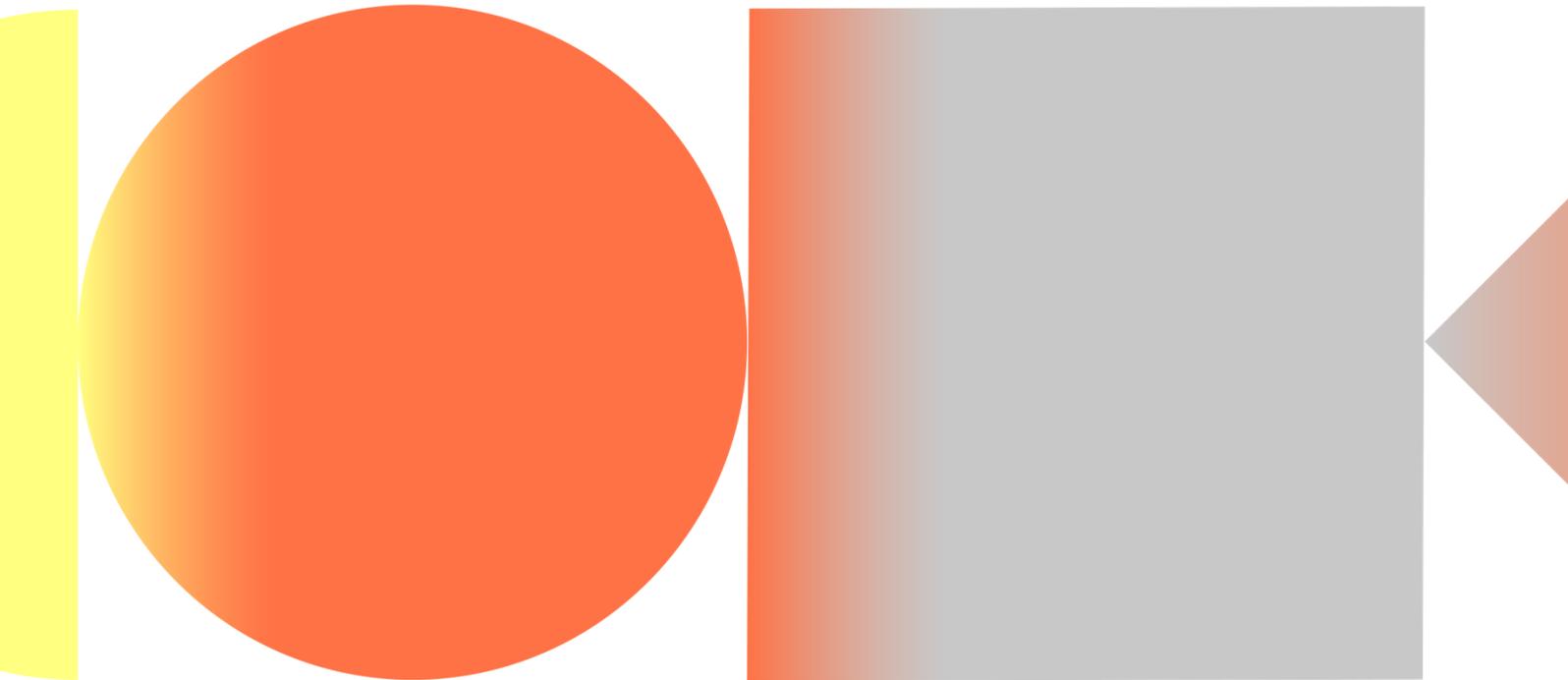




Output 4.5

Reflections and recommendations
for the scalability of the mobility
formats and for the Erasmus+
Programme 2021-2027





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PART I:

**INTRODUCTION,
METHODOLOGY,
OVERALL
PRECONDITIONS**

1. INTRODUCTION

1.1. Purpose of the document

This document builds on the knowledge and experience acquired during the first four years of cooperation¹ among the partner universities of the Una Europa Alliance. This includes both the implemented mobility formats in the framework of the 1Europe Erasmus+ project and additional initiatives with a mobility component carried out within the Una Europa Alliance. These formats and initiatives altogether constitute an initial package of actions that translate into practice the general aim of the Erasmus+ European Universities Initiative, as described in the European Commission Communication on a European strategy for universities:

The Erasmus+ European Universities initiative, in combination with Horizon Europe, Digital Europe and other EU and national instruments, will support ambitious transnational alliances of higher education institutions to develop and share a common long-term structural, sustainable and systemic cooperation on education, research and innovation, creating European interuniversity campuses where students, staff and researchers from all parts of Europe can enjoy seamless mobility and create new knowledge together, across countries and disciplines².

This document is intended to support the next steps to strengthen and widen the implementation of mobility related activities, initiatives and projects including mobility components in the framework of both the upcoming Una.Futura Erasmus+ project and the Una Europa Alliance by and large, in order to contribute to the 50% mobility target.

A set of recommendations is described and supported through case analysis and practical examples in order to identify potential further developments of the mobility formats and initiatives already implemented and to promote synergies across three main components:

- Future mobility formats and initiatives fully funded under the upcoming Una.Futura project;
- Additional mobility schemes and interuniversity collaborative initiatives that can integrate and support the delivery of Una.Futura project outcomes, taking advantage of external funding, such as the Erasmus+ Key Action 1 and Key Action 2 measures;
- Mobility programmes and cooperation projects involving Una Europa partners and stakeholders, which may be planned and designed in the medium-long term to respond to additional education, research and innovation related needs and interests of the Una Europa community, in line with Una Europa 2030 Strategy.

Mobility formats and initiatives of the 1Europe and Una.Futura Erasmus+ projects and Una Europa Alliance

Recommendations for improvement and sustainability of past and future mobility formats and initiatives

1.2. Target groups

These recommendations address different categories of stakeholders, both internal and external to the Una Europa -community:

- **academic** and **professional staff** involved in the implementation of the already delivered 1Europe mobility formats and Una Europa cooperation and mobility initiatives, providing additional suggestions and views for upscaling and further development;
- **academic** and **professional staff** who will be involved in the development and implementation of the new and future activities both in the framework of the Una.Futura Erasmus+ project and of the Una Europa Alliance at large, according to the bottom-up approach which will put relevant staff of partner HEIs in the driving seats, to agree and define joint projects and initiatives for education and research with strong components of mobility and requiring deep collaboration across the interuniversity campus;
- **other HE professionals**, including, especially, academic and professional staff of higher education institutions of the European Education Area and other European University Alliances who have an interest in good practices for the targeted and combined use of Erasmus+ funds to support cross-border mobility and transnational collaborative projects with a special focus on the higher education sector.

Targeted readers: stakeholders inside and outside the Una Europa Alliance

1.3. How to read the document

The document is structured in order to provide readers with a perspective starting from a general view and progressively deepening and restricting the focus, adding and detailing technical, administrative and procedural features.

First, the **relevant sources** of information that were analyzed for the elaboration of this document are described, together with the way they were combined in order to elaborate recommendations that are both relevant and responding to the Una Europa context and compatible with some actions of the Erasmus+ programme, especially those targeting the higher education sector.

From the analyzed sources of information to the suggested approaches to make use of Erasmus+ funds

Second, section 2 of the document focuses on the **overall pre-conditions** and assumptions necessary to set the basis and create a general context at the level of both the Alliance and of each Una Europa partner HEI allowing for a concrete and feasible application of the recommendations.

Una mobility formats and initiatives

After that, two series of **tables** – respectively for selected Actions of the Erasmus+ Programme - are included in sections 2.2 and 2.3 and constitute the core of the document. Each table focuses on a specific Erasmus+ KA1/KA2/Jean Monnet Action and matches it with 1Europe/Una.Futura/Una Europa formats and initiatives.

Preliminarily to each set of tables, the document describes the necessary specific **pre-conditions and assumptions** in the framework of the Una Europa Alliance and at each Una Europa partner HEI for the joint design,

Selection of Erasmus+ KA1 and KA2 actions and

management and delivery of KA1 mobility initiatives and of KA2/Jean Monnet cooperation initiatives.

combination with mobility formats and initiatives

Each table follows a **standard scheme**. For each action it includes a general description of the action and recommendations about how 1Europe, Una.Futura and Una Europa formats and initiatives can be scaled up, designed or re-designed taking into consideration relevant Erasmus+ actions that can contribute to and support the goals of such formats and initiatives. The selected Action is briefly mentioned, together with formal eligibility requirements established by the Erasmus+ Programme and which are to be taken into consideration while developing and/or adjusting 1Europe/ Una.Futura/Una Europa formats in order to elaborate relevant Erasmus+ applications for funding. First, the table focuses on already implemented or planned 1Europe/Una.Futura formats and provides suggestions on how these can become KA1/KA2 project proposals or how they can embed KA1 mobility schemes or KA2 projects as parts of wider initiatives. In some cases, the suggested actions may be relevant to all Una Europa priority focus areas³, in other cases, a specific focus area might especially benefit from the identified funding opportunity and that is explained in the table.

The Tables provide suggestions on how 1Europe/Una.Futura/Una Europa formats can be part of an Erasmus+ funding scheme/project

The table also includes a session providing suggestions and recommendations on the application of the analyzed KA1/KA2 actions to additional mobility and education initiatives that have not been identified yet, but which the Alliance might develop in the longer term.

A focus on relevant human resources/units to be involved at both the university and Alliance level is included in order to provide general inputs on the working groups, units and services, which shall be taken into consideration and consulted when designing the formats.

Academic and administrative units involved

Finally, where relevant, recommendations concerning specific adjustments or additional highlights are described in the last part of the tables in order to turn the Alliance's mobility schemes and collaborative actions into eligible Erasmus+ applications proposals for funding.

It is important to notice that the tables are the result of the analysis and combination of information coming from additional reference sources and documents, which are listed in the following section. The content of each table aims at providing a general understanding of the selected Erasmus+ KA1/KA2/Jean Monnet Actions and explaining how the identified 1Europe/Una.Futura formats can match with that. Considering that this document targets several kinds of stakeholders, additional reference documents and materials might be needed to have a deeper and full understanding of the suggestions and recommendations included here. On the one hand, the Erasmus+ Programme Guide shall be consulted in combination with the tables. On the other hand, other 1Europe developed materials could provide a more detailed picture of a specific mobility format.

2. METHODOLOGY

The recommendations and reflections described in this document are the result of a joint analysis of two main set of sources:

- Sources external to the Una Europa Alliance: the **Erasmus+ Programme Guide**
- Sources internal to the Una Europa Alliance, including:
 1. the **Outputs** developed under Work Package 4 (Joint Innovative Formats for Mobility) of 1Europe project,
 2. Erasmus+ **Una.Futura project application** and its initial work plan as far as expected JIFs for education and mobility and mobility plans are concerned,
 3. **Una Europa 2030 draft Strategy**, which connects the Alliance's strategic priorities to practical routes in order to define a roadmap for joint initiatives combining education, research and service to society.

Sources of information external and internal to the Una Europa Alliance

The Erasmus+ Programme Guide is taken into consideration as the main reference for description of eligible activities in the framework of Erasmus+ funded actions. Out of the Guide, a series of KA1 and KA2 have been selected, based on both their relevance to Una Europa strategy, mobility targets and needs for cross-university cooperation.

Erasmus+ Programme Guide with reference to selected KA1 and KA2 actions

The following actions have been selected:

KA1 Learning mobility of individuals

- *Mobility for higher education students and staff*
- *Virtual exchanges in higher education*

KA2 Cooperation among organizations and institutions

- *Partnerships for cooperation: Cooperation partnerships in the field of Higher Education and in the field of SPORT;*
- *Partnerships for excellence: Erasmus Mundus Action*
- *Partnerships for innovation: Innovation Alliances*
- *Capacity building in higher education*

Jean Monnet Actions in higher education and Jean Monnet Teacher's Academies

The analysis of each of the above-mentioned actions focus on their application to: compatible 1Europe implemented formats for mobility; future Una.Futura formats and plans regarding mobility and Una Europa additional initiatives and programmes with a mobility component and/or aimed at promoting interuniversity cooperation in the field of education, research and engagement with society.

Application of KA1 and KA2 actions to past and future mobility formats and collaborative initiatives of the Alliance

3. OVERALL PRE-CONDITIONS AND ASSUMPTIONS FOR THE APPLICATION OF THE DOCUMENT

The document provides suggestions and examples on possible approaches to set up structured and institutionalized mobility mechanisms and strands and international cooperation initiatives responding to Una Europa objectives through Erasmus+ funds, with a special focus on a selection of Erasmus+ KA1 and KA2/Jean Monnet actions.

Necessary pre-conditions at the level of Una Europa partner HEIs and of the Una Europa Alliance

Erasmus+ KA1 and KA2 actions have been selected according to their relevance to the Alliance’s context in terms of interuniversity campus mobility and cooperation activities. To combine effectively the 1Europe, Una.Futura and Una Europa initiatives with possible Erasmus+ KA1 and KA2 actions in order to take advantage of additional Erasmus+ funds, some preliminary adjustments and coordination measures are necessary at the level of each Una Europa partner HEI and at the level of the Alliance.

Convergence of strategies

First, the **institutional and internationalization strategy** of each Una Europa partner HEI should be adapted or integrated in order to facilitate a convergence towards Una Europa common goals and to promote the adoption and application of joint and shared long-term visions. This process has already started at different levels, but further steps are necessary in order to promote a stronger and wider integration, which, starting from agreed and common objectives, can lead to new and joint interuniversity structures, services and methodologies for effective international cooperation and mobility.

Governance and executive levels

Leadership commitment and strategic planning are key to boost this process. The governance and executive levels of the Una Europa partner HEIs shall be engaged to promote further alignment among the institutions and to facilitate internal processes addressed to both academic and professional staff in order to encourage and support the elaboration and adoption of models, practices, procedures and working methods that can overcome institutional administrative barriers. This process shall aim at creating concrete and **effective conditions for interuniversity working environments**, where collaborative mechanisms are applied by academic and professional staff at all levels of the Una Europa partner HEIs in order to deliver joint interdisciplinary transnational education activities, combining together education, research and service to society.

When it comes to services supporting Erasmus+ project cycle management – from Erasmus+ call scouting, monitoring and dissemination within each university, to project application and management– each Una Europa partner HEI is still characterized by differences concerning, for instance, the

Need to make EU project design and management support services more convergent

organizational structure, internal calendars and the kind of support services provided internally to academic staff on project design and management.

A coordinated approach at the general level among the different structures involved in the Erasmus+ project cycle management is necessary to facilitate the reciprocal knowledge of existing different procedures and for the adoption of common practices.

Besides, this should be combined with the creation of special cooperation channels and methodologies for Erasmus+ project cycle management involving Una Europa members, in order to encourage and facilitate joint applications to Erasmus+ calls for proposals and shared management mechanisms at institutional level of funded projects contributing to Una Europa goals.

Mobility and Erasmus+ experts, managers and units at partner HEIs shall link and connect together in a peer learning process aimed at supporting the set-up of a joint work of what shall become permanent structures for collaboration, management and implementation of mobility formats and related initiatives within both the Una.Futura project and the Alliance.

The Mobility Cluster and the recently created **Working Group on Erasmus+ KA2 and Jean Monnet Actions** (Una EDU+ working Group) are significant examples of such peer collaboration shall continue to be supported and systemically structured in the Una.Futura context.

In addition to a more integrated and shared general approach to Erasmus+ funds, specific corrective measures and adjustments may be useful regarding each Erasmus+ KA1 and KA2 considered relevant to the continuation and further evolution of 1Europe formats, both under Una.Futura project and in the framework of the Una Europa Alliance additional activities. The related recommendations and reflections are included in the relevant section of this document according to the specific Erasmus+ KA.

**The Mobility Cluster and the
Working Group on Erasmus+
KA2 and Jean Monnet
Actions**



PART II:

**ERASMUS+ ACTIONS AND
UNA EUROPA FORMATS**

4. SUMMARY TABLE CONNECTING FORMATS TO ERASMUS+ OPPORTUNITIES

Formats developed under the 1Europe Project	Erasmus+ Actions potentially connected
JOINT Bachelor – BAES and Joint BA in Sustainability	KA1: Mobility for Studies/Traineeships BA/MA KA1: Blended Intensive Programmes (BIPs) KA1: Virtual Exchanges in Higher Education
PhD Workshops in Cultral Heritage	KA1: Mobility for Studies/Traineeships PhD level KA1: Blended Intensive Programmes (BIPs)
Una Staff Week and Live my Life	KA1 Staff Mobility for Training KA1: Blended Intensive Programmes (BIPs)
One Health Summer School and Joint Teaching Units	KA1: Mobility for teaching staff KA1: Blended Intensive Programmes (BIPs) KA2: Cooperation Partnerships in HE
MOOCs Developed under Lifelong Learning formats	KA1: Blended Intensive Programmes (BIPs) KA2: Cooperation Partnerships in HE
Una Ten, Una Futura, Una Together	KA1: Blended Intensive Programmes (BIPs) KA2: Innovation Alliances

Formats to be developed under the Una Futura Project

Erasmus+ Actions potentially connected

Una.Futura new and future JIFs: JOINT BA/MA MODULES/TRAINING EVENTS	KA1: Mobility for Studies/Traineeships BA/MA KA1: Blended Intensive Programmes (BIPs) KA2: Erasmus Mundus Joint Master Degrees KA2: Cooperation Partnerships in HE
MA RESEARCH INTERNSHIPS	KA1: Mobility for Studies/Traineeships PhD level
Summer/Winter Schools at BA/MA/PhD Level	KA1: Blended Intensive Programmes (BIPs)
Research Semesters at BA and MA Level	KA1: Blended Intensive Programmes (BIPs) KA2: Cooperation Partnerships in HE
Joint Doctoral Training	KA1: Mobility for Studies PhD level KA1: Mobility for teaching staff KA1: Blended Intensive Programmes (BIPs) KA2: Cooperation Partnerships in HE
Feasibility study for Institute of Advanced Studies	KA2: Cooperation Partnerships in HE
MOOCs to be developed under ifeLong Learning Formats	KA2: Cooperation Partnerships in HE KA1: Blended Intensive Programmes (BIPs) KA1: Virtual Exchanges in Higher Education
Una for Society Formats	KA2: Cooperation Partnerships in HE KA2: Cooperation Partnerships in SPORT KA2: Innovation Alliances
Training Programmes for Staff – Empowering Staff Trainings	KA1 Staff Mobility for Training KA1: Blended Intensive Programmes (BIPs)

Other potential Una Europa activities

Erasmus+ Actions potentially connected

Seed Funding projects

KA1: Mobility for Studies/Traineeships BA/MA
 KA1: Blended Intensive Programmes (BIPs)
 KA2: Erasmus Mundus Joint Master Degrees
 KA2: Cooperation Partnerships in HE

Una Chairs

Jean Monnet Actions

Involvement of associated partners and local ecosystems in projects

KA2: Innovation Alliances

Challenged – based approach formats

KA2: Innovation Alliances

Service – Learning

KA1: Blended Intensive Programmes (BIPs)
 KA2: Cooperation Partnerships in HE
 Jean Monnet Actions

5. KA1 MOBILITY FOR HIGHER EDUCATION STUDENTS AND STAFF:

Pre-conditions and assumptions applicable to mobility initiatives promoted in the framework of Una Europa

Investment in large-scale mobility pathways for all students and the creation of a joint framework for the mobility of academic and professional staff are among the instruments to contribute to carry out the roadmap set by the Una Europa 2030 Strategy.

Besides, **Una.Futura** project aims to support the implementation of a **Mobility for All action plan**, which also takes into consideration the need for integrating and aligning the general exchange patterns among the partners, investing in all types of mobility formats and making full use of opportunities offered by the Erasmus+ programme.

In the framework of the Erasmus+ Programme, KA1 is the component that directly targets mobility of individuals. It includes two actions that focus especially on the higher education sector: Mobility for higher education students and staff and Virtual exchanges in higher education.

The first action (**Mobility for higher education students and staff**) supports opportunities for students and staff to undertake a learning and/or professional experience in another country. This action usually implies that each university plans individually its application proposal, which has to be submitted at the corresponding Erasmus+ National Agency. This document intends to suggest an alternative approach to this action, based on the coordination among Una Europa partner HEIs since the elaboration of the respecting KA1 applications. The proposed coordination will allow to request a combination of Erasmus+ funds, which can contribute to multilateral joint initiatives for mobility of the Alliance through a network of mobility schemes identified in advance and eligible for Erasmus+ funding. Mobility formats can be progressively agreed both within the Una.Futura project and, outside the project, in the framework of additional initiatives of the Alliance.

The second action (**Virtual exchanges in higher education**) supports online learning and/or training activities for groups of

Una Europa Alliance strategies and plans

E+ Key Action 1

E+ KA1 Mobility for higher education students and staff

students or staff from EU Member States, third countries associated and not associated to the programme. The action requires a joint application by a group of HEIs, providing an opportunity to create a mini-consortium within the Alliance and with external partners from third countries for the elaboration of a small-scale project proposal, which can fit several kinds of virtual learning and on-line mobility formats.

E+ KA2 Virtual exchanges in higher education

Erasmus+ KA1 initiatives are usually managed within universities by staff and units in charge of providing services for Erasmus+ exchange programmes, together with student and staff mobility planning, implementation and monitoring, either at the level of central services and/or at Faculties, Departments, Schools level. Even though each university might have different internal organizational structures supporting these services, a checklist of common tasks might be identified as a starting point for reciprocal peer learning and exchange of practices, in order to progressively develop common methodologies.

E+ KA1 related support services and tasks at university level

The main common tasks can be grouped as follows:

- i. Monitoring of Erasmus+ KA1 calls for application and internal dissemination among academic and/or administrative staff of Faculties, Departments or other internal education related structures of a university.
- ii. Central coordination and/or support for drafting Erasmus+ KA1 project proposals, in some cases in connection with academic and/or administrative staff of Faculties, Departments or other internal education related structures of a university. This also includes the prioritization of university partners or other non-university stakeholders to develop exchanges with.
- iii. Management and/or management support of awarded Erasmus+ KA1 funds and related exchange programmes. This might also include the design, planning and implementation of internal calls for applications for student/staff mobility, the delivery of services for the management and monitoring of mobility exchanges, across the “before, during and after” mobility phases, related budgeting and accounting of received funds. In some universities, services are divided between incoming and outgoing and/or student and staff. In other universities, divisions might follow other criteria, such as disciplines, geographical regions or programmes.

Within each university, these tasks and services are usually connected together and organized according to both Erasmus+ Programme requirements and national and institutional rules and regulations regarding teaching and learning, human resources, financial and administrative management. This leads universities to adopt specific processes that combine the different requirements and regulations as well as to express the identity, customs and culture of a specific higher education system and of the university itself. Consequently, the corresponding organizational structure and procedures to manage Erasmus+ funds for mobility are similar among universities, but not immediately compatible.

Progressive creation of a Una Europa flexible support service structure at partner HEIs for E+ KA1

Starting from the combined analysis of specific Erasmus+ KA1 actions and Una Europa envisaged mobility schemes and initiatives included in the following tables, the related practical suggestions and recommendations might be further tested and implemented by working groups of academic and professional staff who will collaborate for the design, development and delivery of future joint mobility initiatives within Una Europa. The network of involved and engaged staff will find themselves in the position to identify synergies and differences, experiment, apply and agree on common practices and procedures, facilitating the adaptation of the respective university systems and organizational structures concerning the entire Erasmus+ KA1 project cycle management to support and integrate Una Europa initiatives.

Starting from specific and concrete formats and mobility schemes, the piloted jointly agreed procedures could progressively be adjusted and adopted on a wider scale within the Alliance, in order for partner universities to replicate them according to the different needs of external Erasmus+ funds that might arise from the elaboration of long-term mobility plans for staff and students of the Alliance ecosystem.

Following a step-by-step approach, the improvement and adoption of the joint collaborative mechanisms for Erasmus+ KA1 project cycle management by each partner university shall aim at the creation of a flexible support service structure providing expertise and capacity on joint and/or coordinated cooperation concerning Erasmus+ KA1 funds. Through the elaboration of a more comprehensive approach, this structure could be activated by each partner university in order to invite the other partners to apply to Erasmus+ KA1 calls for proposals and/or to use Erasmus+ KA1 funds to support the implementation of Una Europa teaching and learning, education and research formats with a mobility component.

5.1. KA1 MOBILITY FOR HIGHER EDUCATION STUDENTS AND STAFF TABLES

ERASMUS+ ACTION KA1: MOBILITY FOR STUDIES AND/OR TRAINEESHIPS FOR BA/MA LEVEL STUDENTS	
Description of the action, purposes, outputs	<p>Objective:</p> <ul style="list-style-type: none"> - to foster employability, social inclusion, civic engagement, innovation and environmental sustainability in Europe and beyond by enabling students from all study fields and at all study cycles to have the opportunity to study or train abroad as part of their studies; - to expose students to different views, knowledge, teaching and research methods as well as work practices in their study field in the European and international context; - to develop their transversal skills such as communication skills, language skills, critical thinking, problem solving, inter-cultural skills and research skills; - to develop their forward looking skills, such as digital and green skills, that will enable them to tackle the challenges of today and tomorrow; facilitate personal development such as the ability to adapt to new situations and self-confidence <p>Duration: Mobility for study: duration from 2 months (or 1 academic term/trimester) to 12 months of physical mobility Mobility for Traineeship (work placement, internship, teaching assistantship): duration from 2 months to 12 months of physical mobility</p> <p>Action strands: mobilities can be organised and funded through two different action strands (KA131 and KA171), according to the geographical dimension of the mobility action. The «European dimension» (KA131 strand) is aimed at supporting mobility activities among EU member states and third countries associated to the programme, and it is funded by EU internal policy funds. The «international dimension» (KA171 strand) is aimed at supporting mobility activities to and from third countries associated to the Programme, and it is funded by EU external action instruments.</p> <p>Venue of the Mobility : EU Member State or third countries associated to the Programme or a third country non associated to the Programme different from the country of the sending organisation. Third countries not associated to the Programme are divided into Regions, with specific venue limitations as follows: mobilities for short-, first- and second cycle students carried out with countries in regions 2-11 ⁴ are limited to incoming mobility from third</p>

	<p>countries not associated to the Programme. Outgoing mobility towards these regions is only available for students at doctoral level and for staff.</p> <p>If the applicant HEI has a mobility project funded with the KA131 strand, the aforementioned non-eligible international outgoing mobility flows to these regions may be funded by that project in a complementary way.</p>
<p>Application to 1Europe/ Una.Futura JIFs</p>	<p>KA1 student mobility can fund physical mobility for BA/MA level students in the framework of the following JIFs. The Erasmus+ eligible mobility duration and activity might vary according to the specific JIF.</p> <p>1Europe implemented or planned JIFs: Joint Bachelor Degree: JOINT BAES and JOINT Bachelor Sustainability</p> <p>The Joint Bachelor in European Studies (BAES joint degree) foresees face-to-face, blended and online teaching and a 100% mobility rate for each classroom. The BAES mobility component is structured in different available paths, to be chosen by enrolled students during their first semester of enrolment, and related to their specialization path (major/minor options). Adopting a multidisciplinary approach, it reflects on the role of Europe in the world and offers research skills to analyse key issues related to Europe. Through the extensive mobility programme, students will not only learn about Europe, but also experience, live and grow in an international setting.</p> <p>A joint Bachelor degree is also planned to be developed in Sustainability related disciplinary fields.</p> <p>While this document is written, the JOINT BAES is about to start its first academic year and the JOINT Bachelor in Sustainability is under development.</p> <p>The Joint Bachelor Degree JIF is characterised by a sound physical student mobility component, among other kinds of mobility options. It might benefit from KA1 funded <u>physical mobility windows for study/thesis research and for traineeship</u>. To this aim, dedicated call for applications or special application windows can be designed targeting students of the Joint BA programmes to apply for a mobility at the participating HEIs of the BA Programme and/or of the Alliance, in line with the relevant curriculum and study plan.</p> <p>Besides, tailor made work placements and internship mobility schemes can be planned for Joint Bachelor Degree students/future alumni involving non-university partners of the Alliance. This might include the Una.Futura non-university associated partners and other non-university stakeholders linked to Una Europa through other initiatives and projects, such as the consortium's members of the EIT Culture & Creativity⁵.</p> <p>JOINT BAES was initially designed in the framework of the European Studies focus area, whose scope has been widened to the revised focus area of Europe and the World. Considering the relevance of interaction with the rest of the world in this extended focus area, in addition to mobility pathways among universities of the Alliance, incoming (and outgoing where eligible) mobility for study/traineeships (including teaching assistantships where eligible) periods can be planned in cooperation with HEIs located in third</p>

countries and identified as strategic partner according to Una Europa 2030 Strategy.

**Una.Futura new and future JIFs:
JOINT BA/MA MODULES/TRAINING EVENTS (including
summer/winter schools)**

The planned modules are expected to be integrated in different existing BA/MA programmes, with a focus on interdisciplinary learning and research perspective.

KA1 student mobility can fund mobility windows and provide opportunities for physical mobility to students of different BA/MA programmes to gather together to attend a specific module/training event such as summer/winter schools, jointly organised by partner universities and hosted by a specific HEI within the Alliance. On the one hand, this mobility scheme can enrich the internationalisation at home dimension of the hosting university. On the other hand, participating students from sending partner universities can be stimulated with the exposure to a new and different learning space. Besides, all participating students can be engaged in an international learning experience requiring interaction and cooperation within a group of peers characterised by a different cultural, language and disciplinary background, which can increase students' soft skills.

BA/MA RESEARCH SEMESTERS

The planned research semesters are intended to allow students to develop critical practice skills and research capacity across Una Europa HEIs.

KA1 student mobility can fund thesis research/internship mobility opportunities.

Special agreements can be explored with non-university partners of the Alliance, such as foundations, NGOs, private sector operators, public bodies, in order to provide opportunities to students to carry out their research activities/research projects outside the academia and in professional environments. This might include the Una.Futura non-university associated partners and other non-university stakeholders linked to Una Europa through other initiatives and projects, such as the consortium's member of the EIT Culture & Creativity⁶(<https://eit.europa.eu/news-events/news/multi-million-euro-partnership-culture-and-creativity-launched-eit-culture>).

Special agreements can be explored with associated partner HEIs of the Alliance and HEIs located in third countries identified as strategic partner countries according to Una Europa 2030 Strategy, in order to provide opportunities to students to carry out their research activities/research project in other geographical contexts and or to carry out teaching assistantships.

MA RESEARCH INTERNSHIPS

The planned research internships are intended to develop students' research skills and share methodological approaches for research, to provide a pathway for international collaboration, transdisciplinary thinking and exposure at range of geo-political realities.

KA1 student mobility can fund internship mobility opportunities.

	<p>Special agreements can be explored with associated partners of the Alliance, including both HEI and non-HEI organisations, and HEIs located in third countries identified as strategic external partners according to Una Europa 2030 Strategy, and stakeholders linked to Una Europa through specific initiatives and projects. As an example, research internships schemes can be developed in cooperation with relevant consortium's members of the EIT Culture & Creativity, of which Una Europa is member.</p>
<p>Focus area</p>	<p>All focus area might benefit from the above-mentioned opportunities.</p>
<p>Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)</p>	<p>KA1 funds for student physical mobility can support the implementation of a long-term strategy of Una Europa Alliance concerning mobility of students.</p> <p>First of all this includes the implementation of the Mobility for All action plan, which will be delivered in the framework of Una.Futura project and the creation of favourable conditions to reach the 50% student mobility target.</p> <p>The above-mentioned plan will include a series of actions and initiatives to multiply mobility opportunities. Some initiatives have been already planned in Una.Futura project; additional initiatives will follow, according to a bottom up approach aimed at engaging academic staff and students in the identification of mobility initiatives most respondent to teaching, learning and research needs and interests. This will include, among others:</p> <ul style="list-style-type: none"> - Creation of a Una Europa Semester in each degree program by 2030 - Inclusion of study/work abroad experience as an integral part of Una Europa student experience - Mobility formats embedded in new joint programmes - Adaptation of the curricular structure allowing to embed mobility windows on a large scale - Development of flexible mobility pathways to diversify mobility options including: short and long-term mobility programmes for a range of activities, from summer/winter school, summer volunteering to semester internships, semester/full year study abroad - Recognition of non-academic credits (skills) gained - To increase the access, inclusion, support for disadvantaged and under-represented groups with short-term and virtual mobility - To develop aligned and integrated student mobility services for the entire mobility lifecycle - To carry out a program of Student ambassadors to promote student engagement and visibility of student targeted initiatives <p>Besides, additional physical student mobility schemes responding to the JIFs' needs might be developed by the Una Europa Alliance with relevant stakeholders. As an example, specific members of the EIT Culture & Creativity⁷ and future initiatives might be identified to develop specific student physical mobility schemes providing new and innovative learning approaches based on inter-sectoral mobility between the academia and the business sector.</p>

<p>Human Resources involved</p>	<p>University level : International Office/Mobility Office Student Mobility Counsellor/Mentor Coordinator of Study Programme</p> <p>Una Europa Alliance level : JIF project teams Mobility Cluster T&L Cluster</p>
<p>Recommendations</p>	<p>-The KA1 action analysed in this table requires that project applications be presented by a single HEI to its Erasmus+ National Agency. Therefore, each Una Europa partner HEI participating in a given mobility scheme/initiative shall submit a separate application to its Erasmus+ National Agency.</p> <p>This means that, what is planned within Una Europa as an interconnected mobility scheme among the partner HEIs, has to be shaped as a separate project application for Erasmus+ funds, one per each involved partner HEI.</p> <p>Erasmus+ funds are applied for on a competitive basis; therefore, the applying HEI competes with other applying HEIs of the same country. Submitting an application is not a guarantee that the corresponding Erasmus+ funds (or all of them) will be granted by the Erasmus+ National Agency.</p> <p>Consequently, there is no guarantee that the entire Una Europa mobility scheme flows will receive KA1 Erasmus+ funds. The situation might vary from HEI to HEI, following to the award results of each Erasmus+ National Agency. This element of uncertainty shall be taken into consideration as an external factor while planning the mobility format. Besides, it is recommended to kick off the coordinated KA1 application through a pilot/testing phase. This might help identify corrective measures contributing to setting up effective preliminary conditions to increase the chances of Erasmus+ funds award. It is a matter of fact that it would be impossible to eliminate completely the external risk related to the uncertainty of Erasmus+ funds award. Nevertheless, the coordinated use of EU funds to support European University Alliances, among other transnational cooperation initiatives for higher education, is also suggested by EU relevant bodies, therefore, the recommendation contained in this table builds on assumptions that are already under initial discussion by EU bodies⁸.</p> <p>The coordinated application to KA1 to support the activities of the Alliance goes beyond the initial reflections contained in the latest European Commission Communication and Council Recommendation about promoting synergies among available funds. To make it more effective and successful, the suggested approach shall be backed by a lobby and advocacy action of the Alliance itself towards EU institutions.</p> <p>It must be taken into consideration that besides the general rules established at Programme level, specific and additional funding rules can apply at each university, due to internal or national financial regulations.</p> <p>-It is also worth noting that KA1 application for individual mobility is usually a tool used by HEIs to support several kinds of exchanges, taking into consideration the various needs of mobility seats generated by both university wide agreements and specific</p>

	<p>department agreements and also connected to different kinds of international teaching and learning initiatives and programmes of the university - not all of which are directly connected to Una Europa plans - and to the cooperation with other partners of each Una Europa HEI, outside the Una Europa community.</p> <p>Therefore, the mobility seats related to Una Europa mobility formats, and requested in the framework of KA1 application, shall be considered as a part of all the mobility seats that usually HEIs request in their KA1 application. In other words, a KA1 application for individual mobility could hardly be entirely dedicated to Una Europa mobility related needs.</p>
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ERASMUS+ ACTION: KA1 MOBILITY FOR STUDIES AND/OR TRAINEESHIPS FOR DOCTORAL CANDIDATES

<p>Description of the action, purposes, outputs</p>	<p>Objective:</p> <ul style="list-style-type: none"> - to foster employability, social inclusion, civic engagement, innovation and environmental sustainability in Europe and beyond by enabling students from all study fields and at all study cycles to have the opportunity to study or train abroad as part of their studies; - to expose students to different views, knowledge, teaching and research methods as well as work practices in their study field in the European and international context; - to develop their transversal skills such as communication skills, language skills, critical thinking, problem solving, inter-cultural skills and research skills; - to develop their forward looking skills, such as digital and green skills, that will enable them to tackle the challenges of today and tomorrow; facilitate personal development such as the ability to adapt to new situations and self-confidence. <p>Duration : from 5 to 30 days or from 2 to 12 months of physical mobility (a study mobility may include a complementary traineeship period)</p> <p>Recent PhD graduates: post-docs may participate in traineeships with the same requirements as any other recent graduate within 12 months of graduation.</p> <p>Venue of the Mobility : EU Member State or third countries associated to the Programme or a third country non associated to the Programme different from the country of the sending organisation.</p>
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<p>Application to 1Europe/Una.Futura JIFs</p>	<p>KA1 student mobility can be exploited to fund physical mobility for PhD level students in the framework of the following JIFs. The mobility duration and activity might vary according to the specific JIF.</p> <p>1Europe - PhD Cultural Heritage workshop Una Europa Doctoral workshops bring together groups of PhD students working on one of the Una Europa focus areas. Doctoral workshops consist of PhD presentations, roundtables, debates, exchanges with supervisors, and with industry and field visits. Over three to five days, they offer a number of opportunities for interaction between Una Europa PhD students and challenge concepts, approaches, methodologies and schools of thought. They may be credit bearing, according to the regulations of the relevant doctoral schools at each partner university. A series of workshops was organised in the framework of the Cultural Heritage focus area. A Joint academic committee for planning the training activities and for PhD candidates' selection was created involving academic members of the SSC in Cultural Heritage. During the years 2021 and 2022, selected PhD students gathered at the hosting university to attend a multiple-day workshop. KA1 student mobility can fund short-term (min. 5 days) mobility opportunities for PhD students to physically attend the workshop at the hosting Una Europa partner HEI. To increase the international dimension and interaction opportunities, in addition to PhD students of the universities of the Alliance, other Una Europa strategic partner HEIs – both from EU or third countries- could be involved to fund the participation of their PhD students through KA1 student mobility. Besides, special agreements can be explored with associated partners of the Alliance, including both HEI and non-HEI organisations, and HEIs located in third countries identified as strategic partner countries according to Una Europa 2030 Strategy, and stakeholders linked to Una Europa through specific initiatives and projects. As an example, research internships scheme can be developed in cooperation with relevant consortium's members of the EIT Culture & Creativity⁹, of which Una Europa is member.</p> <p>1Europe - JOINT DOCTORAL PROGRAMME IN CULTURAL HERITAGE This joint/double European doctoral programme awards a widely recognize title. It is based on mandatory supervision of the doctoral candidate by professors from two Una Europa partner universities and features obligatory stays at several Una Europa partners. It also includes Una Europa PhD Workshops as well as jointly offered courses and modules for soft (transversal) skills development. The programme is administered by joint structures for admission, selection, supervision and assessment. This JIF might benefit from physical mobility windows for research and for internships. To this aim, dedicated call for applications or special application windows can be designed targeting students of the Joint PhD programmes to apply for a mobility at the participating HEIs of the Alliance, in line with the relevant research project and through the creation of co-tutelle agreements. Una.Futura project intends to replicate this model to other focus areas. As far as the focus area European Studies is concerned, it is expected to be enlarged to Europe and the World. Considering the</p>
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	<p>relevance of interaction with the rest of the world in this extended focus area, in addition to mobility pathways among universities of the Alliance, mobility can be planned in cooperation with Una Europa strategic partner HEIs from third countries.</p> <p>Una.Futura new JIFs:</p> <p>JOINT doctoral training and JOINT summer and winter schools :</p> <ul style="list-style-type: none"> - Specific training programmes are intended to be developed targeting PhD students training needs in terms of research skills, academic career and transversal skills. As an example, the project will develop a joint interdisciplinary training in core methods for research bringing together doctoral students in their 1st and 2nd year and supervisors from all Una Europa partner institutions. - Summer and winter schools will be organized aimed at networking and interdisciplinary exchange to provide PhD students interaction and cooperation through working groups (Team Science) projects. <p>KA1 student mobility can fund short-term (min. 5 days) mobility opportunities for PhD students to physically attend the training/summer or winter schools and other kinds of training events at the hosting Una Europa partner HEI. This measure can be combined with KA1 staff mobility for teaching (see relevant dedicated table below) to fund the participation of teaching staff to deliver the training at the hosting Una Europa partner HEI. According to the training needs, teachers might come from Una Europa partner HEIs and/or from non-university sectors. As an example, synergies and collaboration might be explored with relevant partners and stakeholders of the EIT Culture and Creativity¹⁰.</p> <p>Participation from doctoral candidates from global south and other global partners :</p> <p>To implement the international dimension of Una Europa 2030 Strategy, exchanges and networks will be stimulated on a geographically larger scale, especially targeting the strategic regions and partners outside the Alliance.</p> <p>KA1 student mobility can fund exchanges at PhD level to and from strategic third countries and mobility in the framework of cotutelle agreements, in order to strengthen cooperation and exchange and provide wide networking opportunities at PhD level as far as the internal-external dimension of Una Europa Alliance is concerned.</p>
Focus area	All
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>KA1 funds for PhD student physical mobility can support the implementation of a long-term strategy of Una Europa Alliance concerning mobility of students and cooperation at PhD level. First of all, this includes the implementation of the Mobility for All Plan which will be delivered in the framework of Una.Futura project and the creation of favourable conditions to reach the 50% student mobility target.</p> <p>The above-mentioned plan will include a series of actions and initiatives to multiply mobility opportunities targeting PhD students.</p>

	<p>Some initiatives have been already planned in Una.futura project; additional initiatives will follow, according to a bottom up approach aimed at engaging academic staff and students in the identification of mobility initiatives most respondent to teaching, learning and research needs and interests. This will include, among others:</p> <ul style="list-style-type: none"> - Inclusion of study/work abroad experience as an integral part of Una Europa student experience - Mobility formats embedded in joint PhD programmes - Development of flexible mobility pathways to diversify mobility options including: short and long-term mobility programmes for a range of activities, from summer/winter school, summer volunteering to semester internships, semester/full year study abroad - Increase access, inclusion, support for disadvantaged and under-represented groups with short-term and virtual funded mobility - Develop aligned and integrated doctoral student mobility services for the full mobility lifecycle - Doctoral Student ambassadors <p>Besides, the Una Europa partner institutions are committed to exploring the feasibility of establishing a joint Institute for Advanced Studies at the level of Una Europa with a view to gathering scientific insights related to major challenges based on interdisciplinary consultation between leading international researchers. Furthermore, the ambition is to identify linkages between the interdisciplinary hubs as a basis for a joint institute. The feasibility study is envisaged to explore models for the operational structure, governance and long-term strategic direction of the proposed institute.</p> <p>All above-mentioned planned activities can generate cooperation, collaboration and exchange in terms of physical mobility dimension to be implemented in the long term. The opportunities offered by KA1 student physical mobility at PhD level can be taken into consideration to fund the corresponding mobility schemes.</p>
<p>Human Resources involved</p>	<p>University level : Doctoral School/Institute/Office International Office/Mobility Office PhD Counsellor/Mentor Coordinator of PhD Programme</p> <p>Alliance level : JIF project teams Doctoral Cluster Mobility Cluster T&L Cluster PhD working group (staff week follow up group)</p>
<p>Recommendations</p>	<p><i>Internal note for draft version</i> : see recommendations in table KA1 Mobility project for higher education students and staff - Mobility for studies and/or traineeships for BA/MA level students</p>

ERASMUS+ ACTION: KA1 STAFF MOBILITY FOR TEACHING

<p>Description of the action, purposes, outputs</p>	<p>Objective: Individual level: To enable any staff, including staff from enterprises, to teach or train abroad as part of their professional development in order to:</p> <ul style="list-style-type: none"> - share their expertise; - experience new teaching environments; - acquire new innovative pedagogical and curriculum design skills as well as digital skills; - connect with their peers abroad to develop common activities; - exchange good practices and enhance cooperation between higher education institutions; <p>Institutional level: To foster the development of transnational and transdisciplinary curricula as well as innovative ways of learning and teaching, including online collaboration, research-based learning and challenge-based approaches with the objective of tackling societal challenges.</p> <p>Duration: From 2 days to 2 months of physical mobility, excluding travel time. In case of mobility involving third countries not associated to the Programme, the duration must be from 5 days to 2 months. In both cases, the minimum days must be consecutive. For invited staff from enterprises, the minimum duration is 1 day of physical mobility. A teaching activity has to comprise a minimum of 8 hours of teaching per week (or any shorter period of stay). If the mobility lasts longer than one week, the minimum number of teaching hours for an incomplete week should be proportional to the duration of that week. Exceptions: no minimum number of teaching hours for invited staff from enterprises. If the teaching activity is combined with a training activity during a single period abroad, the minimum number of hours of teaching per week (or any shorter period of stay) is reduced to 4 hours.</p> <p>Venue of the Mobility: EU Member State or third countries associated to the Programme or a third country non associated to the Programme different from the country of the sending organisation and staff country residence</p>
<p>Application to 1Europe /Una.Futura JIFs</p>	<p>Una.Futura new JIFs: Una.Futura project is intended to boost mobility at all levels, including academic staff, through a bottom-up approach according to which academic staff gathered in working groups (SSCs, pilot teams, working groups) can develop mobility schemes in the framework of JIFs for mobility and education responding to identified</p>

	<p>teaching and learning needs and to the general goal of developing innovative pedagogical approaches.</p> <p>To this aim, KA1 staff mobility for teaching can provide a leverage to support the planned mobility activity in the framework of Una Europa Alliance.</p> <p>First, KA1 staff mobility for teaching can be applied as an internationalisation at home tool to both benefit non mobile students at their home Una Europa HEI and to promote extensive exchange and interaction among visiting and hosting academic peers at the hosting institution.</p> <p>Second, KA1 staff mobility for teaching can support, complement and integrate student mobility schemes described in the corresponding tables of this document. In fact, according to the specific JIF, a combination of student and staff mobility schemes can be designed and implemented.</p> <p>Besides, staff mobility for teaching can be planned in cooperation with key stakeholders, including HEIs located in third countries identified as strategic countries according to Una Europa 2030 Strategy, associated non-HEI partners of the project and other relevant stakeholders the Alliance collaborates with in the framework of specific additional initiatives and projects.</p> <p>Teaching mobility in the framework of JOINT summer and winter schools for BA/MA/PhD level:</p> <p>Summer and winter schools will be organized aimed at networking and interdisciplinary exchange, to provide upskilling and inter-university interaction opportunities to students of Una Europa partner HEIs.</p> <p>Teaching mobility in the framework of JOINT doctoral training:</p> <p>Specific training programmes are intended to be developed to benefit PhD students and strengthen their research skills and their future career opportunities. In this framework, a Joint doctoral interdisciplinary methods' training will be developed. It will bring together doctoral students and supervisors from all Una Europa partner institutions to offer joint interdisciplinary training in research methods for doctoral candidates in their 1st and 2nd year.</p> <p>KA1 staff mobility for teaching can fund the mobility of thesis/doctoral supervisors, teaching and research staff to deliver intensive training, seminars, and modules to students participating in joint short-term training events.</p> <p>KA1 staff mobility for teaching can also fund the mobility of teaching/research staff external to the Alliance HEI partners and special lecturers coming from non-HE sectors, in order to enrich the learning experience, increase interdisciplinarity, by exposing students and academic staff to interaction with experts and professionals of other sectors.</p>
Focus area	All
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>Una Europa Chairs Initiative and Seed Funding programme:</p> <p>The Una Europa Chairs are conceived as a way to advance research, training and programme development in higher education by encouraging inter-university cooperation through the transfer of knowledge. The Chairs may be funded through external sources,</p>

donors (e.g. local governments, private companies, foundations, cultural institutions, banks etc.). The Chair is open to academic staff/experts from any area related to Una Europa Focus Areas to participate, through physical and virtual mobility, in various academic programmes and activities, such as workshops, teaching modules, research, MOOCs, debates, lifelong learning initiatives.

The aim of the **Seed Funding** initiative is to support the initiation of long-term collaborative activities between the Una Europa partner universities. Seed funds can support, for instance, the organization of joint workshops or seminars and the preparation of joint formats for education or research.

In relation to Una Europa Chairs and Seed Funding, KA1 staff mobility for teaching can be exploited to:

- Encourage academic staff mobility between Una Europa partner HEIs to develop common initiatives in education and research and to bridge academia, civil society, local communities and enterprises;
- Integrate or extend the duration of Chairs/Seed funded mobility with Erasmus+ mobility funds;
- Involve in Seed funded projects Erasmus+ funded mobile participants from other HEIs, which are not partner of Una Europa and/or from non-HE sector, focusing on non-HEI partners of the Alliance and other key stakeholders relevant for the project.

Una Europa Mobility for All Plan

Una Europa will focus on increasing different kinds of mobility opportunities among the partner HEIs. This includes physical mobility for teaching, which will constitute a key component of several innovative joint formats for education, connecting education also to the other main missions of HEIs, such as Research and Service to Society.

KA1 mobility for teaching can provide an important pool of funds to support teaching mobility plans, in line with the innovative education and research initiatives that will be developed according to the bottom-up approach, according to which staff and students of Una Europa community will be engaged to develop joint formats responding to their teaching and learning needs.

In this framework, special mobility strands can be designed to use KA1 funds to support the mobility for teaching of priority target categories and/or in priority sectors within Una Europa partner HEIs, identify as key to build the inter-university campus. This might include the support to:

- bottom-up research and academic collaboration initiatives and the related mobility of research/teaching staff
- capitalization of Horizon Europe Una.Resin project deliverables especially relevant to sharing human resources and infrastructures within the Alliance. In particular, Una.Resin is developing guidelines for sharing research infrastructures and resources (RIR), including technical tools, methodological approaches and know-how on the accessibility of RIRs (technical and scientific skills needed to open, share and use RIRs in the transitional and interdisciplinary context).

Human Resources involved	University level : Doctoral School/Institute/Office International Office/Mobility Office PhD Counsellor/Mentor Coordinator of Degree/PhD Programme 1Europe/Una.Futura/Alliance level : JIF project teams Doctoral Cluster Mobility Cluster T&L Cluster PhD working group (staff week follow up group) International Task Force
Recommendations	<i>Internal note for draft version :</i> see recommendations in table KA1 Mobility project for higher education students and staff - Mobility for studies and/or traineeships for BA/MA level students

ERASMUS+ ACTION: KA1 STAFF MOBILITY FOR TRAINING

Description of the action, purposes, outputs	<p>Objective:</p> <p>Individual level: To enable any staff, including staff from enterprises, to teach or train abroad as part of their professional development in order to:</p> <ul style="list-style-type: none"> - share their expertise; - experience new teaching environments; - acquire new innovative pedagogical and curriculum design skills as well as digital skills; - connect with their peers abroad to develop common activities; - exchange good practices and enhance cooperation between higher education institutions; <p>Institutional level: To foster the development of transnational and transdisciplinary curricula as well as innovative ways of learning and teaching, including online collaboration, research-based learning and challenge-based approaches with the objective of tackling societal challenges.</p> <p>Duration : From 2 days to 2 months of physical mobility, excluding travel time. In case of mobility involving third countries not associated to the Programme, the duration must be from 5 days to 2 months. In both cases, the minimum days must be consecutive. For invited staff from enterprises, the minimum duration is 1 day of physical mobility. If the teaching activity is combined with a training activity during a single period abroad, the minimum number of hours of teaching per week (or any shorter period of stay) is 4 hours.</p>
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	<p>Venue of the Mobility : EU Member State or third countries associated to the Programme or a third country non associated to the Programme different from the country of the sending organisation and staff country residence</p>
<p>Application to 1Europe/ Una.Futura JIFs</p>	<p>1Europe Staff Week This format targets the different professional families of technical and administrative staff that are involved in the development of the future European Campus. For each staff week specific topics and themes are selected in order to gather professional staff from Una Europa partner HEIs with similar task, roles and expertise. The format is organised according to a blended mobility scheme, which includes initial on-line sessions, a physical multiple-day event hosted at one Una Europa university, attended by all participants and follow-up collaboration on-line meetings and sessions. The priority participants are the groups of professionals that are already developing Joint Formats within the Alliance or are in charge of tasks particularly relevant for the development of the inter-university campus. The format is intended to facilitate interaction among professionals and to create the basis for long-term cooperation, matching those groups that could bring innovation and different perspectives for the development of the Una Europa alliance. The Staff Week format is ideally connected with the Live my Life format. Indeed, the application of the Live my Life format is particularly encouraged among members of the Staff Week thematic working groups.</p> <p>1Europe Live my Life Connected to the previous Staff Week format, this format supports the development of job shadowing experiences among HE professionals in the priority themes identified in the Staff Week format. The program gives professionals the opportunity to actively engage in the network and engage in peer-to-peer learning. The skills gained during the Una Europa Live my life experience are intended to provide the staff with the ability to communicate and cooperate in a strictly interconnected international environment sharing expertise and good practices with colleagues and building a “Una Europa professional family”. Moreover, the experience exposes participants to working processes and methodologies implemented at other Una Europa HEIs in the same field of work of the participant. In this way, it promotes a better understanding of procedures in place at other Una Europa HEIs and facilitates a progressive integration and reciprocal adjustments of such procedures, in order to create a truly integrated campus from the administrative and technical perspective.</p> <p>KA1 staff mobility for training can fund the implementation of the mobility schemes included in both the Staff Week and Live My Life formats.</p> <p>Training programme in Una.Futura: A series of staff training mobility initiatives are planned in the framework of the creation of specific training programmes for higher education professionals of the Alliance. The aim is to reinforce, re-skill and up-skill the administrative and technical human resources that are and will be involved in the implementation of the project</p>

	<p>initiatives for innovation and integration of education and research within the inter-university campus and the development of related JIFs.</p> <p>A long-lasting training and networking programme targeting professional staff of Una Europa partner HEIs is going to contribute to building the backbone of the inter-university campus in terms of human resources.</p> <p>Besides, staff mobility for training will be implemented as an internationalisation at home tool in the framework of the Alliance, to promote exchange and interaction of mobile participants with peers at the hosting institution.</p> <p>Staff mobility for training can also be planned in cooperation with key stakeholders, such as :</p> <ul style="list-style-type: none"> - HEIs located in third countries identified as strategic countries according to Una Europa 2030 Strategy for implementation of capacity building initiatives and to set up a networking channel dedicated to key strategic partners outside the EU - Associated non HEI partners of the project and additional key stakeholders connected to the Alliance to bring and share additional knowledge and expertise with the professional staff of Una Europa partner HEIs <p>KA1 staff mobility for training can fund the implementation of the mobility schemes supporting the training and networking programme that is going to be designed during the project, to respond to both short-term needs related to the development of JIFs for education and long-term needs related to the creation of a network of professional staff capable of interacting and collaborating across Una Europa partner HEIs, in order to respond to future needs and initiatives of the Alliance.</p>
Focus area	All
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>Una Europa Strategy for Human Capital and Mobility Plan for All</p> <p>A strategy is going to be developed within the Alliance, whose main goals are to stimulate peer learning and exchange of best practices and to contribute to the internationalisation and institutionalization of daily joint operations and processes across Una Europa universities, to facilitate the adoption of joint methodologies and working approaches and the reciprocal knowledge of the different work environments among the staff of the Una Europa universities. This strategy is going to be connected with the Mobility Plan that targets different categories of the Una Europa community, including Higher Education professional staff. In this framework, a combination of training and mobility for staff is a key element to build the inter-university campus.</p> <p>The above-mentioned strategy and plan are going to generate a series of actions and initiatives to multiply mobility opportunities for staff training. Some initiatives have been planned already in Una.Futura project and will build upon the experiences and the formats piloted during 1Europe project. Additional initiatives will follow, according to a bottom up approach aimed at empowering the staff community of Una Europa to identify and design mobility</p>

	<p>initiatives most respondent to the creation of the human resources backbone of the Alliance.</p> <p>In this framework, some initiatives and deliverables of the Horizon Europe Una.Resin project can also be further developed and exploited within the training dimension. This especially refers to the guidelines and good practices for sharing research infrastructures and the related specialized human resources¹¹.</p> <p>Besides, the combined approach of the Strategy for Human Capital and the Mobility Plan for professional staff can create the context for the implementation of secondments among Una Europa partner HEIs. To this regard, KA1 staff mobility for training may support the piloting of short-term secondments.</p> <p>Finally, synergies between teaching and training physical mobility can be identified and developed. In fact, KA1 staff mobility for teaching can be funded when specific academic/HE professional staff/staff from enterprises knowledge is required in the framework of professional staff training needs. As an example, Una Europa inter-university staff training events for professional staff may be planned according to a combination of KA1 staff mobility for training, funding trainees' attendance, and for teaching, funding the participation of staff with teaching tasks.</p>
Human Resources involved	<p>University level : International Office/Mobility Office Human Resources Division/Professional Development Office</p> <p>1Europe/Una.Futura/Alliance level : JIF project teams Clusters Working groups (staff week follow up group and others)</p>
Recommendations	<p><i>Internal note for draft version :</i> see recommendations in table KA1 Mobility project for higher education students and staff - Mobility for studies and/or traineeships for BA/MA level students</p>

<h2 style="margin: 0;">ERASMUS+ ACTION: KA1 BLENDED INTENSIVE PROGRAMMES (BIPs)</h2>	
<p>Description of the action, purposes, outputs</p>	<p>Description: Blended Intensive Programmes (BIPs) are short, intensive programmes developed by groups of Higher Education Institutions (at least 3 HEIs) that use innovative ways of learning and teaching, including the use of online cooperation. These educational programmes are included in the Erasmus+ mobility strand because they foresee the combined virtual and physical mobility of students and staff to participate in these programmes. They have therefore a curriculum development dimension together with a mobility dimension.</p>

The curriculum development dimension should foster innovation in education, exposing students and participants to innovative learning practices such as challenge-based learning, transnational team-working, research-based learning, interdisciplinary focus etc. The mobility dimension combines short-term physical mobility abroad with a compulsory virtual component facilitating collaborative online learning exchange and teamwork. The virtual component must bring the learners together online to work collectively and simultaneously on specific assignments that are integrated in the blended intensive programme and count towards the overall learning outcomes.

Objectives:

Beside all the objectives of the other mobility actions, BIPs aim at:

- Fostering mobility and reaching all types of students from all backgrounds, study fields and cycles ;
- Reaching out students and learners, including staff, from study fields or sectors where mobility opportunities are limited or where obstacles to mobility are still existent;
- Opening more opportunities to learners to take part in blended mobility;
- Building capacity for developing and implementing innovative teaching and learning practices in the participating HEIs;
- Fostering the development of transnational and transdisciplinary curricula.

Requirements:

- The learning programme can be embedded in an existing curriculum/course unit or be offered as a separate educational format.
- The BIP must award at least 3 ECTS to participants. Exceptions are possible in case of BIPs addressing PhD candidates or staff.
- The duration of the residential part of the BIP must be from 5 days to 30 days.
- The minimum number of participating learners must be 15, excluding the participants coming from the hosting institution.
- The minimum number of Higher Education Institutions is 3 HEIs from 3 different Programme Countries (the hosting university + at least two additional universities from 2 different Programme Countries).

Application procedures:

- The hosting institution (the university hosting the physical/residential part of the programme) is in charge to apply to its Erasmus+ National Agency indicating, within the general KA1 institutional application, the number of BIPs it intends to organize/host, and the number of expected participating learners from European partners.
- The hosting institution receives a lump sum up to 8000€ to sustain the implementation costs of the BIP.
- The partner institutions (sending institutions) support the participation of their students/staff in mobility through the KA1 mobility funds.

	<p>Duration of the mobility Physical component: 5 to 30 days Virtual component: not regulated in terms of duration</p> <p>Additional features</p> <ul style="list-style-type: none"> - BIPs can be organised by HEIs from Programme Countries only. However, BIPs are also open to participants from third countries. - BIPs are open to any study level, as well as to academic and administrative staff.
<p>Application to 1Europe/ Una.Futura JIFs</p>	<p>Blended Intensive Programmes can support the realisation of the following 1Europe/Una.Futura formats:</p> <p>1Europe Joint Bachelor Degree: JOINT BAES and JOINT Bachelor Sustainability The Joint Bachelor in European Studies (BAES joint degree) foresees a mandatory Winter School for all its enrolled students. The Winter School, still under development, is initially conceived as a residential programme. However, the fact that students of BAES are located in different institutions during the first year makes it possible to organize online collaborations and team working among students to be attached to the Winter School. This would transform the BAES Winter School in a “Blended Intensive Programme” potentially benefiting of Erasmus+ funds. The Joint Bachelor in Sustainability is under development. Considering the requirements of the “European Degree Label” and the BAES model, a Blended Intensive Programme could be an interesting educational format to be included in the Joint Bachelor in Sustainability. This would allow the cohort of students, potentially dislocated in different universities, to work on joint assignments and to have a residential programme capable to re-join the whole cohort, for a short time, in one university. The BIP model is particularly interesting for established programmes since they can be activated each year by different universities on a rotating basis.</p> <p>Una Ten, Una Futura, Una Together The challenged-based educational formats developed firstly during the pandemic, and re-proposed on yearly basis, have many characteristics of the BIPs format. In particular, these 1Europe formats are innovative in their pedagogies, they bring together groups of students to answer to societal needs formulated by academic staff and external local partners and foresee online collaboration of transnational groups of students. A theoretical training is also included in these formats. If these formats further develop towards a blended version including a minimum of 5 days residential transnational training, it would be possible to co-fund the initiative with BIPs and KA1 short term blended mobility scholarships.</p> <p>One Health Summer School + One Health Joint Teaching Unit The first One Health Summer School has been launched in Edinburgh in Summer 2022. The Summer School, in terms of learning methodologies and format, is fully compliant with the BIPs</p>

characteristics of interdisciplinarity, challenged-based learning, team working.

In addition, the One Health academic team has already tested an online format for students (the “Joint Teaching Unit launched in 2021), which could be added to the residential programme to compose a Blended Intensive Programme. However, the One Health Summer School is a not-credit bearing school, while BIPs require the award of at least 3 ECTS to its participants.

PhD workshop on Cultural Heritage

The PhD workshop in CH has been developed and tested as an independent format for Phd students, to be fully embedded into the Una Her Doctorate in the future. This format has been already tested both in a full virtual version and in a blended version. The blended version of the PhD workshop in Cultural Heritage can be, as it is, fully sustained with Erasmus+ BIPs funding.

Una Europa Staff Training

The Una Europa Staff Training has been organised in 2021 in fully virtual mode and in 2022 in a blended format. The target group was the professional staff of the Una Europa partners belonging to specific professional families. Despite there is an open debate whether BIPs could sustain traditional Erasmus+ Staff Weeks, the target of the Una Staff Week – professional staff – is eligible for BIPs and the characteristics of the Una Staff Week 2022 are almost compliant with BIPs requirements. In order to be fully eligible, the Staff Week should be extended from 3 to 5 days and learning outcomes should be better developed and defined.

Una.Futura new JIFs:

JOINT BA/MA MODULES/TRAINING EVENTS (including summer/winter schools)

The planned modules, including summer and winter schools, are expected to be integrated in different existing BA/MA programmes, with a focus on interdisciplinary learning and research perspective. Summer and winter schools, if enriched by an online component, could benefit from BIPs funding. BIPs could be organised on a rotating scheme by Una Europa partners. On the one hand, this mobility scheme can enrich the internationalisation at home dimension of the hosting university. On the other hand, participating students from sending partner universities can be engaged in an international learning experience requiring interaction and cooperation within a group of peers characterised by a different cultural, language and disciplinary background, which can increase students’ soft skills.

Joint doctoral training

A core innovation of Una.Futura will be the establishment of a joint Doctoral Interdisciplinary Methods Training (DIMIT) Curriculum and Framework that will bring together doctoral supervisors from all Una Europa partner institutions in order to offer joint interdisciplinary training in core methods for doctoral candidates in their 1st and 2nd year. The DIMIT will presumably offered in a blended format, to maximize the participation of PhD candidates. One of the objectives of BIPs is to increase the development of interdisciplinary and

	<p>transversal skills programmes. The SSCs in charge of the development of this programme could take into consideration BIPs requirements (minimum number of participants, minimum duration of the residential Programme etc.) before starting their development in order to obtain a financial support from the Erasmus+ Programme.</p> <p>Joint PhD Summer and Winter Schools/ Team Science projects: The Una.Futura project foresees the development of “Team Science” composed by Phd candidates participating in short term programmes/summer schools. In order to stimulate exchanges and networks between Una Europa doctoral candidates and global partners, Team Science projects will also be promoted to third Countries doctoral candidates. The Team Science projects, still to be developed, could be easily funded through BIPs funding scheme. The potential inclusion of third countries candidates will also be possible, through a joint strategy of Una Europa partners on the KA171 call for proposal (International Students Mobility) (see recommendations).</p> <p>MOOCs to be developed for Lifelong Learning education The Una.Futura project foresees the development of MOOCs to be offered as part of Lifelong Learning training programmes. The project also considers the possibility to embed the MOOCs, or part of them, into BA and MA programmes. Despite MOOCs as such cannot be considered eligible for BIPs, they might be up scaled and used as part of the online collaboration included in BIPs.</p>
<p>Focus area</p>	<p>All focus area might benefit from the above-mentioned opportunities.</p>
<p>Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)</p>	<p>As indicated in the description, BIPs combine a curriculum development dimension with a mobility – virtual and physical – dimension. In doing so BIPs can contribute both to the long-term strategy for teaching and learning and the long-term strategy concerning mobility of students and staff. While the Una.Futura project will be the main recipient for the development of the teaching and learning and mobility activities, it is expected that new communities of researchers and professional staff will continue to emerge outside the framework of the funded project, but still in the larger framework of the Una Europa Alliance. At this purpose, BIPs could be an interesting funding stream to support the start-up of new academic joint collaborations, not necessary on the 6 focus areas of the Una.Futura project. These collaborations can have the form of intensive modules jointly developed by at least 3 Una Europa members, which could facilitate the mobility in those disciplines where barriers still exist. Una Europa members could identify which are those disciplines (e.g. Physics, Informatics etc.) and offer a flexible mobility in those disciplines.</p> <p>BIPs can also be targeted to staff and they could facilitate the training and professional development of specific professional families within the Una Europa Alliance.</p> <p>Besides, additional physical student mobility schemes responding to the JIFs needs might be developed by the Una Europa Alliance with relevant stakeholders. As an example, while this document is being written, the EIT Culture & Creativity has just been approved for funding. It will start to become operational in 2023 bringing together</p>

	<p>50 partners from 20 countries across Europe, including Una Europa Alliance. Specific members of the EIT Culture & Creativity and future initiatives might be identified to develop specific student physical mobility schemes providing new and innovative learning approaches based on inter-sectoral mobility between the academia and the business sector.</p> <p>BIPs could also be used to create short intensive modules to be embedded within joint programmes which may already exist (e.g.: the Advanced Spectroscopy in Chemistry Master Programme involves the University of Helsinki, the University of Bologna and the Jagellonian University) or which might be developed in the future.</p>
<p>Human Resources involved</p>	<p>University level : International Office/Mobility Office Student Mobility Counsellor/Mentor Coordinator of Study Programme Study Programme manager</p> <p>Una Europa Alliance level : JIF project teams Mobility Cluster T&L Cluster</p>
<p>Recommendations</p>	<p>For BAES: check if the Winter School can be organised in a blended format, adding online preparation/collaboration before or after the delivery of the residential training.</p> <p>For Una Ten, Futura, and Together: check if the 5 days for the residential training – which are a requirement for BIPs – are fitting with the learning objectives of the challenge-based learning Una Europa formats.</p> <p>For One Health Summer School: check if it is possible to add an online component to the Summer School and if it is feasible to transform this school from not credit bearing to credit bearing school (at least 3 ECTS).</p> <p>For Phd in Cultural Heritage: The format can already be funded as a BIP. The SSC should decide to maintain the 5 days residential model in order to remain eligible for BIPs funding.</p> <p>Una Europa Staff Week: consider if an extension from 3 to 5 days is possible and sustainable. Re-shape the Staff Week concept highlighting the learning outcomes of participants and the recognition procedures</p> <p>Una.Futura Phd Team Sciences: one of the objectives is the involvement of doctoral candidates from Global partners. BIPs are open to third country partners, who do not have direct access to mobility funding. However, the Erasmus+ KA171 can be used to fund incoming short-term blended mobility from third country partners. In order to combine this opportunity with BIPs, the university in charge of hosting the BIP will have to jointly apply for KA171 reserving some scholarships to « doctoral short term blended mobility ». This will require a sound planning of the BIP and a strict collaboration between the academic staff in charge of the training programme and the international offices in charge of the KA171 central application</p>

ERASMUS+ ACTION: KA1 VIRTUAL EXCHANGES IN HIGHER EDUCATION

<p>Description of the action, purposes, outputs</p>	<p>Virtual exchanges projects consist of online people-to-people activities that promote intercultural dialogue and soft skills development. They can prepare, deepen and extend physical exchanges, as well as fuel new demand for them.</p> <p>Objective:</p> <ul style="list-style-type: none"> - To encourage intercultural dialogue with third countries not associated to the Programme; - To promote various types of virtual exchanges as a complement to Erasmus+ physical mobility; - To enhance critical thinking and media literacy, such as to - To counter discrimination, indoctrination, polarization and violent radicalisation; - To foster the digital and soft skills development of students, including the - To practice of foreign languages and teamwork, notably to enhance employability; - To promote citizenship and the common values of freedom, tolerance and non-discrimination through education. <p>Duration : 3 years</p> <p>Eligible participant organisations: Organisations and participants coming from both EU Member States and third countries associated to the Programme, and third countries not associated to the Programme Eligible participants: Participant organisations must arrange virtual exchanges for people in the 13-30 age range.</p>
<p>Application to 1Europe/ Una.Futura JIFs</p>	<p>Description</p> <p>Virtual exchanges in higher education projects have some elements in common with BIPs (previous table) and can support similar kinds of education and virtual mobility initiatives, as far as the on-line component is concerned.</p> <p>In fact, virtual exchange projects provide for the opportunity to implement innovative training and education initiatives on-line in a flexible way, in order to adapt them to different kinds of formats such as those listed in the previous table concerning BIPs.</p> <p>Differently from BIPs, virtual exchanges do not require the design of a blended programme, but focus on the on-line and virtual component of educational activities and target a larger amount of beneficiaries during three years' time.</p> <p>Virtual exchanges can engage students in facilitated trainings, group works, discussions, simulations in collaboration with peers based in the other Una Europa partner universities, offering an intercultural and international online experience under different frameworks, according to the different formats:</p> <p>1Europe</p>

	<ul style="list-style-type: none"> - Joint Bachelor Degree programmes such as JOINT BAES and JOINT Bachelor Sustainability Students participating in the same joint study programme from the different partner universities can engage in preparatory activities and tasks, training and discussion to gain intercultural skills and be exposed to international experience online at different stages during the duration of the study programme. This package can help set the basis for the students learning experience abroad during their physical mobility as planned in the study programme. This might help reduce the shock that mobile students sometimes have to face at the beginning of their physical mobility and this might facilitate a smoother start of the mobile student's experience. - Una Ten, Una Futura, Una Together The challenged-based educational formats bring together groups of students from different universities to answer to societal needs formulated by academic staff and external local partners. The online collaboration component of transnational groups of students, with the support of mentors and tutors, is the core of the format and can correspond to activities of virtual exchange projects. - One Health Summer School and PhD workshop on Cultural Heritage The first One Health Summer School has been launched in Edinburgh in Summer 2022. The PhD workshop in Cultural Heritage has been developed and tested as an independent format for Phd students, to be fully embedded into the Una Her Doctorate in the future. Virtual exchange projects can be developed to both facilitate the involvement and engagement of the different cohorts of students before the physical mobility to attend the summer schools/workshops and to create on-line spaces for facilitated discussions and cooperation among transnational teams for the development of project works in preparation to or as a follow up of the physical mobility. <p>Una.Futura</p> <ul style="list-style-type: none"> - JOINT BA/MA MODULES/TRAINING EVENTS (including summer/winter schools) and Joint doctoral training The planned modules, including summer and winter schools, are expected to be integrated in different existing BA/MA programmes, with a focus on interdisciplinary learning and research perspective. A Joint Doctoral Interdisciplinary Methods Training (DIMT) Curriculum and Framework that will be developed to offer joint interdisciplinary training in core methods for doctoral candidates in their 1st and 2nd year. In all these cases joint modules and trainings can embed a scheme of virtual exchanges. In the framework of formats organised jointly by partner universities, the design of virtual exchanges can both fund training for university professors/staff willing to develop a virtual exchange project with colleagues of other partner universities and can then connect together students interested in a specific topic across different disciplines and boost their participation in future physical exchanges. Participating students can engage in an international learning experience
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	<p>requiring interaction and cooperation within a group of peers characterised by a different cultural, language and disciplinary background, which can increase students' soft skills.</p> <ul style="list-style-type: none"> - MOOCs to be developed for Lifelong Learning education <p>MOOCs are planned to be offered as part of continuing education/LifeLong Learning training programmes and to be embedded into BA and MA programmes. Virtual exchange projects can be developed as MOOCs, through the implementation of interactive open online courses including traditional course materials such as filmed lectures, readings, and problem sets, putting an emphasis on interactive user forums in small groups to support community interactions among students and professors.</p>
Focus area	All focus area might benefit from the above-mentioned opportunities.
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>In the framework of KA1 funds, virtual exchanges offer a flexible tool that can be adapted to a variety of education and mobility formats, initiatives and projects to support the implementation of the Mobility for All action plan, which will be delivered in the framework of Una.Futura project.</p> <p>The above-mentioned plan will include a series of actions and initiatives to multiply mobility opportunities. Some initiatives have been already planned in Una.Futura project; additional initiatives will follow, according to a bottom up approach aimed at engaging academic staff and students in the identification of mobility initiatives most respondent to teaching, learning and research needs and interests. In this framework, virtual mobility will play an important role, to both increase the international learning experiences of non-mobile students and to increase students' interest and motivate them to engage in actual physical mobility initiatives.</p> <p>It is worth noting that virtual exchange projects require the involvement of participants on a large scale. As an example, the EU grant per project can be lump sum of a maximum of 500,000 €, with EUR 200 as maximum investment per participant, that is to say that a project of 500,000 € is expected to reach at least 2,500 participants. Therefore, this can be a useful tool to financially support and contribute to the 50% student mobility target set by the Alliance.</p>
Human Resources involved	<p>University level : International Office/Mobility Office Student Mobility Counsellor/Mentor Coordinator of Study Programme Study Programme manager ICT Division</p> <p>Una Europa Alliance level : JIF project teams Mobility Cluster T&L Cluster ICT Cluster</p>
Recommendations	Involvement of organisations from third countries associated to the Programme and third countries not associated to the

Programme is required by virtual exchange projects. Therefore, involvement of organisations from these countries has to be considered while designing virtual exchange programme. As far as all the formats mentioned above are concerned, this opens to the opportunity to elaborate online education activities in cooperation with HEIs located in third countries identified as strategic partner countries according to Una Europa 2030 Strategy.

6. KA2: COOPERATION AND JEAN MONNET ACTIONS

Pre-conditions and assumptions applicable to multilateral EU projects promoted in the framework of Una Europa

One of the main objectives of the European Universities Initiative since its creation has been the development of Inter-University campuses, capable to reach the next level of ambition in internationalisation. Both the 1Europe and the Una.Futura projects included or will include initiatives to contribute to this objective. In particular, the work undertaken by Una Europa members in the development of joint innovative education and mobility formats addressed this ambitious objective. Under the Una.Futura project, the inter-university campus is still one of the core aim to be pursued, through the development and implementation of new innovative educational formats and multilateral projects.

Una Europa Alliance strategies and plans

In the framework of the Erasmus+ Programme, KA2 and Jean Monnet are the component that might support the achievement of this objective, fostering internationalisation of HE and innovation through competitive calls for multilateral (min. 3 partners) actions.

More specifically, KA2 includes a number of sub-actions aimed at the development of innovative education formats (Cooperation Partnerships), Innovation and spirit of entrepreneurship (Innovation Alliances) , the development and implementation of Joint Programmes (Erasmus Mundus Actions) and inter-university (and societal) cooperation with Third Countries (Capacity Building)

E+ Key Action 2

In addition, the Jean Monnet Actions support the research, education and outreach activities focusing on the study of “Europe”, with a wide geographical scope that matches the core value of the Una Europa Alliance.

E+ Jean Monnet

Most of the above-mentioned Actions are “centralized”; therefore, the application procedure is under the direct responsibility of the European Commission and the EACEA. The only exception is the Cooperation Partnerships, which are managed by the Erasmus+ National Agencies and are therefore “decentralized”, keeping the transnational dimension and the overall adherence to the general and specific Erasmus+ principles and priorities.

“Centralised” and “Decentralized” Actions

This document intends to suggest to its target group to analyse and potential engage on KA2 or Jean Monnet Actions to support the valorisation of products and practices developed under the 1Europe Project, to partially support the co-funding of activities included in the Una.Futura project, or to suggest cooperation routes within the Una Europa community at large.

Although the development and application to KA2 and Jean Monnet funding requires the institutional commitment of the applying/participating institutions, the initiative usually arise from Departments, where academics develop their internationalisation or research projects. The support for the design and implementation of such projects at central level is therefore recommended, in order to ensure the required institutional commitment, but also to triangulate the potential ideas with the existing formats developed within the Una Europa Alliance.

The support services for Erasmus+ and Jean Monnet Actions might have different procedures at the Una Europa Members, or might be dislocated within different administrative units. The recent development of the **Una Europa Working Group on Erasmus+ KA2 and Jean Monnet Actions** (Una EDU working group) is therefore a starting or a landing point for any KA2 or Jean Monnet initiative that might arise among the SSC, the governing bodies of Una Europa or the Clusters.

E+ KA2 related support services and the Una EDU+ Working Group

The Una Europa EDU+ group could support the process by:

- i. Monitoring of Erasmus+ KA2 and Jean Monnet calls for application and internal dissemination among academic and/or administrative staff of Faculties, Departments or other internal education related structures of a university,
- ii. Central coordination and/or support for drafting Erasmus+ KA2 and Jean Monnet project proposals,
- iii. Linking the Una Europa previous results and future strategies with the emerging ideas,
- iv. Suggesting new evolutionary paths for bottom up ideas coming from research groups and the governing bodies of Una Europa.

One important recommendation for the target groups of this document is the acknowledgment of the importance of the general European rule against the **double funding** of proposed initiatives. Therefore, when the potential links between KA2/Jean Monnet and Una.Futura future outputs are presented, these links have to be analysed taking into consideration the double-funding rule. KA2 and Jean Monnet projects might be very powerful tools to support **specific parts** of the actions to be developed through the Una.Futura funding (e.g. preparatory study, enlargement of the focus and/or of the partnerships, follow up actions, testing laboratories etc.). They cannot integrally substitute the actions, which will be implemented (and funded) through Una.Futura.

EU rule against the double-financing

6.1. KA2 COOPERATION AND JEAN MONNET ACTIONS TABLES

ERASMUS+ ACTION: KA2 COOPERATION PARTNERSHIPS IN THE FIELD OF HIGHER EDUCATION

Description of the action, purposes, outputs

Description:

Cooperation Partnerships are transnational projects developed by at least 3 institutions of 3 different Programme Countries (EU Countries + Associated Countries). The aims of the Cooperation Partnerships (CP) is to support organisations to increase the quality and relevance of their activities, to develop and reinforce their networks of partners, to increase their capacity to operate jointly at transnational level, boosting internationalisation of their activities and through exchanging or developing new practices and methods as well as sharing and confronting ideas.

CPs can be developed in all education sectors (Higher Education, VET, School Education, Adult Education, Youth and Sport). This focus is on **Cooperation Partnerships for Higher Education**.

Although the sector, which will have to benefit from the impact of the developed projects, is “Higher Education”, Cooperation Partnerships **are open to any organisation that is actively involved in education**. While Universities are playing a major role in these projects, the **inclusion of non-academic organisations is fostered by the Programme**.

Size of Projects

Cooperation Partnerships can have different scales of ambition and innovation and the funding scheme foresees 3 level of financing: 120.000€; 250.000€; 400.000€.

Focus

CPs are not “topic” or “disciplinary-driven”. A wide range of activities in any field of study or on transversal themes is eligible, if the projects developed are clearly responding to the **annual priorities** defined by the EU. CPs are **output-driven** projects, therefore it is required to develop, through work packages and deliverables, innovative and tangible outputs that might generate a positive impact on the organisations and their beneficiaries.

Learning and Teaching Activities

Beside the joint development of tangible outputs, the involved organisation can include **short and innovative transnational Learning and Teaching Activities** within their 2-3 years projects,

	<p>including a funded mobility component for the beneficiaries of the Learning Activities. Usually the Learning and Teaching Activities are aimed to test innovative modules or pedagogies developed by the partnerships. These activities can be short blended intensive programmes for students as well as staff training programmes to enable educators on specific practices or transversal skills.</p> <p>Priorities Priorities might change on annual basis, but the list of the 2022 priorities might help in identifying the potential focus of CPs projects:</p> <ol style="list-style-type: none"> Promoting inter-connected higher education systems: a) support for developing and testing various types of cooperation models, including virtual and blended cooperation and the use of different digital tools and online platforms; b) improving mobility and embedding mobility in curricula; c) implementing the Bologna principles and tools to enhance mobility for all. Stimulating innovative learning and teaching practices to tackle societal challenges Developing STEM/STEAM in higher education, in particular women participation in STEM Rewarding excellence in learning, teaching and skills development: through a) developing and implementing strategies to incentivise excellence in teaching, including online teaching, and teaching for disadvantaged learners; b) training of academics in innovative and/or online pedagogies; c) fostering an entrepreneurial, open and innovative higher education sector, by promoting learning and teaching partnerships with commercial and non-commercial organisations in the private sector; d) developing of new practices in instructional design, based on educational research and creativity. <p>Application procedures: Cooperation Partnerships for HE are “decentralized actions”, therefore are managed at National Level by National Erasmus+ Agencies. This mean that a project consortium will have to apply to the National Agency of the coordinating institution. Despite the priorities, objectives and forms/rules are the same for all Countries in the EU. The budget allocated to Member States is different and it can be strategically decided in which Country the project could have more chances to be funded.</p>
<p>Application to 1Europe/Una.Futura JIFs</p>	<p>Cooperation Partnerships is an extremely flexible Action that might be useful to support the scaling-up of many educational formats developed within the 1Europe Project or to be developed within the Una.Futura Project.</p> <p style="text-align: center;">1EUROPE FORMATS</p> <p>All the challenged-based formats, such as UNA TEN/UNA FUTURA formats can be further developed and mainstreamed through cooperation partnerships that might involve, as full partners, the Una Europa universities as well as non-academic organisations supporting the development of the « challenges » designed for students.</p>

In addition, Cooperation Partnerships can serve the scope to transform existing short-term formats, such as **SUMMER AND WINTER SCHOOLS OR JOINT TEACHING UNITS IN ONE HEALTH**, into a more structured modular programme to be embedded into regular study programmes.

Cooperation Partnerships can be adopted to develop online training modules and **MOOCs**, starting from the existing online educational formats developed as part of Una Europa **LIFELONG LEARNING FORMATS**.

Cooperation Partnerships might also be used to develop overarching transversal projects, not necessarily aimed to the creation of educational formats. In particular, overarching projects to develop new mobility schemes starting from **MOBILITY IN EMERGENCY** or joint transnational actions to develop a scheme for an **AFFORDABLY ABROAD MOBILITY** can be the main topic of a Cooperation Partnerships.

UNA.FUTURA NEW JIFS:

JOINT BA/MA MODULES/TRAINING EVENTS

The planned modules, including summer and winter schools, are expected to be integrated in different existing BA/MA programmes, with a focus on interdisciplinary learning and research perspective. Cooperation Partnerships might be used to develop and test those modules, before being adopted in existing study programmes.

JOINT DOCTORAL TRAINING

A core innovation of Una.Futura will be the establishment of a joint Doctoral Interdisciplinary Methods Training (DIMT) Curriculum and Framework that will bring together doctoral supervisors from all Una Europa partner institutions in order to offer joint interdisciplinary training in core methods for doctoral candidates in their 1st and 2nd year. The first development phase of the doctoral training programme can be sustained through a Cooperation Partnership project. After the development and testing phase, BIP can be used to implement, on an annual basis, the Doctoral Schools.

FEASIBILITY STUDY FOR THE INSTITUTE OF ADVANCED STUDY WITHIN UNA EUROPA

This feasibility study could be part of a Cooperation Partnership as part of a larger and more ambitious project aimed to develop the IAS framework and to promote high level teaching and research activities, or it could be the main output of a small scale Cooperation Partnership (e.g.: size 120.000€).

RESEARCH SEMESTERS WITH SHARED THESIS SUPERVISION AT BA AND MA LEVEL

The developed of research semesters and shared thesis supervision at BA and MA level, will require a mapping exercise, the comparison of study programmes to allow mobility windows, the development of joint research topics, the development of specific training material. All these activities and outputs can be developed through a Cooperation Partnership.

WP6 UNA EUROPA FOR SOCIETY FORMATS

	<p>As indicated above, CPs are extremely flexible tools and can support the development of overarching transversal projects not limited to a specific discipline or department. Formats like Una Service-Learning Project and Una Challenge-based programme can be supported by Cooperation Partnerships either in the development and/or in the implementation or follow up stage.</p> <p>WP9 EMPOWERING STAFF FORMATS This work package will implement, among other initiatives, training programmes for staff development. Cooperation Partnerships can help to design and test such training programmes and to develop transferable and sustainable “toolkits” for professional staff.</p>
Focus area	All focus area might benefit from the above-mentioned opportunities.
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>SCALING UP SEED FUNDING PROJECTS The flexibility and openness of the Cooperation Partnerships could allow its adoption for the development of a wide range of existing or new activities under the Una Europa Alliance. In particular, beneficiaries of seed funding projects could be the first stakeholders recommended to consider the use of CPs to develop further their educational, research or third mission projects.</p>
Human Resources involved	<p>University level : Erasmus+ Project office (if available) Academic staff interested in developing the projects International Office/Mobility Office Coordinator of Study Programme Study Programme manager</p> <p>Una Europa Alliance level : UnaEdu+ working group JIF project teams Mobility Cluster T&L Cluster</p>
Recommendations/considerations	<ol style="list-style-type: none"> 1. While for the upscaling of 1Europe formats and for the development of brand new projects outside 1Europe and Una.Futura framework CP can be adopted without concerns, for the Una.Futura formats a more careful approach must be adopted. Indeed, most of the described formats will benefit from the funding of the Una.Futura project and double funding must be avoided. Therefore, it will be important to define which of the presented activities and format will be fully funded through Una.Futura lump sums and which will have to raise additional and different sources of financing. Activities and formats can also be divided in « sub-projects » or stages. Some of the stages (e.g. the development) could be funded through CPs, while other stages (e.g. testing and mainstreaming) could be funded through Una.Futura (or vice versa). 2. Being a « priority » driven action, priorities must be analysed on a yearly basis. The observation of the priorities in the last 8 years shows that only slight changes are adopted every year. In particular, priority 1 and 2 are stable, priority 4 has been adapted but not radically changed over years, while priority 3 is a relatively new one. This suggests that some projects' ideas can be identified and preliminary developed under priority 1, 2 and 4 and crosschecked or adapted after the annual publication of the priorities.

ERASMUS+ ACTION: KA2: COOPERATION PARTNERSHIPS IN THE FIELD OF SPORT

Description of the action, purposes, outputs

Description

Cooperation Partnerships in the field of Sport have the same characteristics of CPs in the field of Higher Education (aims, duration, funding scheme), but the sector concerned is not a formal education sector (like Higher Education) but it is rather the broad theme of SPORT. Education is still a core component of the CPs in the field of Sport, being part of the Erasmus+ Action. The thematic focus influences the range of actors and organisations usually operating in this field. Any organisation, public or private, acting in the field of education and Sport may participate. The participation of Sport's and not for profit associations is fostered, but Universities can play an important role in these initiatives. A mayor difference with CPs in Higher Education is represented by the annual priorities.

Priorities

Priorities might change on annual basis, but the list of the 2022 priorities might help in identifying the potential focus of CPs projects:

1. **Encouraging healthy lifestyles for all:** a) the implementation of the three pillars of the HealthyLifestyle4All initiative, b) the implementation of the Council Recommendation on health-enhancing physical activity and the EU Physical Activity Guidelines c) the support to the implementation of the European Week of Sport d) the promotion of sport and physical activity as a tool for health e) the promotion of all activities encouraging the practice of sport and physical activity f) promotion of traditional sport and games.
2. **Promoting integrity and values in sport:** a) combating the usage of doping b) combating match fixing and corruption in sport c) improving good governance in sport and d) promoting the positive values of sport.
3. **Promoting education in and through sport:** a) supporting skills development in sport, b) encouraging Dual Careers of Athletes c) promoting the quality of coaching and staff d) using mobility as a tool for improving qualifications e) promoting employability through sport
4. **Combating violence and tackling racism, discrimination and intolerance in sport:** projects under this priority will focus mainly on combating those behaviours that may have a negative influence over the practice of sport and society more in general. Projects will contribute to the fight of any form of discrimination and promote equality in sport, including gender equality.

	<p>Application procedures: Differently for CPs in the field of Higher Education, CPs in the field of Sport are centralized actions, which are coordinated at European level. Applications must be sent online to EACEA</p>
Application to 1Europe/Una.Futura JIFs	NA.
Focus area	Despite focus areas cannot be excluded <i>a priori</i> , the focus area that more directly fits with this action is One Health
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>Cooperation Partnerships in the field of Sport might be a tool to develop informal education activities to promote healthy lifestyles or fourth mission (e.g. service to society) activities. Joint activities with schools at local and transnational level, activities involving sport associations, health centres, medical schools etc. can be developed through this action. The One Health SSC is possibly the most equipped to develop health and sports projects, but interdisciplinary projects involving Departments of Education, Psychology, Management and Social Sciences are also possible.</p> <p>CPs in the field of Sport can also be used in support of the development of WP6 UNA EUROPA FOR SOCIETY FORMATS, or more generally for activities aimed to reinforce the sense of the community within Una Europa, its outreach in the society and the links among students. Projects involving the Una Europa members Sports Centres, transnational sport activities among students to promote civic engagement and European values are just examples of potential driving ideas.</p>
Human Resources involved	<p>University level : Erasmus+ Project office (if available) Academic staff interested in developing the projects International Office/Mobility Office Coordinator of Study Programme Study Programme manager</p> <p>Una Europa Alliance level : UnaEdu+ working group JIF project teams Mobility Cluster T&L Cluster</p>
Recommendations/considerations	This action could be considered also jointly to another Erasmus+ Action called « European Sports Events ». While CPs in the field of Sports are « development and output driven innovative projects », European Sport events are entirely devoted to the organisation of transnational Sport events.

ERASMUS+ ACTION KA2: PARTNERSHIPS FOR EXCELLENCE - ERASMUS MUNDUS ACTIONS

Description of the action, purposes, outputs

Description:

The Erasmus Mundus Action exists since 2004 and it has been the excellence Programme of the EU to foster the attractiveness and the internationalisation of the European Higher Education Area, funding excellent Joint Programmes at Master level and providing scholarships to attract the best students and scholars in the world to enrol in the selected joint programmes. In 2014, it became a specific Action under Erasmus+ KA1 and within the current Erasmus+ 2021 – 2027 Programme is has been embedded under Key Action 2. The success of the previous Erasmus Mundus Programmes in supporting the implementation of high level Master Programme and in attracting thousands of students in European Higher Education systems has pushed the Action to a next level, fostering reflections on its structure and characteristics.

For many years, Erasmus Mundus has required consortia of Higher Education Institutions to develop joint programmes (awarding double/multiple or preferable joint degrees) without funding the « development of the curriculum phase ». The funding scheme was mainly composed by high-level scholarships to attract best students in the world, but the Joint Programme had to be developed outside the funding framework, therefore before the application stage.

The new and current Action now foresees two strands:

1. Erasmus Mundus Design Measures and
2. Erasmus Mundus Joint Masters

Erasmus Mundus Design Measures is a preparatory action conceived to allow consortia **to develop** new Joint Programmes at Master level.

It is a « unilateral » action, meaning that only one institution applies for funding. The project must indicate the partners (at least 2 from two different Countries in the world) which will constitute the future consortium, without requiring a formal commitment to the mentioned partners. The funding provides the applicant with a **lump sum of 55.000€** for a period of **15 months**. In this period, the applicant has to work together with partners in the development of a joint programme meeting the quality requirement of Erasmus Mundus. There is no obligation, at the end of the funding period, to apply for Erasmus Mundus full action (Erasmus Mundus Joint Master). The action has been conceived to allow HEIs to have appropriate time to develop and accreditate their Joint Programmes.

Erasmus Mundus Joint Master is the action that continues to select joint programmes meeting the quality requirement of

	<p>Erasmus Mundus (jointness of the curriculum, joint organisation and administration procedures, high quality standards of the teaching and learning methods, awarding of preferable joint degrees, study programmes matching societal needs at global level etc.). Joint Programmes must be implemented by consortia of at least 3 HEIs of 3 different Countries in the world. The applicant must be an HEI in the EU or in one of the Erasmus+ associated Countries. The funding scheme provides scholarships for students attracted from any part of the world to enrol in the Joint Masters for 4 consecutive Masters' editions. The scholarships for students correspond to 1400€/month. The consortium also received a contribution for institutional costs calculated on the number of enrolled students and on the duration of the Master programme (12, 18 or 24 months). This contribution corresponds to 750€/month per student. Once approved, an Erasmus Mundus Joint Master receives funding for 4 consecutive editions and the total grant may reach a maximum of 1.8 million for institutional contribution and 2 to 2.5 million for scholarships.</p> <p>Focus/Theme: Erasmus Mundus projects, both those developed under the Design Measures and those implemented through the EMJM action, are study programmes and can be highly specific or trans/interdisciplinary programmes. The Programme does not exclude any field of study, although for the Erasmus Mundus Design Measures the Programme Guide indicates an annual list of priority fields. In general, priority field are those fields of study less widely funded by the previous Erasmus Mundus actions.</p> <p>Application procedures: Erasmus Mundus Actions are centralized actions and the application procedure is done through the EU Portal. The submission is under the responsibility of the applicant institution but all partners are required to engage with the EU Portal at the application stage.</p>
<p>Application to 1Europe/ Una.Futura JIFs</p>	<p>Erasmus Mundus Actions are eligible for the Master level only; therefore, the BAES and the Una HER programme developed under the 1Europe project will not be eligible. Similarly, joint Master Programmes are not formally foreseen in the Una.Futura Project.</p> <p>However, this action can be used to develop further formats that are foreseen in the Una.Futura project (Joint Modules at Master Level) and to develop further actions not included in one of the funded projects (see next session).</p> <p>JOINT MA MODULES The planned modules, including summer and winter schools, are expected to be integrated in different existing MA programmes, with a focus on interdisciplinary learning and research perspective.</p> <p>There is no initial intention to integrate the full programmes at the participating institution. However, after a first joint development step concerning modules, the natural next step could be the full integration of the local master programmes. For this action, already during the second or third year of the</p>

	Una.Futura project, an Erasmus Mundus Joint Design Measure could be submitted to allow the scaling up of the joint modules .
Focus area	All focus area might benefit from the above-mentioned opportunities.
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>SCALING UP SEED FUNDING PROJECTS</p> <p>Erasmus Mundus Actions, in particular the Erasmus Mundus Joint Design Measures, can be used to develop joint programmes starting from existing curricular collaborations. In particular, beneficiaries of seed funding projects could be the first stakeholders recommended to consider the use of Erasmus Mundus Joint Design Measures to develop further their educational projects.</p> <p>ONE HEALTH MASTER PROGRAMME</p> <p>The One Health SSC has started discussion on the development of an interdisciplinary One Health Joint Programme, starting from the fruitful collaboration of the joint teaching units and Summer School. The Erasmus Mundus Design Measures are particularly interesting for this discussion and could allow time and resources to tackle the curriculum development and accreditation phases</p>
Human Resources involved	<p>University level : Erasmus+ Project office (if available) Academic staff interested in developing the projects Teaching and Learning offices in charge of QA and accreditation International Office/Mobility Office Coordinator of Study Programme Study Programme manager</p> <p>Una Europa Alliance level : UnaEdu+ working group JIF project teams T&L Cluster Mobility Cluster</p>
Recommendations/considerations	<ol style="list-style-type: none"> 1. Erasmus Mundus Actions are extremely interesting but also challenging opportunities to reach a next level of integration in educational formats. The development of the BAES has probably already taught to Una Europa members, which offices have to be involved in the joint development of a study programme. At this purpose, the use of the – still – underexplored Erasmus Mundus Design Measure could be helpful for the development of an interdisciplinary programme. In the case of One Health, in particular, the highly interdisciplinary potential of the theme could result in accreditation obstacles, which a Design Measure could help to timely identify and possibly overcome. 2. The advancement of the European Degree Label project, submitted in October 2022 and aimed to test the European label framework and to undertake a policy dialogue with national authorities, will be essential for the participation in the Erasmus Mundus initiatives

ERASMUS+ ACTION: PARTNERSHIPS FOR INNOVATION – ALLIANCES FOR INNOVATION

Description of the action, purposes, outputs

Description:

Alliances for Innovation are output/activity-driven projects aiming to strengthen Europe's **innovation capacity** by boosting innovation through cooperation and flow of knowledge among **higher education, vocational education and training** (VET – both initial and continuous), and the **broader socio-economic environment** (enterprises), including research.

This action is also aimed to develop **new sets of skills** and to tackle **skills mismatch** in one specific socio-economic sector or in more sectors (cross-sectorial projects). The creation of new innovative Higher Education and VET curricula is fostered, in order to support student's **sense of initiative** and **entrepreneurial mind-set**.

The Action is divided into 2 « **Lots** » financing different types of consortia and following different priorities. Some general priorities are common to the 2 LOTs :

1. Development of digital competences for all professional profiles in the labour market
2. Transition to a circular and green economy

LOT 1 : Alliances for Education and Enterprises

Under this LOT, the action supports the development of projects implemented by Consortia of at **least 8 institutions** from at least 4 Programme Countries. Among the 8 institutions, at least **3 must be « enterprises » and at least 3 must be « education providers »**. Education providers must include at least **1 HEI and 1 VET** provider.

Projects can last from 2 to 3 years and the maximum grant for 2 years projects is 1 Million €, while for 3 years projects it's 1.5 Million €, allocated in the form of Lump Sums.

Priorities/activities:

INNOVATION: Fostering new, innovative and multidisciplinary approaches to teaching and learning: fostering innovation in education design and delivery, teaching methods, assessment techniques, learning environments and/or developing new skills

ENTREPRENEURSHIP: Stimulating a sense of initiative and entrepreneurial attitudes, mind-sets and skills in learners, educational staff and other workers, in line with the Entrepreneurship Competence Framework (EntreComp)

JOINT KNOWLEDGE CREATION: Facilitating the flow and co-creation of knowledge between higher education and vocational

	<p>education and training, research, the public sector and the business sector</p> <p>SOCIAL RESPONSIBILITY: Fostering corporate social responsibility (e.g. equity, inclusion, climate change, environmental protection and sustainable development)</p> <p>QUALITY: Improving the quality and relevance of skills developed and certified through education and training systems</p> <p>STRUCTURAL SUPPORT: Building and supporting effective and efficient HE and VET systems, which are connected and inclusive, and contribute to innovation</p> <p>LOT 2 : Alliances for Sectoral Cooperation on Skills Under this LOT, the action supports the development of projects implemented by Consortia of at least 12 institutions from at least 8 Programme Countries. Among the 12 institutions, at least 5 must be « enterprises » and at least 5 must be « education providers ». Education providers must include at least 1 HEI and 1 VET provider. The projects' duration is 4 years and the maximum grant 4 Millions €, allocated in the form of Lump Sums. Alliances applicants under Lot 2 have to choose one of the 14 ecosystems of EU industrial strategy as target for their project. The projects should tackle the skills gaps in the ecosystem and contribute to the growth, innovation and competitiveness.</p> <p>Application procedures: Partnerships for Innovation/Alliances for Innovation are centralized actions and the application procedure is done through the EU Portal.</p>
<p>Application to 1Europe/ Una.Futura JIFs and potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)</p>	<p>Differently from other Actions presented before, there are not a specific educational formats or outputs developed or to be developed within the 1Europe project or under the Una.Futura project, which perfectly matches with the Innovation Alliances. The size and the complexity of the projects to be funded under Lot 1 or Lot 2 require the development of actions capable to go beyond the Una Europa partnership. These actions should innovate HE and VET systems in order to impact on one or more socio-economic sectors, also with the active cooperation of labour market representatives, including enterprises. However, the rationale of the Innovation Alliances (partially matches with the rationale of the European Alliances. In particular, the EUI objective to foster the creation of inter-university campuses includes the promotion of “practical and work-based experience and traineeships supported by external mentors are provided to foster entrepreneurial mind-sets and civic engagement, as well as to promote knowledge transfer with surrounding ecosystems”. In addition, one of the EUI objective is to “build European knowledge-creating teams (“challenge-based approach”)”.</p> <p>Una Europa has included that rationale within the 1Europe project through the involvement of a network of associated partners, mainly coming from regional ecosystems. However, the involvement of the associated partners in the development</p>

	<p>of joint formats of innovative education has been postponed to the Una.Futura project, and it is not described as a pre-defined format but rather as an objective. The potential of Innovation Alliances for Una Europa is therefore a reality, proposing to Associated Partners an active role in the further development of work-based educational formats, in the mapping of skills mismatches, or in the development of challenged-based formats (such as Una Ten, but in a larger and systemic scale). Outside the Una.Futura work plan, the SSC of the Focus Areas can develop Innovation Alliances in specific sectors and could strengthen the ties with socio-economic partners also integrating the original Una Europa Chairs idea (e.g. to promote positions to develop teaching and research on timely issues through the funding support of enterprises). The Network and the activities included in the EIT Culture & Creativity could be also exploited to develop an Innovation Alliance (Focus Area Cultural Heritage).</p> <p>Finally, Smart Specialisation Strategies of the Regions covered by Una Europa partners could be the starting point for the development of an Innovation Alliance Project.</p>
Focus area	Potentially all Focus Areas
Human Resources involved	<p>University level : Erasmus+ Project office (if available) Innovation/Knowledge Transfer Office Academic staff interested in developing the projects, including Education Departments</p> <p>Una Europa Alliance level : UnaEdu+ working group JIF project teams Una.Resin Group Associated Partners</p>
Recommendations/considerations	<p>The development of a project under Innovation Alliances might benefit from the involvement of Knowledge – Transfer and Innovation Offices within the Una Europa Alliance. Research managers and clusters created within the Una.Resin project could also bring an additional value in planning an Innovation Alliance project and in matching it with regional policies (Smart Specialisation Strategies of the Una Europa Regions).</p>

ERASMUS+ ACTION: CAPACITY BUILDING IN HIGHER EDUCATION

Description of the action, purposes, outputs

Description

The Capacity Building in Higher Education (CBHE) action supports international cooperation projects, lasting from 2 to 4 years, based on multilateral partnerships between organisations in the field of higher education. It supports the relevance, quality, modernisation and responsiveness of higher education in third countries not associated to the Erasmus + programme.

The level of complexity of the projects, together with the project dimension may vary, according to three different strands:

Strand 1 - Fostering access to cooperation in higher education: these are intended to be small-scale projects to reduce the internationalization gap among HEIs from eligible third countries not associated to the programme, from the same country or Region.

Strand 2 - Partnerships for transformation in higher education: these are intended to be complex and innovative capacity building projects based on a transfer of experience, competencies and good practice with a range of interconnected activities that aim to strengthen the capacities of the targeted HEIs from eligible third countries not associated to the programme.

Strand 3 - Structural reform projects: these projects must address the efforts of beneficiary countries to develop coherent and sustainable systems of Higher Education to meet their socio-economic needs. Competent National Authorities (e.g. Ministries of Education) of targeted third countries not associated to the Programme must be involved in the consortium.

Objective:

- Improve the quality of higher education in third countries not associated to the programme and enhance its relevance for the labour market and society;
- Improve the level of competences, skills and employability potential of students in HEIs in the third countries not associated to the programme by developing new and innovative education programmes;
- Promote inclusive education, equality, equity, non-discrimination and the promotion of civic-competences in higher education in the third countries not associated to the programme;
- Enhance the teaching, assessment mechanisms for HEI staff and students, quality assurance, management, governance, inclusion, innovation, knowledge base, digital and entrepreneurial capacities, as well as the internationalisation of HEIs in the third countries not associated to the programme;

	<ul style="list-style-type: none"> - Increase the capacities of HEIs, bodies in charge of higher education and competent authorities of third countries not associated to the programme to modernise their higher education systems, particularly in terms of governance and financing, by supporting the definition, implementation and monitoring of reform processes; - Improve the training of teachers and continuous professional development in order to impact the longer term quality of the education system in the third countries not associated to the programme; - Stimulate cooperation of institutions, capacity building and exchange of good practice; - Foster cooperation across different regions of the world through joint initiatives. <p>Eligible participant organisations: A consortium involving a combination of organisations from EU Member states or third countries associated to the Erasmus + programme and from eligible third country(ies) not associated to the Erasmus + programme is required. The minimum number of participating organisations may vary according to the Strand. In general terms, the main actors are HEIs of involved countries, but additional kinds of bodies active in or relevant to the Higher Education sector must be involved in certain cases. Besides, a balance between organisations from EU Member states or third countries associated to the Erasmus + programme and from eligible third country(ies) not associated to the Erasmus + programme shall be guaranteed, taking also into consideration that the main beneficiaries of this action are the eligible third countries not associated to the programme, their higher education institutions and systems, thanks to the cooperation with organisations from EU member states or from third countries associated to the programme of the project consortium. For further details on partnership composition, it is recommended to consult the Erasmus+ Programme Guidelines.</p> <p>Even though all of the 3 Strands may benefit by and large from the outputs of the 1Europe/Una.Futura projects and initiatives of the Alliance, Strand 2 Partnerships for transformation in higher education is especially suitable to the Alliance’s joint innovative formats for mobility and education, since it focuses especially on innovation and reform in higher education. Therefore the below analysis takes into consideration this Strand above all.</p>
<p>Application to 1Europe/Una.Futura JIFs</p>	<p>CBHE action opens to several kinds of interuniversity cooperation initiatives, that might embed one or more mobility and education formats developed or to be developed in 1Europe/Una.Futura projects. The main peculiarity of this action is that the focus in terms of beneficiaries and impacts is on third countries not associated to the programme and that activities must promote a transfer of knowledge, capacity, expertise and know how to these countries.</p> <p>Therefore, the experience firstly gained while piloting and implementing formats within 1Europe/Una.Futura projects may be then transferred and applied to HEIs of third countries not associated to the programme, in order to carry out the</p>

international cooperation dimension envisaged in Una.Futura project and kick off a process for co-creation of formats with strategic and priority partners from third countries.

In this framework, the shared methodologies and processes, common practical solutions and good practices identified by 1Europe/Una.Futura partner HEIs while designing, testing and further developing the joint formats are to be considered the main content that can be proposed and transferred to the Alliance's strategic partner HEIs of third countries through CBHE.

1Europe formats (such as innovative teaching and learning practices with physical and/or virtual mobility of students and/or staff included in JOINT TEACHING UNITS, challenge based learning UNA TEN, UNA FUTURA and UNA TOGETHER, OH SUMMER SCHOOL and BLENDED PHD WORKSHOPS; administrative staff training and job shadowing programmes UNA EUROPA STAFF WEEK and LIVE MY LIFE) and their further development within Una.Futura project and the **future formats** (such as JOINT BACHELOR/MASTER PROGRAMMES and MODULES; RESEARCH INTERNSHIPS AND SEMESTERS; SUMMER/WINTER SCHOOLS; SERVICE LEARNING; JOINT PHD PROGRAMME and targeted TRAINING FOR PHD students' research skills; SHORT TRAINING PROGRAMMES FOR LIFELONG LEARNING; ON-LINE AND ON-SITE TRAINING and capacity development programmes for professional staff) could provide an initial base for collaboration with beneficiary HEIs of third countries that can be turned into a CBHE project for innovation for the implementation of the following activities¹²:

- development, testing and adaptation of innovative and multidisciplinary curricula. This might concern the content, such as transversal skills, or the structure, such as joint modules and teaching/learning methods that may include virtual mobility, open educational resources, blended learning, Massive Open Online Courses (MOOC), real problem-based learning through practical training and/or placements of students;
- introducing practical training schemes, internships and study of real-life cases in business and industry to be embedded in the curriculum, recognised and credited;
- application of challenge-based learning methodologies involving students and professors together with professionals and practitioners from other sectors for developing and testing solutions addressing societal challenges;
- support the creation of centres, incubators for innovation, technology transfer and business start-ups, and the integration of education, research and innovation at institutional/regional/national level, together with exchanges of students, researchers, teaching staff and enterprise staff for a limited period; providing incentives for involvement of enterprise staff into teaching and research;
- development and testing of continuous education programmes and activities with enterprises;
- development of strategies and tools for the internationalisation of HEIs (international openness of curricula, inter-institutional mobility schemes), and their capacity to network effectively in

	<p>research, scientific and technological innovation (scientific cooperation and knowledge transfer, etc.); -development, adaptation and delivery of tools and methods for the upskilling, professionalization and professional development of academic and administrative staff.</p>
Focus area	<p>In general terms, all focus area might benefit from the above-mentioned opportunities. CBHE can be extremely relevant for the focus area Europe and the World, in order to provide available funding opportunities to actually strengthen the connection with countries outside Europe and enrich the Alliance with views and perspectives from non-European countries. Additional pre-defined priorities may be attached to specific Regions (referring to third countries not associated to the Programme), some of which can be connected to some focus areas, such as: Green Deal and Sustainable growth and jobs to Sustainability, One Health and Future Materials; Digital Transformation to Data Science and Artificial Intelligence; Migration and Mobility and Governance, Peace, Security and Human Development to Europe and the World and Cultural Heritage.</p>
Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)	<p>Scaling up Seed funding projects The aim of the Seed Funding initiative is to support the initiation of long-term collaborative activities between the Una Europa partner universities. Seed funds can support, for instance, the organization of joint workshops or seminars and the preparation of joint formats for education or research. The results and outputs of the implemented Seed funded projects may be replicated and applied in the framework or CBHE.</p> <p>IMPLEMENTATION OF UNA EUROPA 2030 STRATEGY AND INTERNATIONAL DIMENSION</p> <p>CBHE Action provides the Alliance with the possibility to fund the creation and strengthening of a network of partner HEIs from strategic and priority third countries, in line with the Alliance strategy and plans, through the implementation of collaborative projects. Even though the priority of CBHE projects is to support and deliver results to benefit third countries, secondary positive effects of these projects can also enrich the inter-university community of the Una Europa Alliance partner HEIs. As a matter of fact, exchanges and cooperation with HEIs from third countries can widen and diversify the views and perspectives on themes, topics, issues and global challenges that can generate the development of more articulated visions and positions, useful to add inputs to and further innovate teaching, learning and research activities and results within the Alliance.</p>
Human Resources involved	<p>University level : Erasmus+ Project office (if available) Academic staff interested in developing the projects Teaching and Learning offices International Office Coordinator of Study Programme Study Programme manager</p>

	<p>Una Europa Alliance level : UnaEdu+ working group JIF project teams T&L Cluster Mobility Cluster Task Force International</p>
<p>Recommendations/considerations</p>	<p>As mentioned above, since CBHE is intended to benefit third country partners, activities must meet the needs of HEIs located in these countries and must target beneficiaries from these HEIs. As an example, mobility activities included in this kind of projects must be targeted mainly at students/staff from third countries not associated to the programme. Mobility of students within and between EU Member states and third countries associated to the programme is not eligible within a CBHE project. But the CBHE project may be combined with KA1 mobility for staff and students, BIPs and virtual exchanges to create the conditions for students from both Una Europa Alliance partner HEIs and third country HEIs to gather or virtually interact together and experience a stronger and more varied intercultural learning experience and also to allow students and staff from Una Europa Alliance partner HEIs to experience a mobility at third country HEIs, which can both benefit the mobile participants and the non-mobile students and staff of the hosting third country HEIs, thanks to an internationalization at home approach.</p> <p>By and large, that is to say that, in addition to the compliance to eligibility requirements and instructions of the Erasmus+ programme regarding this action, it is important to identify and promote synergies that can generate virtuous cycles connecting together the staff and students of HEIs from EU Member states or third countries associated to the programme and from third country(ies) not associated to the programme, in order to make the cooperation sustainable and set the basis for connections and exchanges going beyond the project itself. Especially, to actively engage and involve relevant academic staff into CBHE projects, their teaching and research interests must be considered as well within the project. The transfer of experience and knowledge from HEIs from EU Member states or third countries associated to the programme to HEIs from third country(ies) might be more efficient and effective if academic staff from all involved HEIs can gain opportunities to deepen themes and topics relevant to their disciplinary field.</p>

ERASMUS+ ACTION: JEAN MONNET ACTIONS

<p>Description of the action, purposes, outputs</p>	<p>Description: The Jean Monnet Action (JM) supports the teaching and research in the field of European Studies worldwide. It is open to any Higher Education Institution in the world and it has been opened to other fields of education since 2021, with the launch of the current Erasmus+ 2021 – 2027 Programme, while in the past it was only opened to the Higher Education Sector. In this context, only the sub-actions in the field of Higher Education will be explored, namely the Jean Monnet Modules, the Jean Monnet Chairs, the Jean Monnet Centres of Excellence and the Jean Monnet Policy Debate. As an exception, due to its potential interest for the European Studies/Europe and the World focus area, the Action Jean Monnet Teacher Training Education will be explored.</p> <p>Jean Monnet Modules JM Modules are « unilateral » project (one university only, as the « applicant ») focused on the organisation and implementation of short programmes/courses in the field of European Studies. The minimum requirement is the delivery of 40 teaching hours in the thematic field selected for three consecutive years (120 teaching hours in total). The teaching hours can be part of existing and revised courses or being offered as a new course unit. They can be offered to students of any level (BA, MA and PhD). They can be offered in an extensive (semester course) or intensive mode (e.g. Summer/Winter School). It is expected from JM modules to present innovative pedagogies and an interdisciplinary approach. The 120 teaching hours can be divided among an academic team or entirely be performed by the scientific coordinator. External experts and invited scholars can be part of the team. A small research component is also expected from JM modules, as well as the organisation of outreach events to reach non-academic partners and the civil society. The contribution for the organisation of the modules is max 30.000€ allocated in the form of a lump sum.</p> <p>Jean Monnet Chairs Chairs are teaching posts with a specialisation in European Union studies (as described above) for university professors for a duration of three years. A Jean Monnet Chair is held by only one professor, who provides the minimum of 90 teaching hours per academic year (270 in total). The Chair may also have a team to support and enhance the activities of the Chair, including the provision of additional teaching hours. Research and outreach are also an important part of JM chairs projects, which are expected to deliver, at the end of the three years, publications and dissemination events addressed to scholars, policy makers, and civil society. Like the JM Modules, these are “unilateral” projects without transnational partnerships. Individual scholars from other institutions might however be part</p>
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of the project. The contribution for the organisation of the modules is max **50.000€** allocated in the form of a lump sum.

Jean Monnet Centres of Excellence

Jean Monnet Centres of Excellence (CoE) are focal points of competence and knowledge on European Union subjects. Like JM Modules and Chairs, CoEs are “unilateral” projects developed by a single Higher Education Institution. However, they should gather the expertise and competences of high-level experts aiming at developing synergies between the various disciplines and resources in European studies as well as at creating joint transnational activities. Therefore, despite not formally involved in the project, partners from other countries can contribute to the CoE. Typically, a CoE also gathers existing and former modules and chairs holders in a given discipline. The activities to be realised within CoE range from teaching, research and outreach activities, without a minimum number of teaching hours like in the case of JM modules and Chairs. The contribution for CoE is max **100.000€** allocated the form of a lump sum.

Jean Monnet Policy Debate

JM Policy Debate projects for Higher Education are large **thematic networks** of HEIs in the world. This action is therefore a « **multilateral** » action, involving a minimum of **12 HEIs from at least 7 Countries** in the world.

The primary objective of these Networks is to collect, share and discuss among the partners research findings, content of courses and experiences, products (studies, articles, etc.). **Research** is therefore the primary aim of the network and it is responsibility of the network to disseminate the most innovative research findings and innovative practices in the field. In 2022, this action funded one project on internal EU issues, on the theme “**The Future of Europe**” and one Network on external EU issues on the theme “**Europe and the World**”. Different themes might be selected for future calls. The contribution for CoE is max **1 Million €** allocated the form of a lump sum.

Jean Monnet Teacher Training Education

The Jean Monnet Action has been open, since 2021, to Schools and Vocational Education and Training (VET) providers. The aim of the Teacher Training action is to support the **training and continuing education of schools and VET provider’s teachers** in the field of EU studies and to enable these institutions to engage efficiently with the Jean Monnet Actions. Higher Education Institutions and continuing education providers can jointly organise transnational educational and training activities for these targets. Despite the « **unilateral** » nature of this action, the expected impact and the size of the grant suggests a wider scope for these projects. The contribution is max **300.000€**, allocated in the form of lump sums. The potential activities include training courses on EU studies subjects and on teaching methodologies, provided both in **physical and blended/virtual formats**.

Focus/Theme

The Jean Monnet Actions are the only « disciplinary – based » actions of the Erasmus+ Programme, focusing on EU studies.

	<p>However, the meaning of EU Studies must be understood in a wide sense, meaning the study of « Europe » in its entirety, with particular emphasis on the EU dimension, from an internal but also from a global perspective.</p> <p>Application procedures: Jean Monnet Actions are centralized actions and the application procedure is done through the EU Portal.</p>
<p>Application to 1Europe/ Una.Futura JIFs</p>	<p style="text-align: center;">1EUROPE FORMATS</p> <p>The most direct potential application of some of the Jean Monnet actions to the formats established through the 1Europe project is represented by the Una Europa Chairs. Una Europa chairs are flexible in their formats, and have changed their structure in the course of the 1Europe project according to the donor providing the support. A Jean Monnet Centre of Excellence, developed by one Una Europa Institution, could absorb most of the features of the Una Europa Chairs. Teaching, research and outreach activities could be arranged around the Centre of Excellence and the budget could contribute to the recruitment of experts in the field to contribute to teaching and research in an online or blended formats. The Focus area Europe and the World is the closest to the concept of EU studies of the Jean Monnet Action. However, the research topics developed within the Una HER doctorate and, more generally, the focus area Cultural Heritage, could also consider the Jean Monnet Actions for their sustainability.</p> <p style="text-align: center;">UNA.FUTURA FORMATS</p> <p>Una.Futura envisages a wide range of educational formats, some of which might take advantage from Jean Monnet Actions. The formats, which might better fit, are the Joint Modules to be developed at BA and MA and the Summer and Winter Schools to be developed at BA, MA and PhD level. These educational formats, when developed around the whole and holistic concept of « study on Europe » also with an interdisciplinary approach, might take advantage of both the JM Modules and the Centres of Excellence. JM Modules would probably better fit with Summer/Winter School. It should be developed by one single institution but individual experts from other Una Europa members could actively participate. Centres of Excellence could offer a wider approach, hosting both the development of joint modules and summer/winter schools on a given topic.</p>
<p>Focus area</p>	<p>European Studies/EU and the World; Cultural Heritage. Potentially other Focus Areas</p>
<p>Potential developments within Una Europa Alliance (out of 1Europe/Una.Futura)</p>	<p>The two “Multilateral” Actions of the Jean Monnet Programme, namely the JM Policy Debate and the JM Teacher Training Education could present interesting opportunities for future developments of the Una Europa Community, mostly related to the Europe and the World Focus Area. The JM Policy Debate presents a unique opportunity for scholars of Una Europa members to work on research topics both of EU internal and external matters. The possibility to involve non-European partners could be also an opportunity to link with the International Strategy of Una Europa.</p>

	<p>The JM Teacher Training Education strand will require the joint efforts of the Departments involved in the Focus Area Europe and the World and the Departments at Una Europa members offering continuing education for schools and VET teachers. Una Europa could position itself in the European panorama as the Alliance offering training on EU studies and EU values Schools and VET institutions (ISCED levels 1 to 4). Students from BAES or Una Europa Master students could also be involved in such a project, applying their knowledge within the training programmes for teachers. It would be an opportunity also to develop Service – Learning Projects in schools and VET providers, involving BAES students.</p>
<p>Human Resources involved</p>	<p>University level : Erasmus+ Project office (if available) Academic staff interested in developing the projects, including Education Departments</p> <p>Una Europa Alliance level : UnaEdu+ working group JIF project teams Mobility Cluster</p>
<p>Recommendations/considerations</p>	<ol style="list-style-type: none"> 1. Most of the JM Actions are « Unilateral » hiding the transnational dimension. This does not prevent from the inclusion of an international dimension into JM projects, through the individual participation of scholars from Una Europa Members, which could be institutionalized. 2. Another possibility could be the simultaneous development of more than one JM projects from different Una Europa Members. JM Modules could for example be organised around different but connected themes to facilitate the exchange of scholars among Una Europa Members 3. Teachers Training Education is a new Action, presenting interesting opportunities but with no history of implementation. An exploratory approach could be strategic before engaging in this initiative.

Footnotes

1. The Una Europa Alliance was founded in 2018. The related 1Europe project was funded in the framework of the Erasmus+ KA2 European University Initiatives from November 2019 to November 2022. The follow-up Una.Futura project was approved for funding in the framework of the second calls for proposals of the Erasmus+ KA2 European University Initiatives for a period starting in December 2022 and lasting until November 2026.
2. European Commission Communication on a European strategy for universities, 18 January 2022, COM (2022).
3. The recently revised six Una Europa priority multidisciplinary focus areas are Cultural Heritage; Sustainability; Data Science and Artificial Intelligence; Europe and the World: One Health and Future Materials.
4. According to E+ Programme Guide: Region 2 Neighborhood East; Region 3 South-Mediterranean countries; Region 4 Russian Federation; Region 5 Asia; Region 6 Central Asia; Region 7 Middle East; Region 8 Pacific; Region 9 Sub-Saharan Africa; Region 10 Latin America; Region 11 Caribbean



5. The EIT Culture & Creativity has just been approved for funding. It will start to become operational in 2023 bringing together 50 partners from 20 countries across Europe, including Una Europa Alliance. For the start-up phase of EIT Culture and Creativity (2023), the Una Europa universities have full access to the consortium through the named beneficiary Una Europa vzw as Affiliated Entity.
6. See footnote 5
7. See footnote 5
8. European Commission Communication on a European strategy for universities, 18 January 2022 – COM (2022); Council recommendation on building bridges for effective European higher education cooperation, 5 April 2022 (2022/C 160/01).
9. See footnote 5
10. See footnote 5
11. Una.Resin: Towards a common Una Europa REsearch and INnovation eco-system is a 3-year Horizon funded project kicked off in February 2021. Through this project, Una Europa Alliance aims to drive forward both the European Research Area and the European Higher Education Area by pushing the boundaries of what is feasible in transnational collaboration today. The project was set up with an objective to develop common strategies and action plans on joint research cooperation, research infrastructure and resources, and human resources, and test these through the implementation of pilot projects. The project is aimed at helping Una Europa partner HEIs' researchers and research professional staff to work together more collaboratively across institutions and contribute evidence-based solutions to the world's most pressing issues.
12. The following list is a partial extraction of eligible activities that can be funded through KA2 CBHE Action. It is recommended to consult the E+ Programme Guide for the exhaustive list.

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