, regional, and local challenges
- Strengthened Open Education and Open Science
- Multilingualism and multiculturalism
- Enhanced mobility with automatic recognition

The **Ulysseus Innovation Ecosystem** will be founded on two pillars: the **Ulysseus Community** and the **Ulysseus Campus** (see Figures 3, 4 and 5).

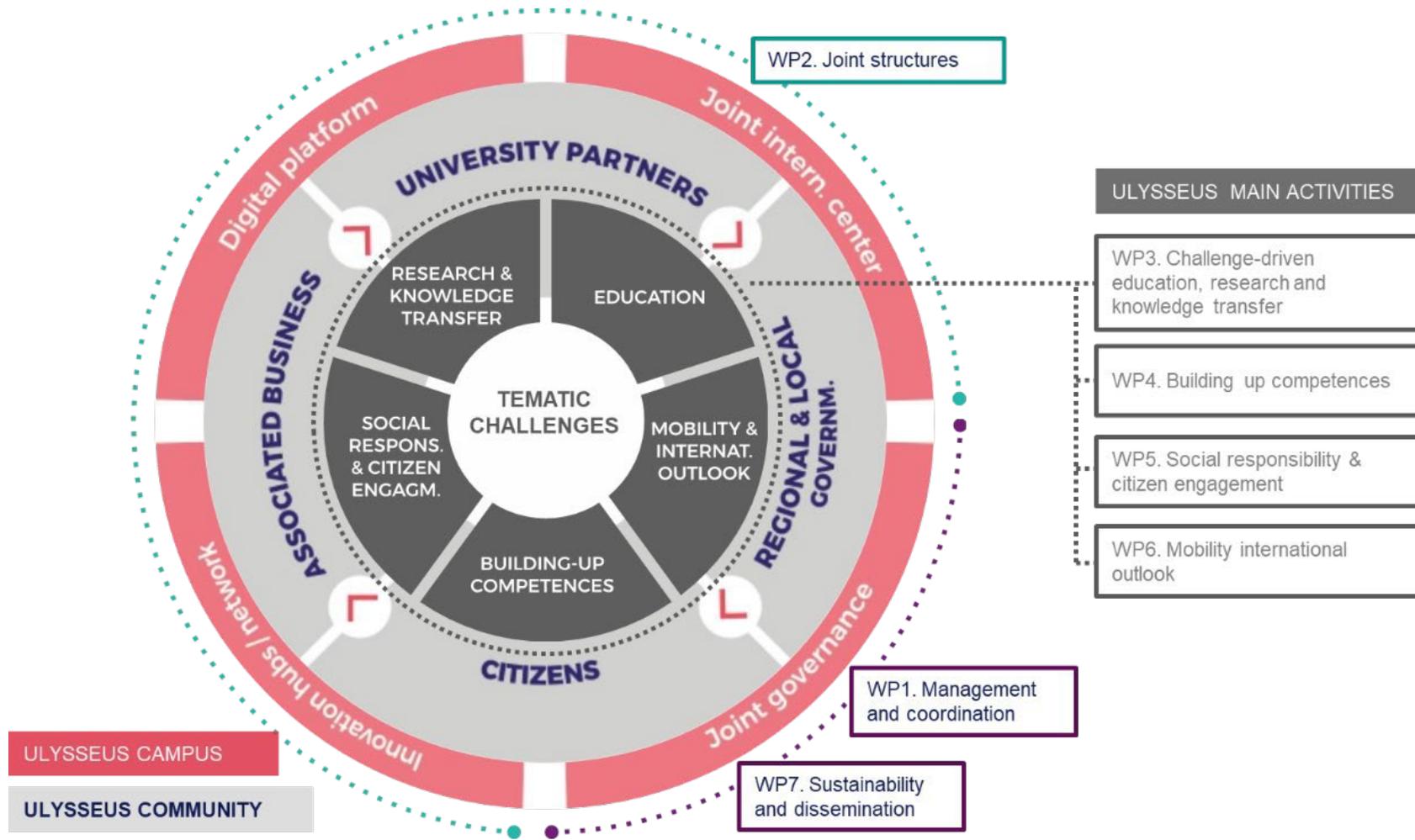


FIGURE 3.
The Ulysseus territorial and digital Innovation Ecosystem and WP organization

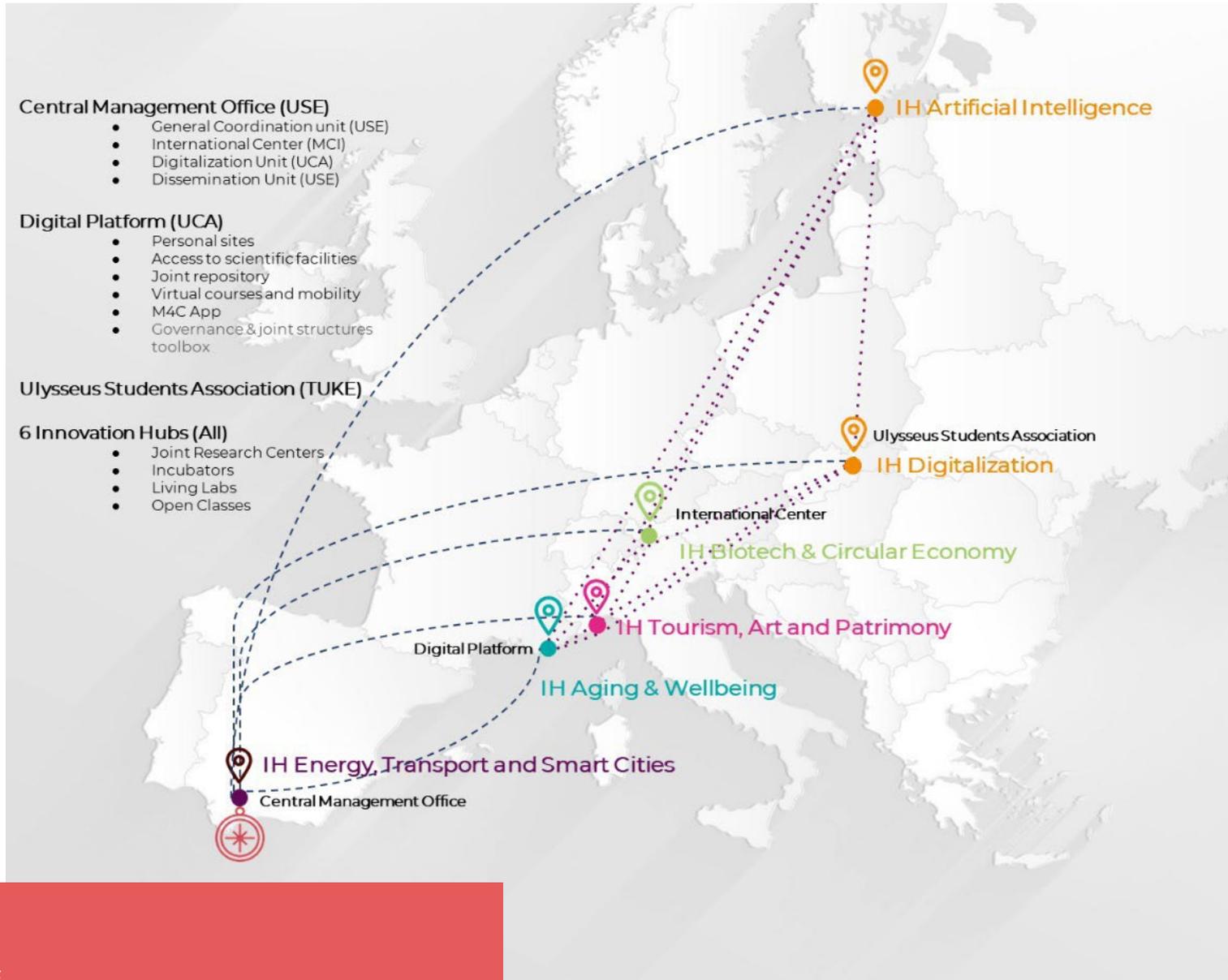


FIGURE 4.

The Ulysseus campus

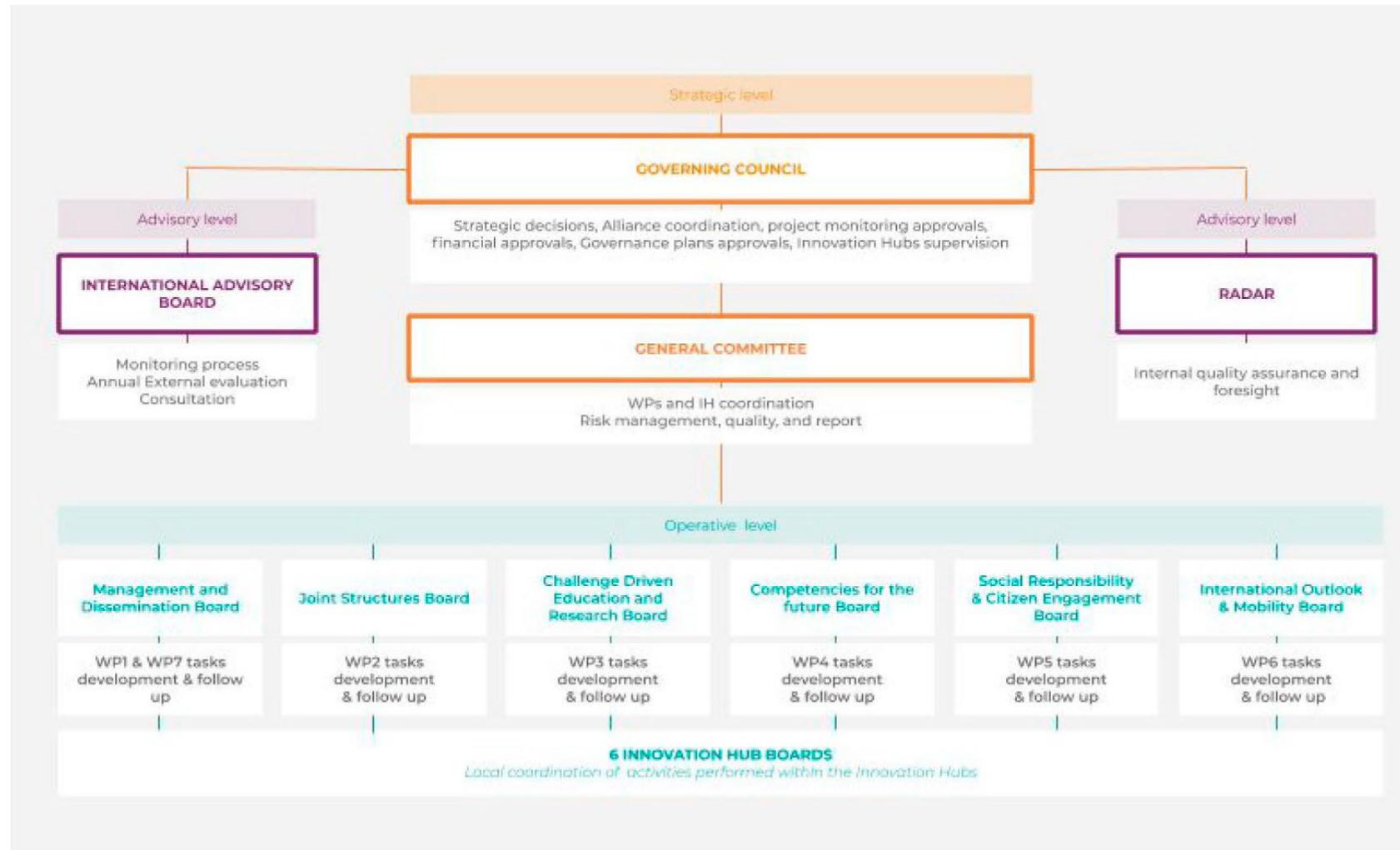


FIGURE 5a.

Ulysseus Governance structure

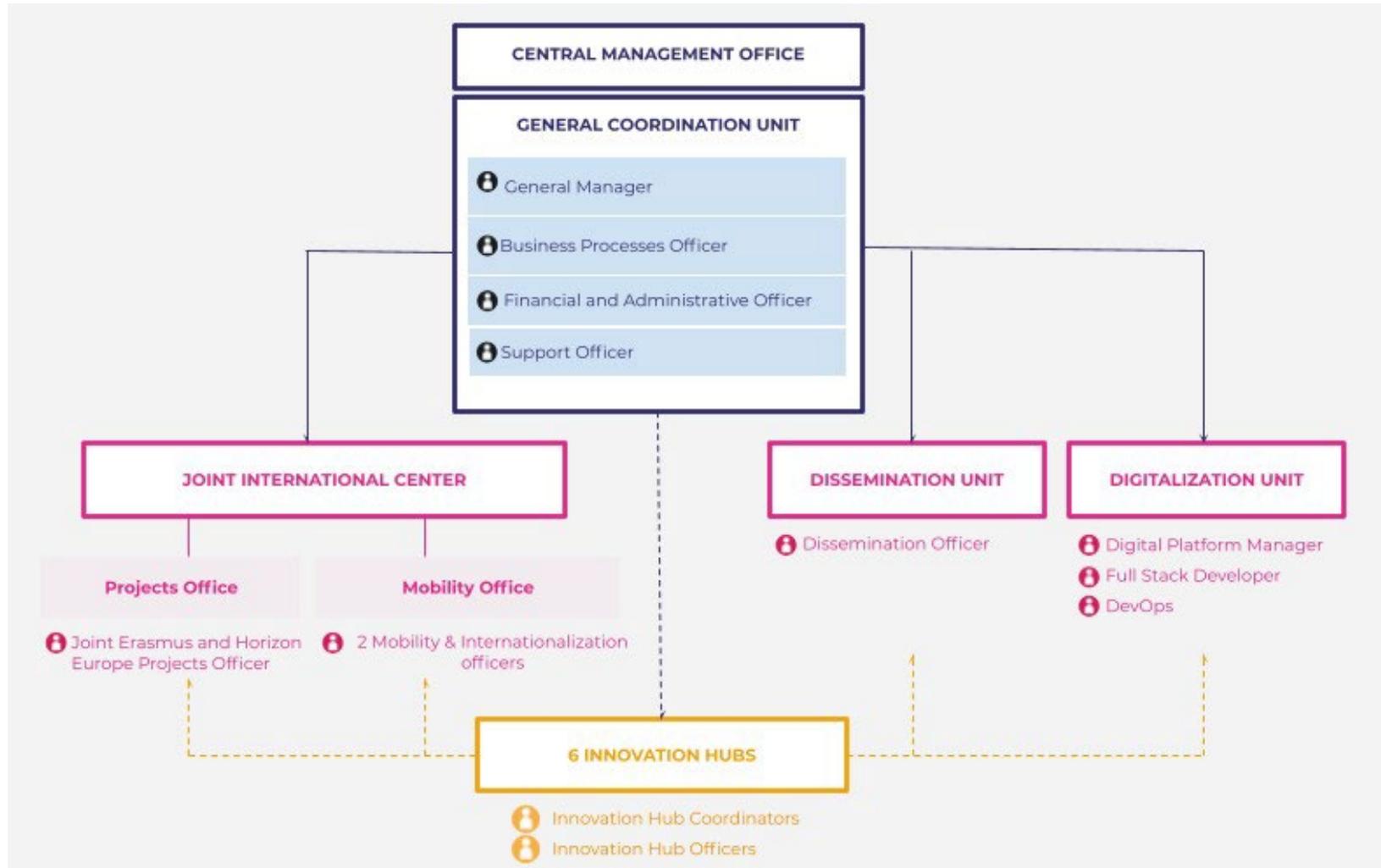


FIGURE 5b.

Ulysseus Management structure

In 2030, the Ulysseus Innovation Ecosystem will have addressed five **Key Goals (KG)**:

- **KG1.** To modernise European Universities for more innovation and co-creation, by **developing a long-lasting Ulysseus territorial and digital Innovation Ecosystem** composed by the Ulysseus community, representing the helix, and the Ulysseus campus.
- **KG2.** To contribute to regional and local development, by implementing transdisciplinary and interlinked **student-centred, flexible, and work-based European joint degrees and research and innovation activities**, aligned with six regional and local R&D specific & transversal challenges.
- **KG3.** To reduce the competences gap, by **preparing highly-skilled digital, multilingual, and entrepreneurial European citizens** through a range of combined innovative learning and teaching activities, with specific attention to career development and boosting competences that will be relevant in the future.
- **KG4.** To shape resilient, human rights respectful, and socially committed European citizens, by enhancing knowledge and practice of European values, **boosting citizen engagement** through a number of outreach activities, **promoting equality and inclusiveness, and tackling the under-representation of women in STEAM.**
- **KG5.** To provide **steady** in-person and virtual **mobility** with automatic recognition and the massive use of the European Student Card, as well as an intense international activity **to promote Ulysseus as a highly attractive, competitive, and open to the world** model of University.

1.5. Ulysseus Flagships

Ulysseus is a very ambitious endeavour. Risks are high but gains are higher. Our Alliance is going to significantly contribute to the achievement of some critical European Challenges, adding value to regional and local growth through intertwined Education and R&D.

With Ulysseus 2030 key goals in mind, **during the first three years, the project will be focused on building the pillars, the Campus, and the Community, and on launching the first pilots** of the main activities in interlinked Education and R&D, competences, citizen engagement, inclusiveness, mobility, and international outlook (see Figures 3-6).

THE CAMPUS & THE COMMUNITY:

Ulysseus Joint Structures & Joint Governance (WP1, WP2 & WP7)

Ulysseus Innovation Ecosystem Flagship

Based on a newly created community representing the quintuple helix (6 higher education institutions and 95 associated partners, bounded to the environment), **the Ulysseus Campus will comprise partners' shared facilities and three new innovative joint structures** (Figures 3 and 4):

- Innovation Hubs
- Central Management Office
- Ulysseus Digital Platform

The Campus will be a **territorial and digital** entity to interconnect the community, co-evolving capabilities around a shared set of knowledge, skills, technologies, and cooperative work, to contribute to regional and local growth.

With an **integrative and democratic governance system** (see Figure 5) and with full participation of the community, Ulysseus will be an inclusive and open European University ready to go beyond 2023.



Ulysseus Innovation Hubs Flagship

Understanding our Alliance as an **Innovation Ecosystem** developing solutions for specific R&D challenges from **Innovation Hubs is Ulysseus unique and distinguishing feature**. Innovation Hubs will be devoted to developing solutions for **six specific and transversal R&D regional and local challenges**, turning ideas into reality.

Ulysseus main activities will be co-created and developed in the heart of the Innovation Hubs (see Figure 4). Collaboration and cooperation are the base of these structures, each one led by the strongest partner in the R&D challenge in collaboration with all the rest through. These include European joint degrees, joint Erasmus + and Horizon Europe projects, an incubator for spin offs, a joint research centre, a Living lab and an Open Class settled in collaboration with the city governments.

The **six selected challenges** are **priority topics** in most of the **RIS3** and **cities' strategic plans of the Ulysseus Alliance, and also of UN SDG, European Green Deal, and Horizon Europe missions and clusters**.



AGEING & WELLBEING ULYSSEUS INNOVATION HUB (UCA)	TOURISM, ARTS & HERITAGE ULYSSEUS INNOVATION HUB (UNIGE)	ARTIFICIAL INTELLIGENCE ULYSSEUS INNOVATION HUB (HH)
<p>Scope: Health, care and welfare in an ageing Europe.</p> <p>Description: Education and R&D in health care and welfare has become a key priority in the European agenda. The economic crisis and demographic change have compromised public health in particular, a key challenge for our societies. Topics as "Ageing in the city", "Silver economy", "Environmental impacts on Ageing and Well-being" and "Understanding the process of ageing", will be approached.</p> <p>Using its complementarity capacities and the associated partners' proficiency in this area, Ulysseus will educate, train, create and transfer transdisciplinary new knowledge in Bioengineering, Biology, Chemistry, Medicine (including epistemology, genetics, etc.), Psychology, Economy, Geography, Political Sciences, Law, Anthropology and sociology, Clinical information and communication technologies.</p>	<p>Scope: Heritage, Arts and Tourism in a changing world: caring and sharing</p> <p>Description: Ulysseus will develop an innovative and technological landscape & heritage & arts mapping, give new insights and applications relevant to a sustainable tourism management and policy, and create role models landscape, foster continuous mutual learning, networking, and exchange of knowledge and practices through a detailed transfer and mentoring programme involving relevant local stakeholders across the Ulysseus country partners.</p> <p>Using its complementarity capacities and the associated partners' proficiency in this area, Ulysseus will educate, train, create and transfer transdisciplinary new knowledge in Cultural Geography, Antiquities, Anthropology, Literary studies; Art history; History; Pedagogy; Law; Economics and Statistics; Political and social sciences; Chemistry; Earth Sciences; Biology; Agricultural and Veterinary Sciences; Civil engineering and Architecture; Information Engineering.</p>	<p>Scope: The Artificial Intelligent, an accelerator for European prosperity</p> <p>Description: In deep connection with the Digitalization Ulysseus Innovation Hub, a cross-functional Artificial Intelligent education and R&D hub will be developed. It will contribute to the offering of skilled workforce and to solving societal challenges such as ageing population, environmental issues and societal inclusion. This hub acts as a business accelerator by bringing AI knowledge and skills to specific company cases through business cooperation and start-up creation. Scientific research activity of the hub explores new frontiers of AI and creates relevant new knowledge for the needs of the aforementioned societal challenges from a European perspective.</p> <p>Using its complementarity capacities and the associated partners' proficiency in this area, Ulysseus will educate, train, create and transfer transdisciplinary new knowledge in Business and Administration, Information and Communication Technologies (ICT), Services (Hotel, restaurants and catering, Travel, Tourism and Leisure, Sports), Social Sciences, journalism and information, and Education.</p>

Ulysseus Main Activities: Education, Research, Transfer of Knowledge, Competences, Citizen Engagement, Mobility, and International Outlook (WP3, WP4, WP5 and WP6)



ENERGY, TRANSPORT, MOBILITY & SMART CITIES ULYSSEUS INNOVATION HUB (USE)	DIGITALIZATION ULYSSEUS INNOVATION HUB (TUKE)	FOOD, BIOTECHNOLOGY & CIRCULAR ECONOMY ULYSSEUS INNOVATION HUB (MCI)
<p>Scope: Efficient and smart energy, transport and mobility to build the cities of the future</p> <p>Description: One of the greatest challenges of the 21st century lies in the sustainable generation and use of energy to develop a balanced urban model, which is also a strategic objective for our six cities. Besides, from February 2020, the Major of Seville chairs the Commission for the Environment, Climate change and Energy (ENVE) of the European Committee of the Regions. From this position, Seville will coordinate the European Committee of the Regions' Green Deal Working Group, to ensure the voice of cities and regions is at the heart of the EU's path towards climate-neutrality. This is a unique opportunity for Ulysseus to critical contribute to European environmental challenges.</p> <p>Using its complementarity capacities and the associated partners' proficiency in this area, Ulysseus will educate, train, create and transfer transdisciplinary new knowledge in Energy, Engineering, Computer, Electrical, Electronic, Building and Civil and Aeronautic Engineering, Materials Science, Architecture, Physics, Chemistry, Mathematics, Biology and Economics.</p>	<p>Scope: Efficient application of digital transformation in industry and complementary public services.</p> <p>Description: In deep connection with Artificial Intelligence Ulysseus Innovation Hub, Digitalization Ulysseus Innovation Hub will focus on continuous improvement and open innovation of industrial production and relevant public services through digitalization to contribute to sustainable energy, transport, tourism and health.</p> <p>Using its complementarity capacities and the associated partners' proficiency in this area, Ulysseus will educate, train, create and transfer transdisciplinary new knowledge in Information and Communication Technologies (ICT), Mechanical Engineering, Electrical and Computer Engineering, Civil Engineering, Aeronautics and Manufacturing Technologies, Economy, Law, Ethics, Data Management and Open Science and Education.</p>	<p>Scope: Bio-economy in the spotlight: Biotechnology for a sustainable food production and circular economy</p> <p>Description: Food, Biotechnology & Circular Economy are key areas for Europe to become the world's first climate-neutral continent by 2050 ("A European Green Deal: Striving to be the first climate-neutral continent"). Ulysseus will develop an innovative approach to give new insights and applications relevant to address sustainable and safe food production, natural resources in agricultural and marine environments, biobased raw material and biodegradation for a sustainable circular economy, and bioeconomical aspects hereby.</p> <p>Using its complementarity capacities and the associated partners' proficiency in this area, Ulysseus will educate, train, create and transfer transdisciplinary new knowledge in Molecular and Environmental Biotechnology, Food Engineering and Packaging, Environmental Engineering, Analytics and Water Treatment, Separation and Particle Technology, Marine Science and Technologies, Agricultural Engineering and Natural Resources and Life Cycle Assessment.</p>

Ulysseus Main Activities: Education, Research, Transfer of Knowledge, Competences, Citizen Engagement, Mobility, and International Outlook (WP3, WP4, WP5 and WP6)

Ulysseus as a Regional and Local Growth Agent Flagship

Focusing on collaborating on the identified specific and transversal R&D challenges, which are relevant to our community growth, Ulysseus will launch **six high impact transdisciplinary European joint programmes** (a joint bachelor's degree, followed by a joint master's degree and a joint PhD programme, per thematic challenge). Curricula will be flexible and modular, including career guidance, work-based experiences (Ulysseus Internship Programme), lifelong learning skills (i.e., languages, entrepreneurship), citizen engagement activities, mobility (in person, virtual, or mixed), and feeding back education with research outputs.

Every Innovation Hub will count on a **joint research centre** for challenge-driven research, a **Living lab** and an **incubator** for spin offs, places for fostering cooperation among the community representing the helix and turning ideas into reality. In this sense, the **Matching4cooperation** (M4C App), will be a digital tool for exchanging ideas, products, and services, and for partners' search within the Ulysseus community.

By 2023, the Alliance will have submitted **at least 14 Erasmus + and 22 Horizon Europe proposals** for building joint programmes, university-business alliances, training through research, and challenge-driven research and innovation, among others.

Ulysseus Citizen of the Future Flagship

Ulysseus students, academics and staff will have a recognisable distinction: besides being high-qualified professionals in key social and economic sectors, they will be multilingual, multicultural and entrepreneurial citizens with environmental, social and inclusiveness awareness. The Ulysseus joint vision becomes a reality in the picture of those citizens of the future: a new generation of Europeans capable of changing the world and making it a better place to live.

Thereby, Ulysseus will promote and settle the adequate innovative activities programmes for the acquisition of **two languages** in addition to one's mother tongue, **career development, lifelong learning, entrepreneurship** and design-thinking practices, innovative teaching, and learning solutions, and **quality management** skills.

European Union values training, **citizens engagement**, inclusion of non-traditional, **special needs and disadvantaged** students, offering new opportunities to **elderlies** and a **gender equality** agenda, will also be Ulysseus hallmarks.

All these activities will be enhanced by developing **green in person and virtual mobility** of students, academic and non-academic staff with automatic recognition, and a specific High School mobility programme to sensitize the young scholars with Ulysseus values.

In 2030, **over 200.000 people** will have had a virtual or in-person mobility experience within the Ulysseus alliance.

Ulysseus, a Model of Excellence Flagship

To be competitive and able to attract the best students and staff worldwide, Ulysseus wishes to become a **model of excellence and good practices** based on:

- **A clear and ambitious strategy and leadership**, offering attractive learning and career options, good guidance, quality assurance, mobility, and first-rate research and innovation.
- **Efficiency** in processes **management**, with qualitative (Ulysseus Canvas) and quantitative (RADAR Observatory) monitoring tools.
- **Foresight capacity** of the RADAR observatory, looking forward to future EU policies.
- **4 Openness:**
 - Open **Education** and Open **Science**, with free access courses (i.e., MOOCs, Micro- credentials), and best practices in open science according to the FAIR data policy.
 - Open **dissemination** of results and outputs, with an open joint repository for spreading results, public deliverables, open guides, and one annual open assessment session.
 - Open **arms to other partner** universities and associated partners.
 - Open **to the World**, with an International strategy Education and R&D cooperation with the Ulysseus more strategic geographical regions and university partners, turning Ulysseus into an international model of fast-track cooperation



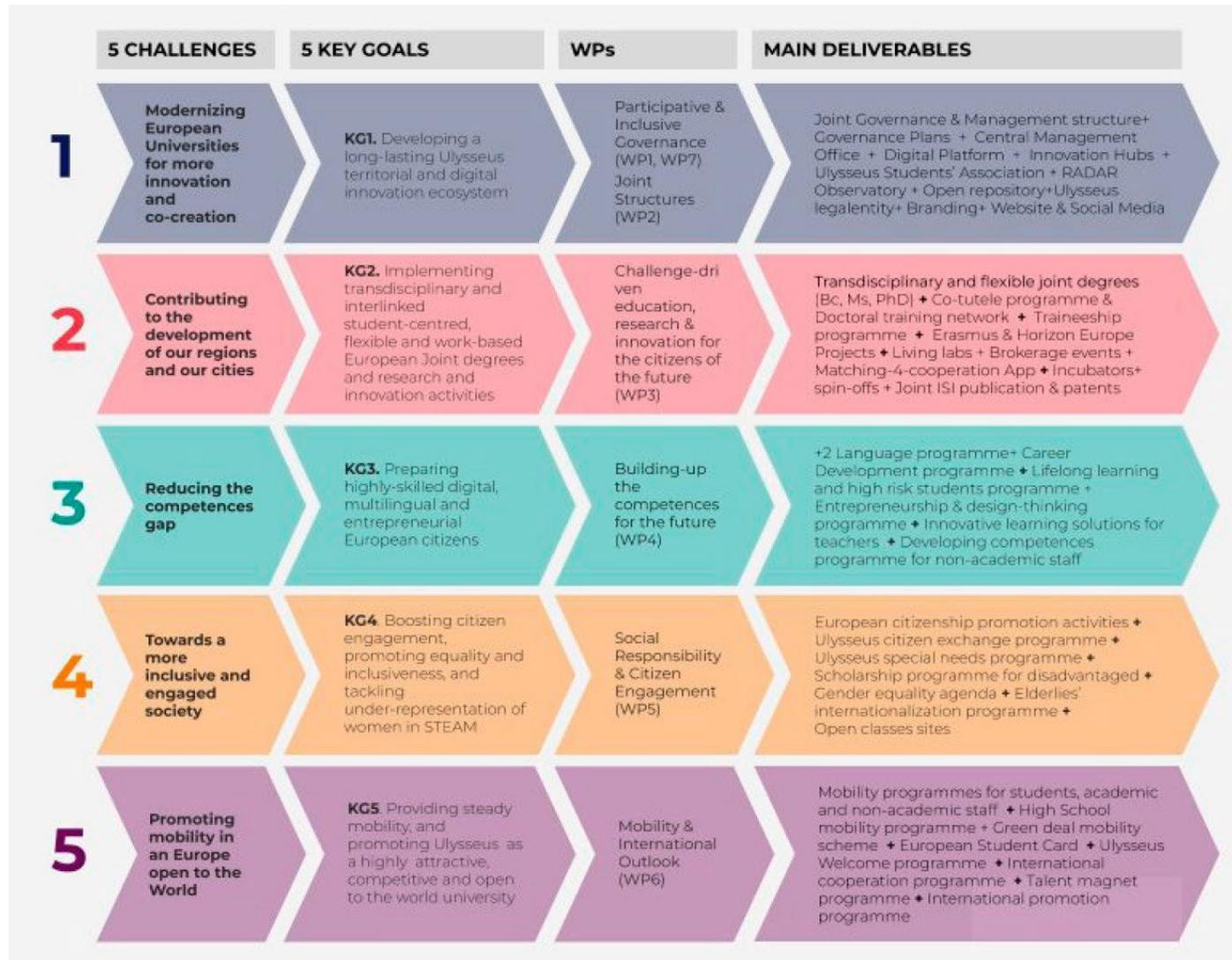


FIGURE 6.

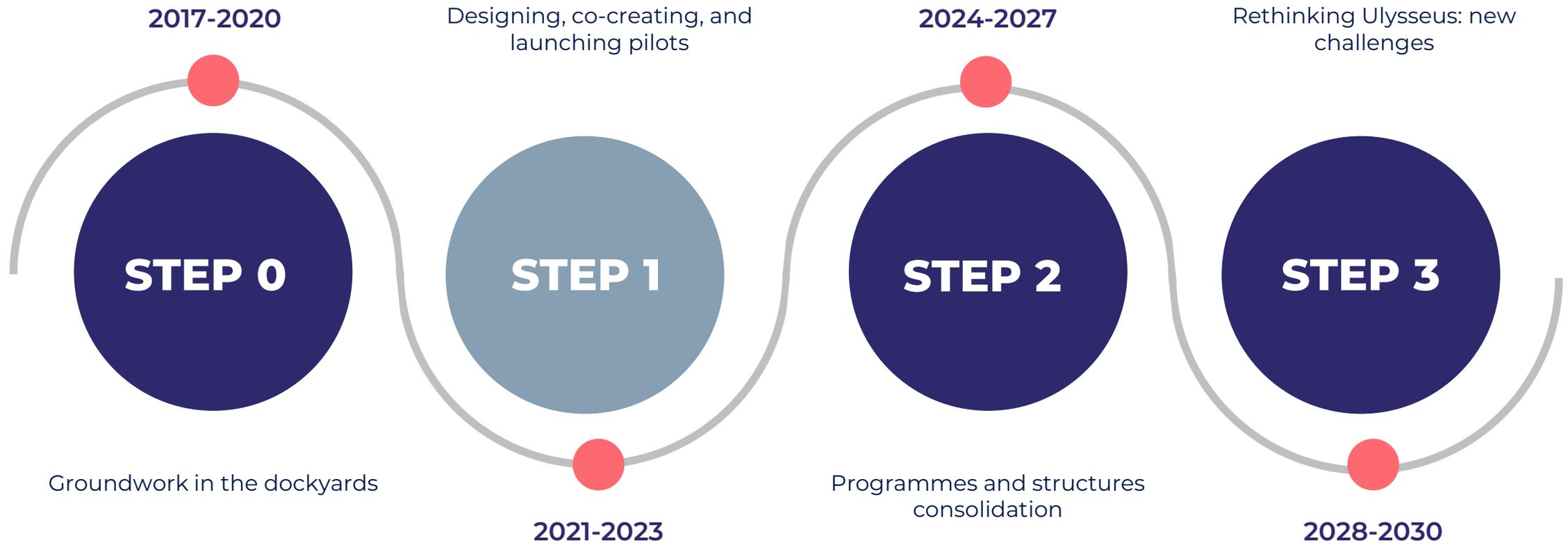
Coherence between the European challenges and Ulysseus key goals, WPs, and deliverables

1.6. The Ulysseus 10-year journey, From port to port

Ulysseus is our Alliance response to the forthcoming challenges, providing solutions, knowledge, innovation, and research for the European citizen of the future. In this 10-year lapse of time, the **Ulysseus structures** and **activities** will be **settled** and **consolidated in a step-by-step approach in 4 stages** (Figure 7).

Step 1 and Step 2 correspond to the EU 7 years Multi-Annual Financial Framework to come (2021-2027), when joint structures and activities will be launched (Step 1, pilots, three years) and consolidated (Step 2, consolidation, four years) in accordance with the new Erasmus + and Horizon Europe priorities and formulas. The 2028-2030 three-year period overlaps with the new financial framework and EU programmes, so Ulysseus will need to be rethought through another co-creation process to guarantee its sustainability.

Every step period will count on an **Action Plan and report**; every year will count on an Annual Plan and report. **Ulysseus Canvas** will help to stay the course (see section 7) and **Ulysseus RADAR**, our observatory for accurate following up and the Alliance reference structure to observe short- and long-term changes in economy, society, job market and competences, will help the Alliance to decipher the map.



STEP 0 - 2017-2020**Groundwork in the dockyards**

From a position analysis that came up with the partner universities common capabilities and strengths, the **Ulysseus Alliance has been constructed**. We imagined the university we wanted to become in 2030 in order to give a response to five European specific challenges, developing education, research, and innovation in the prime focus areas of our Innovation Ecosystem. Our Mission Statement was signed by the Alliance Universities and the associated partners on January 28th, 2020 at the Spanish Permanent Representation to the EU in Brussels.

STEP 1 - 2021-2023**Designing, co-creating, and launching pilots**

The present Erasmus + European Universities Call project covers this phase. The main objective of this phase is to **launch joint structures, governance, and programmes** for building the foundations of Ulysseus European University. **One pilot activity will be set up for each programme**. A specific **legal figure for Ulysseus University** will be developed. As an open university, and to maximize Ulysseus impact, other European Higher Education institutions will be invited to join the Alliance with the same rights and obligations, but without the financial support of the EAC-A02-2019 call. Ulysseus is also open to the incorporation of new associated partners that may contribute to our vision and goals.

STEP 2 - 2024-2027**Programmes and structures consolidation**

With Erasmus + and Horizon Europe joint projects, as well as complementary financial grant of National and Regional (including ERDF) and fees, the **Ulysseus structures and programmes will be consolidated**. Going beyond the European borders will be a strategical objective in this stage, so the Alliance will intend to settle the Ulysseus headquarters in other non-European countries.

STEP 3 - 2028-2030

Rethinking Ulysseus: new challenges

In our ever changing world, new challenges continuously have to be faced. Ulysseus will be a resilient European University. Its structures and programmes will be based on forward planning in order to be feasible and adaptable, considering new EU programmes. In this step, new challenges, focus areas, structures and activities will arise from new necessities: the **cycle starts again**, developing a co-creation process — this time, within a consolidated, linked, and united Ulysseus community.

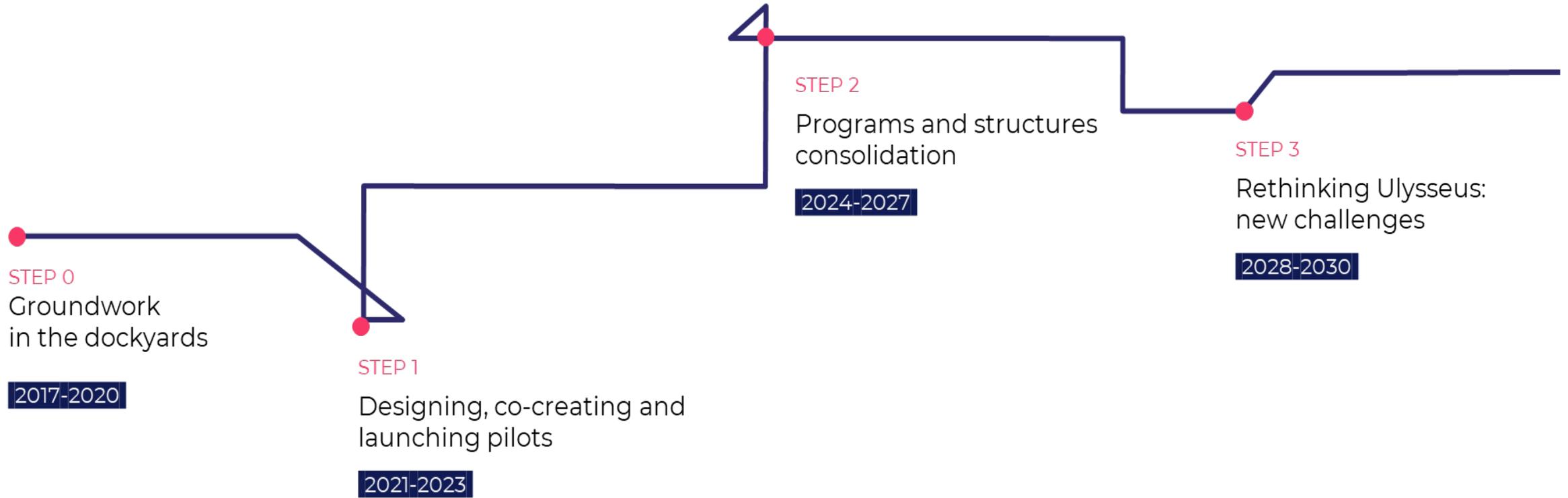


FIGURE 7.

The Ulysseus transformation process step-by-step

Ulysseus Campus



1.7. Central Management Office

The Ulysseus Central Management Office (CMO) is in charge of the **overall management of the project**. It is settled in Seville (General Coordination Unit & Dissemination Unit), with branches in Nice (Digitalisation Unit) and Innsbruck (Ulysseus Joint International Centre).

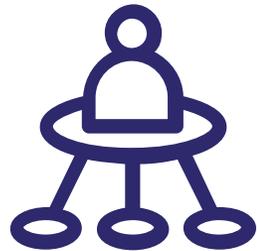
The CMO is in charge of the general coordination issues of the alliance and is under the direct responsibility of the General Manager, following the directions of the General Coordinator. The General Manager coordinates the General Coordination Unit (Seville), the Joint International Centre (with the Projects and Mobility Departments; Innsbruck), the Dissemination Unit (Seville) and the Digitalisation Unit (Nice).

The **General Coordination Unit** ensures the **PM2 methodology application**; including the design, development and implementation of business process, the financial and administrative issues implementation, and follow up and ensuring the correct EC reports and deliverable plan. It counts on a Business Processes Officer, and a Financial and Administrative Officer.

The **Digitalisation Unit** is based in Nice. This Unit is in charge of **the overall design of the platform**, verifying at each step the technical feasibility of the digital activities. Its performance objective is to avoid any delay on the schedule due to technical impossibilities. The Digitalisation Unit is composed of the Digital Platform Manager and Digital Platform Developers.

The **International Centre** in Innsbruck will include:

- The **Mobility Office**, which is responsible for the Mobility Programmes for students, faculty, and staff (including a Green Deal Mobility Scheme), the Welcome Programme, and the implementation of the European Student Card. The Office facilitates common processes, standardising criteria, pre-requisites, credit transfer and deadlines. It also collects and share feedback as well as best practices on a regular basis via the Ulysseus Digital Platform. The Central Mobility Office counts with two Mobility & Internationalisation Officers.
- The **International Projects Office** (IPO) promotes and assists the common Horizon Europe and Erasmus+ projects. In close collaboration with UniGe (which leads the Ulysseus International Cooperation Programme), it also coordinates the integration of the Ulysseus International Cooperation Programme in the proposal's strategy, including targeted collaboration with strategic international partners, and the international promotion activities of the alliance. A Joint Erasmus & Horizon Europe Projects Officer is in charge of the IPO.



1.8. Digital Platform

The Ulysseus Digital Platform (DP), developed by the Digitalisation Unit at UCA, is the **participative tool for the Ulysseus community**. It will rely on specific integrated sub- platforms dedicated to the different activities (management, dissemination, teaching, research & innovation, virtual mobility, and career development). It will also work as an interactive platform and as an ideas open market through its **Matching4cooperation** application.

The Digital Platform will include a public interface to present the University, as well as an intranet for all users. Depending on their position (student, staff), each user will have a personal individual space to facilitate possible collaborations in support of career development. The Ulysseus virtual platform is also a social network with a personal site for teaching, learning, researching, and innovating. This personal site will be key for exchanges and career development.

In addition to the personal site, the DP will include:

- A top-quality online offer of **tutorials and free virtual courses** will be available in more than 5 languages. The platform will provide access to share scientific facilities and to open data, and the joint open repository for spreading results. It will include learning resources, registration, and evaluation surveys for all programmes of the WP3, WP4, and WP5.
- A specific application for boosting innovation will be available: **Matching4cooperation– M4C App**, including open calls for innovative solutions for transforming ideas into reality, thematic discussion groups, ideas contests and prizes. It will also content projects and a partners search toolbox.
- The **Ulysseus Open Campus** will be the main tool in the implementation of virtual mobility, allowing the publication of online training and activities accessible to students and staff. Ulysseus mobility request (training and engagement) and credit validation online system will be also included.
- The **Ulysseus Directory**: It will rely on a robust Customer Relationship Management tool and a Ulysseus online catalogue to display the scientific facilities of each partner to facilitate collaborations. Ulysseus joint programmes and activities toolbox to support partners in the implementation of common diploma and curricula are also included.
- **Ulysseus online support desk**: Users will have the possibility to make online enquires to support the development of new joint programmes or activities. All requests will be centralised by the CMO.
- **Ulysseus virtual job fair** for academic and industrial internships and employment offers.

The Ulysseus Digital Platform will need to handle millions of data coming from our respective universities, but also from the outside. As such, a task force is in charge of re-grouping the Data Protection Officers of each university to draft and manage the Data Protection policy of the Platform and to include it in the overall technical specifications.

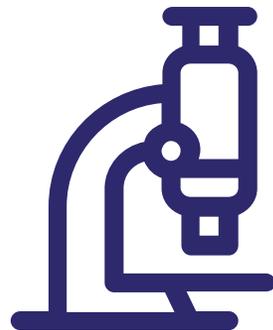
1.9. Innovation Hubs

Understanding our Alliance as an **Innovation Ecosystem, developing solutions for specific R&D challenges from Innovation Hubs**, is Ulysseus unique and distinguishing feature. Innovation Hubs will be devoted to developing solutions for six specific and transversal R&D regional and local challenges, by turning ideas into reality.

Ulysseus main activities will be co-created and developed at the heart of the Innovation Hubs. Collaboration and cooperation are the base of these structures, each one led by the strongest partner in the R&D challenge in collaboration with all the rest through. These include **European joint degrees, joint Erasmus + and Horizon Europe projects, an incubator for spin offs, a joint research centre, a Living lab and an Open Class** settled in collaboration with each city government. The six selected challenges are priority topics in most of the RIS3 and cities' strategic plans of the Ulysseus Alliance, and also of the UN SDG, European Green Deal, and Horizon Europe missions and clusters.

Hubs will be connected to local nodes around each partner University, in order to consolidate the Innovation Ecosystem. Supported by the Digital Platform, Innovation Hubs will be the centre of gravity of the helix co-creation process for transdisciplinary and challenge-driven education and research and knowledge transfer programmes, and the promotion of citizen involvement and European values.

Following the IH handbook and actions sheets developed; each partner will be in charge of implementing its own Innovation Hub, as well as the structures included in the Innovation Hub: a Research Centre and an Incubator. Research Centres and Incubators will be based on existing facilities, which will become joint structures upon agreements signed by the Alliance.



Ulysseus Project Management (2020-2023)



The first three years of the Ulysseus University project cover Step 1 (2021-2023): “Designing, o- creating and launching pilots”. The main objective of this initial phase is to launch joint structures, governance, and pilot programmes to build the foundations of Ulysseus European University. Our Mission Statement establishes five key goals for 2030. The chosen management methodology and the WP planning and implementation will let Ulysseus to progress towards the Ulysseus long-term vision.

1.10. The PM2 Methodology

PM² has been selected as the management methodology for Ulysseus European University, as it is a Project Management Methodology developed by the European Commission. Its purpose is to enable Project Managers (PMs) to **deliver solutions and benefits to their organisations by effectively managing the entire lifecycle of their project**. PM² has been created based on European Union Institutions needs and projects in mind, but is transferrable to projects in any organisation.

PM² is a light and easy-to-implement methodology, which project teams can tailor to their specific needs. It is fully supported by a comprehensive training programme (including workshops and coaching sessions), online documentation and an active Community of Practice (currently only available within the European Commission and to a number of affiliate European Institutions).



The PM² incorporates elements from a wide range of globally accepted project management best practices, captured in standards and methodologies. Its development has also been influenced by operational experience on various projects both within European Union Institutions and external bodies.

The PM² Methodology provides:

- a project governance structure
- process guidelines
- artefact templates
- guidelines for using the artefacts
- a set of effective mindsets

PM² improves the effectiveness of project management by:

- improving communication and the dissemination of information
- clarifying expectations as early as possible in the project lifecycle
- defining the project lifecycle (from Initiating to Closing)
- providing guidelines for project planning
- introducing monitor and control activities
- proposing management activities and outputs (plans, meetings, decisions)
- providing a link to agile practices (Agile PM²)

Work packages





1.11. Work Package 1 “Management and Coordination”

The Ulysseus Key Goal 1 is to **Modernise European Universities for more innovation and co- creation by developing a long-lasting Ulysseus territorial and digital Innovation Ecosystem**, composed by the **Ulysseus community**, representing the helix, and the **Ulysseus Campus**. This will be implemented through WPs 1, 2 and 7.

WPI “General Management and Coordination” is devoted to **defining and merging the Ulysseus Governance structures and plans**, which are the main features of our management system, based on a 'Plan-do-check-act' model.

By 2023, the Ulysseus University will have established the basis for the territorial and digital Ulysseus Innovation Ecosystem, by setting up a strong, integrative, and feasible democratic governance, and fully participative management structure and decision-making processes, with:

- 1. Integrative and democratic governance.** Participation of the associated partners, as well as students and staff (both academic and non-academic) has been a priority since the preparatory phase of the proposal. Their participation in the decision- making bodies as well as co-creation of Ulysseus activities is one of the signs of identity of Ulysseus.
- 2. 8 Governance Plans:** Financial; Sustainability; Management, Quality and evaluation; Digitalization; Green; Equality; Dissemination; Internationalisation.
- 3. Agile, sustainable, and proactive management based on strategic planning**, a 'plan-do-check-act' model for continuous improvement and quality standards with Action plans for each step, annual plans, and reports; and 2 monitoring mechanisms for Quality Assessment and Evaluation.

*Work Package 1 “General Management and Coordination” is devoted to
defining and merge the Ulysseus Governance structures (T.1 to T.11) and plans (T.12 to T.19),
which are the main features of our management system,
based on a 'Plan-do-check-act' model, including follow up and reporting issues.*

1.12. Work Package 2 “the Campus: Ulysseus joint Structures”

WP2 “Transforming the campus: Ulysseus Joint Structures” is devoted to **merging the joint structures**: a Central Management Office, a Digital Platform, and Innovation Hubs. It also includes the launching of the Ulysseus Students Association.

By 2023, the Ulysseus University will have set up the basis for the territorial and digital Ulysseus Innovation Ecosystem, by:

1. Consolidating a long-lasting **Ulysseus Community representing the helix** (Universities, regional and local authorities, business, citizen, and student associations, and NGOs, bounded to the environment)
2. Launching the **new transforming structures** of the Ulysseus campus:
 - o The **Central Coordination Unit**, sited at USE, Seville.
 - o The **Joint International Centre** (IC), sited at MCI, Innsbruck, with a Mobility Office and an International Projects Office.
 - o The **Digitalisation Unit**, at UCA, Nice, to develop the Digital Platform and monitor the Ulysseus digitalisation processes.
 - o The **Dissemination Unit** at USE, Seville, to develop and coordinate the Dissemination Plan and activities.
- The **Ulysseus Digital Platform (DP)**, developed by the Digitalisation Unit at UCA is the participating tool for the Ulysseus community. It will rely on specific integrated sub- platforms dedicated to the different activities (teaching, research & innovation, virtual mobility, and career development). It will also work as an interactive platform and as an ideas open market through its **Matching4cooperation** application.
- **6 Innovation Hubs** (IH), one at each partner University, to address six R&D (specific and transversal) challenges shared with our regions and cities. Hubs will be connected to local nodes around each partner University, in order to consolidate the **Innovation Ecosystem**. Supported by the CMO and the Digital Platform, Innovation Hubs will be the centre of gravity of the helix co-creation process for transdisciplinary and challenge-driven education, research and knowledge transfer programmes, and the promotion of citizen involvement and European values. By 2023, every Hub will count on **1 Joint Research Centre, 1 Incubator for Spin-Offs, 1 Living lab and 1 Open class** for liaison, brokerage, and joint designing, fostering multistakeholderism and the engagement of citizens.



3. Launching the Ulysseus Students Association. Coordinated by TUKE, the Ulysseus Students Association will be the six universities student's voice of all academic levels (BA, MSc, and PhD). Student representatives will participate in the decision-making bodies, the co-creation of activities as well as their implementation. They will be key actors in the monitoring and assessment of the Ulysseus University progress by participating in the Ulysseus RADAR observatory. They will also set up the Ulysseus buddy programme for welcoming incoming students.
4. Setting up a strong, integrative, and feasible democratic governance and management structure.
5. Getting ready for "beyond 2023", with a 10-years step-by-step approach (in the Sustainability Plan), in order to achieve our vision.

Work Package 2 "Transforming the campus: Ulysseus Joint Structures" is devoted to constructing the joint structures of the Ulysseus European University: The Central Management Office (T.2.1), the Digital Platform (T.2.2, T.2.3, T.2.4), the Innovation Hubs (T.2.5, T.2.6), and the Ulysseus Student's Association (T.2.7). Technical specifications, data protection policies and co-design activities will be developed. This WP board is the Joint Structures Board (T.1.5) where tasks development and follow up will be developed.

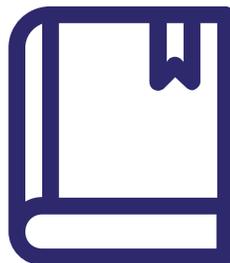
1.13. Work Package 3 “Challenge-Driven Education, Research and Transfer of Knowledge”

The **Ulysseus Key Goal 2 is to contribute to regional and local development**, by implementing transdisciplinary and interlinked student-centred, flexible, and work-based **European Joint degrees and research and innovation activities**, aligned with six regional and local R&D specific & transversal challenges. This will be implemented through WP3.

Ulysseus will approach **6 high-impact R&D challenges**, prioritised by our regions and cities. They will be understood as thematic channels for challenge-driven co-creation of interlinked education, research, innovation, and service to society, and are: Ageing and Wellbeing; Energy, Transport, Mobility, and Smart Cities; Tourism, Arts and Heritage; Digitalisation; Artificial Intelligence; and Food, Biotechnology and Circular Economy.

The innovative joint structures to approach the R&D challenges are the Innovation Hubs. According to its expertise, capacities and interests, **each institution coordinates one Innovation Hub**. The hubs work as concentrators of all the activity related to each R&D challenge coming from the whole Ulysseus community, the Alliance, and the stakeholders.

WP3 “Challenge-driven Education, Research and Transfer of Knowledge” is devoted to **merging Education, Research, and Innovation Ulysseus activities** aimed to tackle regional and local challenges, in turn linked to European Climate and Education policies, Horizon Europe missions and clusters and UN SDGs. European double and joint degrees in the three cycles (Bachelor, Master and Doctoral) and projects, an internship programme, living labs and an the Matching4Cooperation application to turn ideas into reality will be addressed in this WP3. First European degrees pilot will be launched: 6 joint European master’s degrees + 6 joint European doctorates on the R&D challenges will be submitted. 6 other joint programmes (i.e., Summer Courses, Winter Schools, MOOCs, Micro-credentials) will also be launched.



The By 2030, Ulysseus will have progressed towards:

1. A common framework agreement for the development of **double/multiple degrees** (including BA, MSc & PhD ‘co-tutelle’) within the Alliance, and the first pilot programmes (1 Double/multiple Bachelor/R&D Challenge, 1 double/multiple Master/R&D Challenge, 12 co-tutelles/R&D Challenge).
2. A common framework for co-creation of challenge-based transdisciplinary, flexible, and modular curricula for the **Ulysseus European joint degrees**, including work- based learning, internships, key competences, transversal skills, and career guidance (from WP4), and mobility (from WP6). Courses will be in-person, virtual (through the Ulysseus Digital Platform) or mixed.
3. Within the existing national and local (partner universities’) frameworks for accreditation and issuing of joint degrees, the alliance will launch proposals for accreditation of **six pilot European joint programmes** (a joint European master’s degree, followed by a joint European PhD programme, per thematic challenge).
4. Pilot programmes for **short format courses** (i.e., summer/Winter Schools, Micro- credentials, MOOCs).
5. Launching of the **Ulysseus Traineeship Programme**, in collaboration with the Ulysseus associated companies.
6. The Ulysseus community will have participated in **at least 13 proposals for Joint Erasmus + Key Action 1 and Key Action 2 projects**, in order to pave the way for, and co-finance, the Ulysseus joint academic and mobility offer.
7. The Alliance commits to support policy reforms to **remove obstacles concerning automatic recognition of credits and diplomas**, and accreditation and issuing of joint degrees.
8. The Ulysseus alliance will have submitted **at least 22 Horizon Europe proposals**, aligned with the R&D challenges, in order to co-fund joint training, research and innovation activities.
9. The Ulysseus International Projects Office will have organized **3 Brokerage events**.
10. The Ulysseus alliance will have signed **six University-Business contracts** for regional and/or local development.
11. The Ulysseus University will have launched the first **Living lab**.
12. The Ulysseus University will have launched the first **Incubator**.
13. Matching4cooperation (**M4C App**) will be fully operative.

WP3 “Challenge-driven Education, Research and Transfer of Knowledge “will make the Ulysseus interlinked Education, Research, and Innovation a reality, developing, in the heart of the six Innovation Hubs, transdisciplinary and flexible degrees for the citizens of the future (T3.1), a traineeship programme (T.3.2), Living Labs (T.3.4) and the Matching4Cooperation application (T.3.5). Additional funding for this high impact activities will be sought, applying to Horizon Europe and Erasmus+ calls (T.3.3). The main purpose is to develop the guides and handbooks to implement the Innovation Hubs activities with homogenous quality standards, so deliverables of this WP refer to specifications, processes, handbooks, user guides and degrees related issues (accreditation, curricula). This WP board is the Challenge Driven Education and Research Board (T.1.6) where tasks development and follow up will be developed, supported by the Innovation Hub Boards (T.1.10).

1.14. Work Package 4 “the Campus: Ulysseus joint Structures”

The **Ulysseus Key Goal 3 is to reduce the competence gap**, by preparing highly skilled digital, multilingual, and entrepreneurial European citizens through a range of combined innovative learning and teaching activities, with specific attention to career development and boosting competences that will be relevant in the future. This will be implemented through WP 4.

WP4. “Building up competences for the future” is for launching specific training activities for all the Ulysseus community to have the **skills for the future job market**. The Ulysseus +2 language programme in English, French, German, Italian, Russian, Spanish, Arabic, Chinese, Finnish and Slovak will be made a reality. Through our **Career development and Lifelong Learning programmes** our community will be supported to make the best of their competences. Entrepreneurship and design thinking will be trained. Academics and non- academics will have the chance to share and learn good practices.

By 2023, the Ulysseus University will have contributed to **reduce the skills gap**, preparing highly competent, multilingual, and entrepreneurial students, teachers, and non-academic staff through a range of combined innovative, virtual and in-person, learning, teaching, and training activities, with specific attention to **boosting competences that will be relevant in the future**. For this purpose, Ulysseus will have in place the pilot phases of:

1. The **+2 Language programme**, aimed to knowing two languages in addition to one’s mother tongue.
2. The **Career development programme for career guidance and well-being**.
3. The **Lifelong learning and high-risk students programme** for personal fulfilment and development
4. The **Entrepreneurship and design-thinking programme** to prepare students for a versatile future, in which current state-of-the-art knowledge may become obsolete at an increasing speed.
5. **Innovative learning solutions programme for teachers**, to enhance the pedagogical competences of Ulysseus academic staff by through innovative learner-centric pedagogy.
6. The **Developing competences for non-academic staff programme**, to train Ulysseus non-academic staff for the highest performance on the 2030 European Education and Research Areas.



The Ulysseus Alliance is fully committed to the use of the Europass e-portfolio, in coordination with the Europass National Centres. Ulysseus students and staff (academic and non-academic) will use this digital dynamic tool that enables individuals to document, display and manage their skills, formal and informal qualifications, and experience throughout the lifespan of their career.

WP4 “Building up competences for the future” is devoted to developing a set of learning sources for transferable skills as languages (T.4.1+) and entrepreneurship and design thinking (T.4.4) for all the Ulysseus community, including innovative learning solutions for teachers (T.4.5) and new competences for non-academic staff (T.4.6). It is Ulysseus aim to give opportunities to high-risk students and promote lifelong learning (T.4.3).

Career guidance at every step of the way will be offered to the community through a specific programme (T.4.2). Open-access AI online English, French, German, Italian, Russian, and Spanish courses (D.4.2), a tool kit for Lifelong learning and high-risk students programme (D4.6), summer schools and open free online courses for citizens (D.4.13) will be available at the end of the project phase. This WP board is the Competences for the future Board (T.1.7) where tasks development and follow up will be developed.

1.15. Work Package 5 “Social Responsibility and Citizen Engagement”

The Ulysseus' Mission Statement establishes **five key goals** for 2030. The Ulysseus Key Goal 4 is to shape **resilient, respectful of human rights and socially committed European citizens**, by enhancing the knowledge and practice of the European values, boosting citizen engagement through several outreach activities, promoting gender equality, diversity, and inclusiveness, and tackling the current gender unbalance in Science, Technology, Engineering, the Arts and Mathematics (STEAM). This goal will be implemented through Work Package 5, titled “Social Responsibility and Citizen Engagement”.

By 2030, the Ulysseus University will have contributed to **a more gender-balanced, diverse, inclusive, and engaged society**, promoting equality, social cohesion, and active citizenship. For this purpose, Ulysseus will implement the pilot phases of:

1. The **European citizenship promotion activities programme**, to bring the citizens closer to the European Union values.
2. The **Ulysseus citizens' engagement programme**, to promote citizens engagement through several outreach activities, including Open Classes, a Science Shop, Science Fairs, Researchers Night, etc.
3. The **Ulysseus special needs programme for students, staff, and visitors**.
4. The **Gender Equality Agenda** to re-balance the participation to STEAM disciplines and careers.
5. The **Scholarship programme for disadvantaged groups**, including mobility support and special attention to migrants.
6. The **older adults' internationalization programme** will broaden the already existing offer of courses with new programmes.
7. The **Open Classes** sites, for open learning and knowledge exchange, will be set up in coordination with each city and/or region.

WP5 includes tasks related to citizen engagement, inclusion, and European values. These tasks will promote citizen's engagement (T5.1 & T5.2), and target people with special needs (T.5.3), disadvantaged groups (T5.5) and older adults (T5.6). Moreover, WP5 will develop a Gender Equality Agenda for boosting gender balance in STEAM. Additionally, WP5 will implement Open classes' sites in cooperation with cities and regions, to offer territorial spaces for citizen engagement (D.5.5). This WP board is the Citizen Engagement Board (T.1.8) to follow the development of tasks and follow up.

As a general rule, all deliverables will be published in English. They will be localised and translated (entirely or in part) in national languages if necessary or deemed important by each partner. UniGe, WP5 coordinator, will adopt a general scheme for most WP5 tasks and deliverables, with appropriate exceptions where needed:

- Step 1: verify the **concept and terminology** will all the partners. If possible, we will adopt a common conceptual reference and terminology. However, each partner will be free to adopt the preferred concepts and terminology.
- Step 2: collect examples of **similar programmes/learning tools organised by the partners**.
- Step 3: collect examples of **similar programmes /learning tools organised outside the partnership**.
- Step 4: collect **expression of interest and further advice by stakeholders** (i.e., NGOs and individuals directly concerned).
- Step 5: **define the programme** and create each deliverable.
- Step 6: (optional) the partners will translate/localise each deliverable (or a summary, or parts of it).

The partners will plan changes that will be stimulated by Ulysseus but will take place outside of it. For example, WP5 will suggest courses on various topics, contents and format or will guide the partners through structural change on Equality, Diversity and Inclusion (EDI), and each partner will decide autonomously to carry out these activities at local level.

1.16. Work Package 6 “Mobility & International Outlook”

Ulysseus aims to become a good practices model and an attractive and competitive European University by driving excellence and by being an open to the world university. To enhance seamless and climate responsible mobility, and to promote the international attractiveness, competitiveness, and positioning of the Ulysseus University, **by 2023 the alliance will have implemented the pilot phase of the Ulysseus Internationalisation Plan** for education, research, innovation, and development cooperation.

The strategy involves our universities, regions, cities, and main stakeholders, and will be focused on the Ulysseus R&D challenges, through:

1. **The Ulysseus University mobility programme** for students, academic and non- academic staff mobility within the Ulysseus Community. This will include the international branch of the traineeship programme in Hub-associated stakeholders.
2. The **Green Deal Mobility Scheme** to contribute to a climate-neutral Europe.
3. The **High School’s mobility programme**, to familiarise and sensitise young scholars on European and Ulysseus values and programmes
4. The **International cooperation programme**, to design a cooperation framework for Education, Research, Innovation and Development cooperation with the Ulysseus most strategic geographical regions and university partners, turning Ulysseus into an international model and fast-track cooperation institution.
5. The **Ulysseus Welcome programme**, to support both international visitors and degree- job- seeking students and staff.
6. The **Ulysseus Talent Magnet Programme**, to attract the best talented students and staff to the Ulysseus University.
7. The **Ulysseus International Promotion programme**, to boost the international visibility and positioning of our universities in the main international rankings.
8. To **reduce obstacles for cross-border mobility and cooperation**, the Ulysseus alliance commits to:
 - Support the implementation of **the European Student Card initiative**.
 - Define an **internal cooperation framework** to reduce existing administrative barriers and obstacles in order to promote automatic recognition of credits earned in any Ulysseus university
 - Work, in collaboration with National Authorities and other European Universities, and the supporting information of NARIC (National Academic Recognition Information Centres in the European Union), to promote that comparable Higher Education qualifications obtained in one Ulysseus country, as well as learning periods abroad, **are automatically recognised on the same basis in the others**, for the purpose of accessing further studies and the labour market.



Mobility is central in Ulysseus European University, so a full programme to boost it will be developed for students, faculty, and non-academic staff (T.6.1) and also for high school students and teachers of our regions (T.6.3) will be developed. For making this mobility sustainable, a Green Deal mobility scheme will be implemented (T.6.2). Specific hosting arrangements for mobility will be agreed inside the alliance and compiled as a Welcome Programme (T.6.5). Specific measures for reducing obstacles for mobility will be boosted (T.6.8). For promoting the alliance beyond Europe and cooperating with other European Universities and entities, the International Cooperation Programme (T.6.4) and the International Promotion Programme (T.6.7) will be developed. Finally, to attract the best students, researchers and staff to our alliance, a full Talent Magnet Programme (T.6.6) will be deployed. This WP board is the Mobility and International Outlook Board (T.1.9) where tasks development and follow up will be developed.

1.17. Work Package 7 “Sustainability and Dissemination”

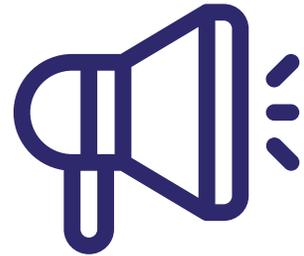
WP 7 “Sustainability and Dissemination” gathers the activity to improve the capacities of the alliance to act as role model. **A step-by-step approach guarantees the Ulysseus University sustainability.** This approach is implemented by five tools: A Sustainability Plan (T.1.13), a Ulysseus legal entity (T.7.8), the Financial Plan (T.1.12), fund rising supported by the International Projects Office of the International Centre, and the Ulysseus observatory: RADAR (T.7.7).

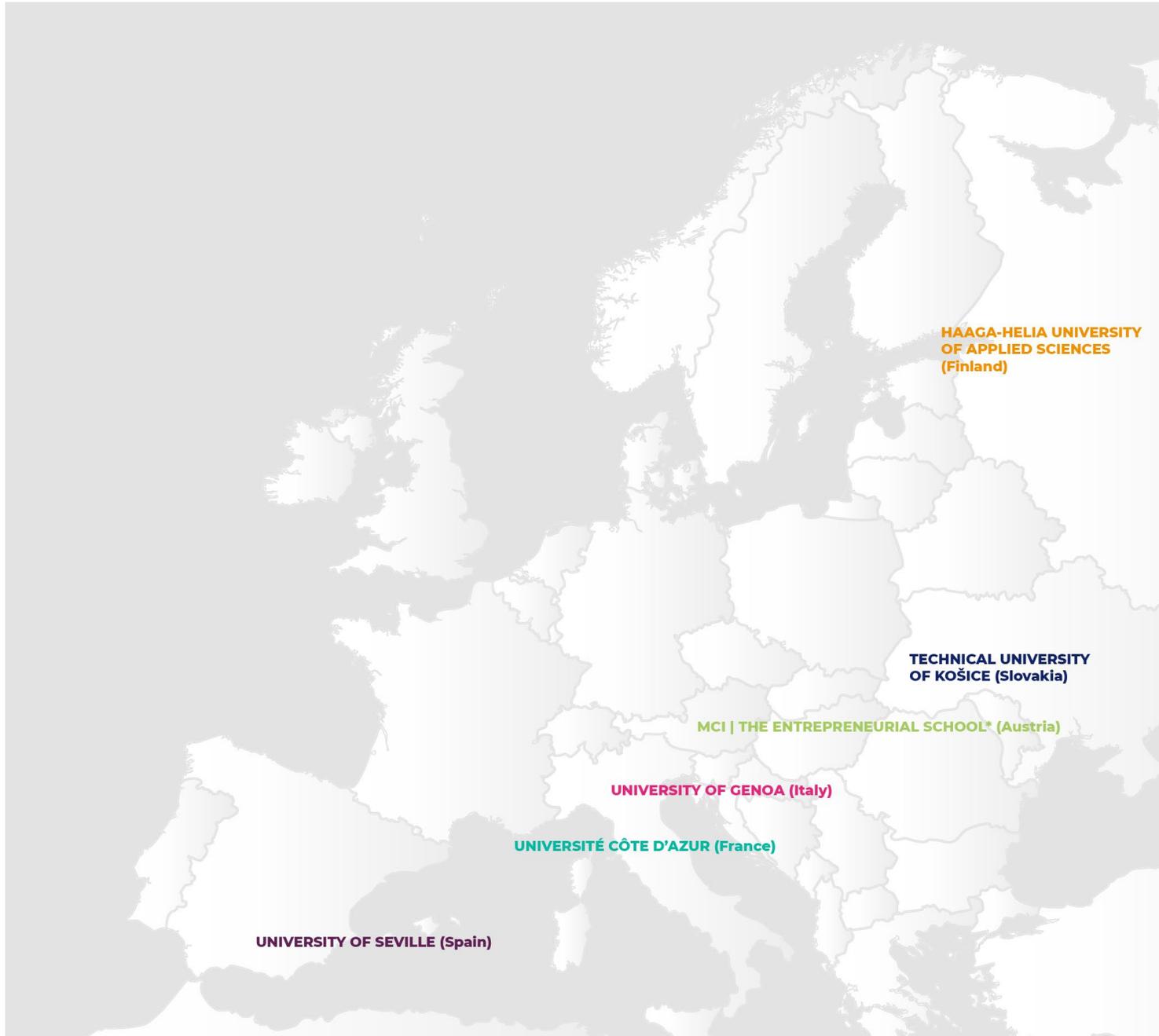
A Dissemination Plan to communicate the projects results to the community has been designed in order to **reach the broadest audience, help citizen engagement, and spread good practices.** The Dissemination Plan (T.1.18) describes the objectives, activities, and indicators for the visibility of results of the projects. Activities will be developed through WP7.

Falling under the Coordination Unit, the Dissemination Unit in Seville will develop the dissemination activities, ensuring a proper open sharing of Ulysseus activity and results. The Unit is led by a communication expert, specifically hired for the Ulysseus project as General Dissemination Officer. He is supported by appointed Communication Officers in each Innovation Hub. They will develop One-exchange activities (T.7.3) targeted to all kind of publics and through all kind of channels, and also Two-way exchange activities to stablish the necessary communication issues for citizen engagement in Ulysseus events. All activities indicators will be gathered in the annual dissemination report. A Ulysseus website (ulysseus.eu) has been developed and promotion material will be designed following the Ulysseus branding guide.

Ulysseus will also pursue the **adoption of clear and creditable open data policies** that support transparency, reproducibility, and reuse, helping Ulysseus task developers to secure the benefits of collecting, creating, and sharing data essential to 21st-century Education and Science. The FAIR Data policy is a guarantee practice on the partner Universities of the alliance. They will pool their experiences, efforts, and tools to make a joint FAIR Data policy. An open joint repository for results spreading (T.7.9) will be available in the Digital Platform to disseminate Ulysseus results.

WP 7 “Sustainability and Dissemination” is devoted to developing the Dissemination Plan and the Sustainability Plan, including the RADAR observatory, the development of a Ulysseus legal structure and a joint open repository for spreading results.







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www.ulyssseus.eu

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