April 2019

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Overview: objectives of European Universities

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304
93
16
659
76
196
303
672
44
52

Inter-organization collaboration among CHARM-EU partners: with an average Normalized Citation Impact of 3.98 and 73% are published in Q1 scientific journals.

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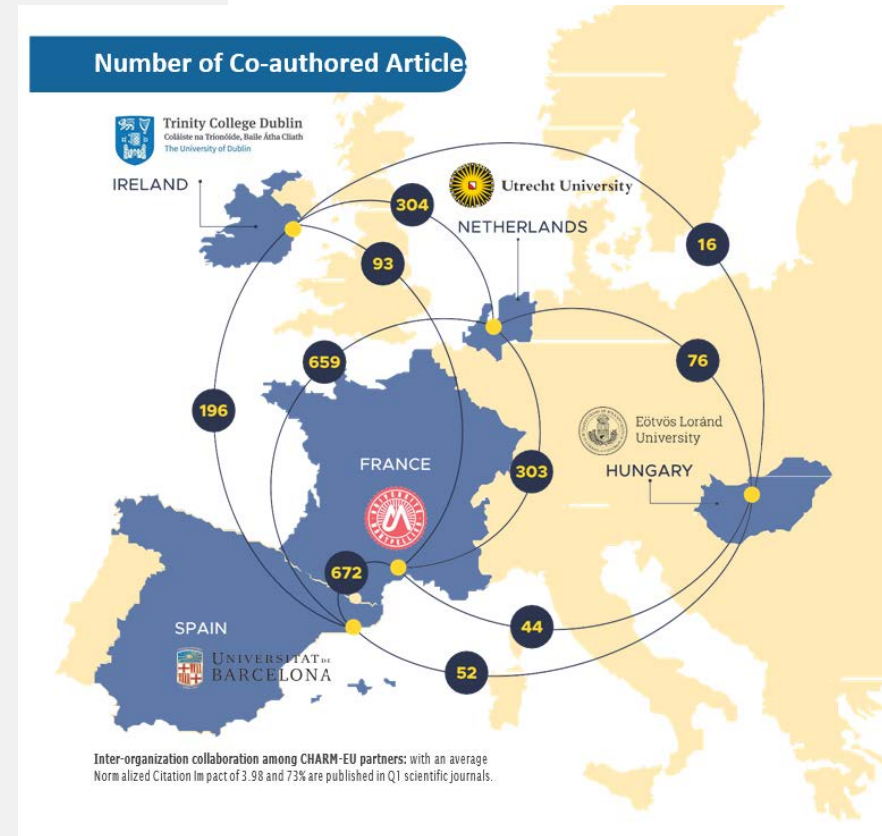
# Overview: objectives of European Universities
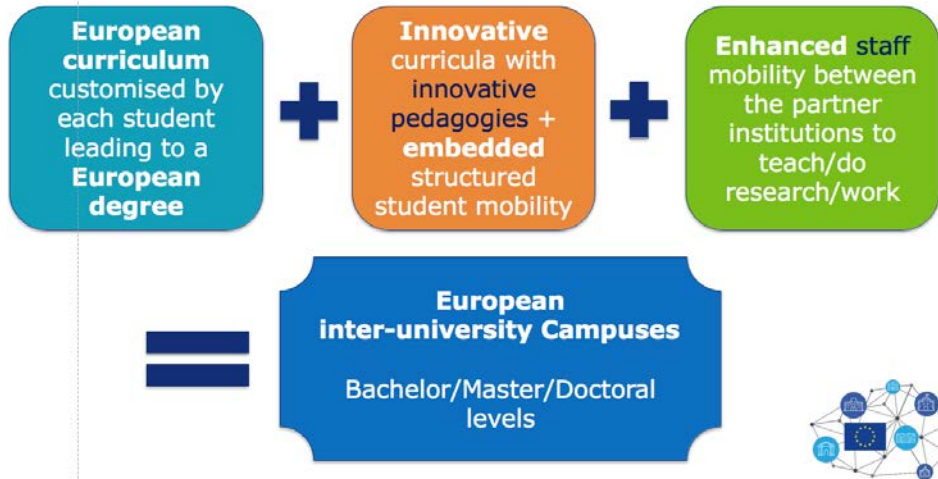
- Education Council -

| A **more united** and **stronger** Europe with...	...increased **quality**, **performance** and **competitiveness** of European higher education institutions

KEY PRINCIPLES

- ☐ bottom-up alliances of higher education institutions
- ☐ open to all types of Higher Education Institutions
- ☐ geographically balanced
- ☐ socially inclusive
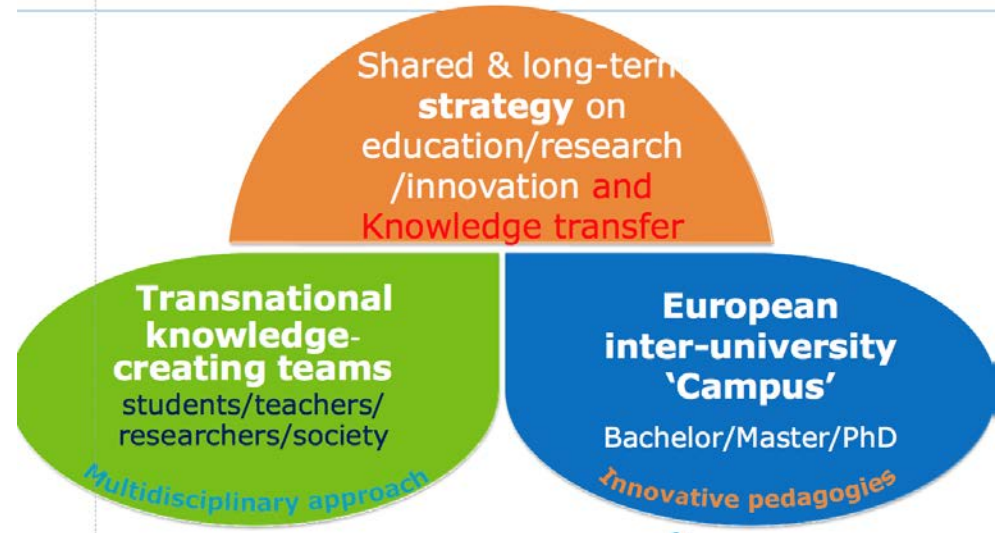
How European Universities will look like in 2025-2030?
Towards a European Education Area
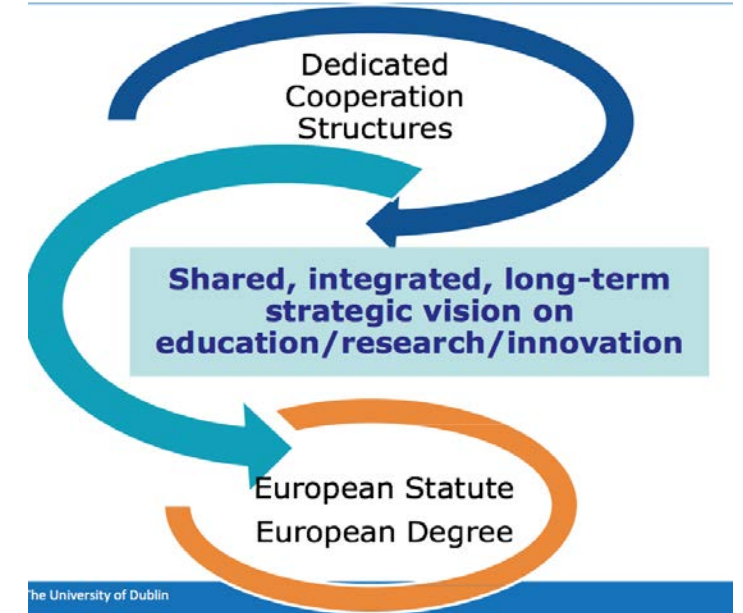
1. CHARM-EU

- The CHARM-EU alliance will create a sustainable, transferable, inclusive model for a European inter-university campus.

- CHARM-EU courses will be focussed around solving the challenges associated with *Reconciling Humanity with the Planet* (e.g. SDGs) through interdisciplinary, research-focussed approaches within all its educational offerings.

- A CHARM-EU student will work across the alliance institutions, co-designing their own interdisciplinary course depending on their emerging interests.

- Core to all courses will be authentic engagement with the knowledge triangle stakeholders from enterprise, research, and education.

- The student journey will lead towards a final collaborative, research-based authentic challenge.

Enablers of CHARM-EU

- Leadership and community engagement at all levels.
- Deep integration and working relationships between the support services of the alliance members:
  - Quality office;
  - International office;
  - All student support offices;
  - Finance;
  - Resources, Data and infrastructure sharing
  - Etc.
- A new model of mobility supporting seamless movement across the alliance for both staff and students.
- The meaningful integration of the latest technology and pedagogy.

3. Summary (I)
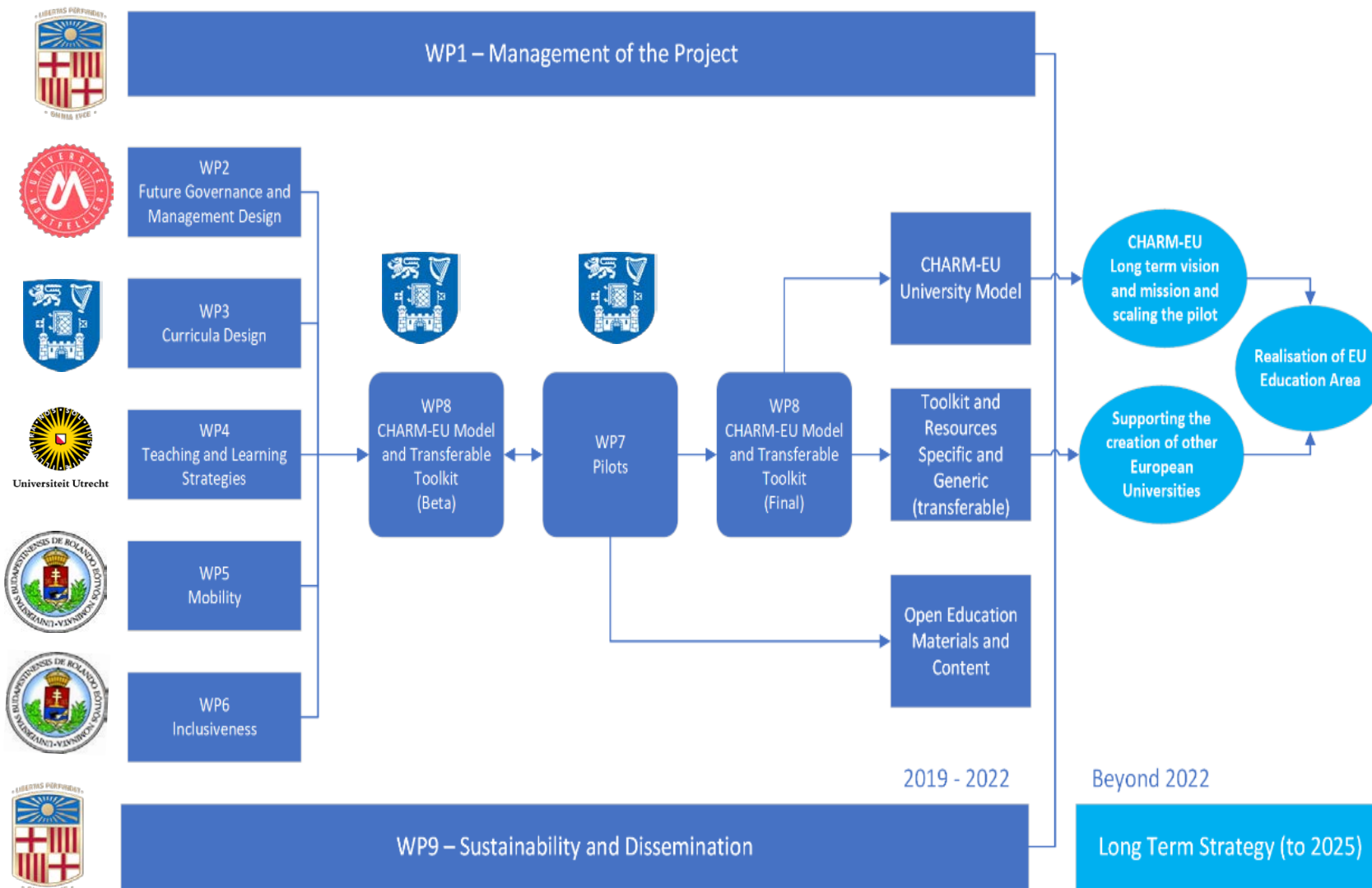
4. Unique points of CHARM-EU (I)

- To adopt **an innovative governance approach,** a new model of multi-institutional cooperative engagement that encourages co-creation and co-working to implement our mission and vision at all levels of university activity, bringing together the efforts of students, professors and non-teaching staff, and the change management plan needed to do that.

- **To empower and inspire traditional/non traditional students and staff** to become **critical thinkers** capable of confronting societal challenges linked with the theme of 'reconciling humanity with the planet' and the sustainable development goals, through a **challenge-driven curricula.**

- To provide **skills and attribute-based programmes designed within a new and flexible academic structure and organizational framework: skill-oriented, cross-disciplinary modules/micro-programmes configurable by students at all levels** (undergraduate, postgraduate, doctorate and lifelong learning), in the form of non-classical curricula with self-directed learning pathways.

- To focus on teaching for quality within the EIT **knowledge triangle and integrate research and teaching across and within the disciplines** (to bridge the education, research, and business aspects).

4. Unique points of CHARM-EU (II)

- To strength citizenship through joint, **innovative strategies which are multilingual, multicultural, inclusive and integrated into a coherent academic campus, and designing a mobility strategy - mobility as a norm - (including on-line learning)** to enhance this citizenship**, making intensive use of technology** solutions to achieve the objectives.

- To build an **innovative teaching and learning strategy based on insights from the research and practice** (combination of Transdisciplinarity, Social Constructivism, Elements of the UU Education Model, Design Thinking and Educational technologies).

- To provide a **tested and improved model and toolkit** during the financed period to be implemented in CHARM-EU and ready to use by other Universities, acting as a role model.

- To design a clear developmental framework for the financial **sustainability strateg**y beyond the 3 year funded period that can be used by CHARM-EU but transferable for the wider European Universities community helping to implement the European Education Area.

5.Budget

Action	EUROPEAN UNIVERSITIES
Project Title	CHARM-EU

	Budget Items	BUDGET
E x p e n d i t u r e	1.1 Staff cost	4.895.301,30
	1.2 Travel costs	330.600,00
	1.3 Individual support	529.312,00
	1.4 Equipment	80.160,00
	1.5 Other costs	294.000,00
	Total Direct Costs	6.129.373,30
	Indirect costs (up to 7%)	429.056,13
	Total Costs	6.558.429,43

EC Rule: Funding duration of 3 years – max €5m - 80% funded
CHARM-EU: €5m - 76.24% funding requested from EC, €1.558m Beneficiaries contribution

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6. Associate partners

Other Higher Education Institutions

Companies

Agencies

Networks

Hoschule Rurh West. Germany

Water supplier. Spain

Pharmaceutical. Hungary

Health. France

Consultancy. Ireland

Meteorology. Hungary

Digital Services. The Netherland

Catalan Quality Agency.Spain

Quality Agency.Spain

Support partners

National Education Ministries

Ministry of Education, Culture and Science of the Netherlands

Agencies

National Agency, Quality and Qualifications. Ireland

Other Authorities

Barcelona City Townhall. Spain

7. Evaluation (I)

Award criteria	Strong points	Weak point
1. Relevance of the proposal	• Structured long-term vision • Recognition processes and accreditation will be tested • The mission is relevant and the level of ambition and innovation is high • Mobility as a norm and strategies to achieve it • Added value to progress in responsible and fair way of life • A future where students can freely move, create their own curricula and interact in a paperless way and smooth processes • Contribute to regional development and cooperate creating new research and innovation strategies based on an entrepenuarial discovery process with wide stakeholder involvement and focusses on SDG.	-

7. Evaluation (II)

Award criteria	Strong points	Weak point
2. Geographical balance	• The alliances has 5 universities covering3 European regions, which gives sufficient coverage. • They also cover multiple European university networks	-

7. Evaluation (III)

Award criteria	Strong points	Weak point
3. Quality of the proposal and implementation	• The aims are clear. • The partnership is committed to the policy objectives of the European Education Area • Teaching and learning strategies well reflect SDG • It is realistic and appropriate short mobility periods embedded in the curricula. • The work programmes cover progress, and outcomes. • The outputs of the project are often delivered in the seven languages, evidence of a good multilingual approach. • Each component of the curricula enhances lings between education, research and innovation. • Governance and plans involve students • Efficient and effective quality assessment is embedded in the work packages. • Financial review is continuous and the plans suggest some cost efficiency	• Planned activities about quality models, governance, and pedagogy are somehow unclear. • SDG are not so much address in the WP of inclusiveness. • WP6 Inclusiveness don't sufficiently address how the alliance will get a more diverse student population • WP5 don't sufficiently reflect the state-of-the-art in cross-country mobility. • It is unclear how the WP7 Piloting much with the planning of WP8 Tool kit

7. Evaluation (IV)

Award criteria	Strong points	Weak point
4. Quality of the alliance cooperation arrangements	• Governance and management model is integrated in the work plan with sustain management structures (common provision of services, databases, and scientific infrastructures) • The responsibilities are share and balance among the partners. • The partners have delivered a common vision and strategy. • Members of the alliance have already been working together and demonstrate added value in continuing cooperation. • The participation of enterprises of several countries as associate partners is promising and will strength assessment in curricula design, skills needs, and internships. • The participation of a German University of Applied Sciences • Willingness to reduce administrative barriers and have quality agencies as associate partners. • Decision-making for the whole project and assumed risk are clear.	• Decision-making is unclear in some plans

7. Evaluation (IV)

Award criteria	Strong points	Weak point
5. Sustainability and dissemination	• Long-term strategy for sustainability is very ambitious and will partially depend on the legal form of the partnership. • It rest on a transfer business model that is appropriate both for the alliance and for other universities. • A panoply of organisations and platforms will be used for dissemination of outcomes. • To open de mobility matrix outside the alliance can make the alliance become a role model establishing mobility as a norm. • The dissemination plan is appropriate and measures are relevant. • The alliance will make data as open as possible. Outputs will comply with the EU policy for Open Science and Citizen Science resources.	• Long-term strategy for sustainability is possibly overestimated.

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8. Current and future steps

- Meeting with the Minister of Sciences, Innovation and Universities (11[th.] and 29th Of July). Future permanent commission between Ministry, Autonomous Governments and all the Spanish Universities in the selected alliances.

- Meeting of Rectors and Management team in Budapest 29th August. Planning WP1 and WP6

- Constitution of internal teams in each University (end of August, first of September): Coordination team, Governance, Curricula design, Teaching and Learning, Mobility, Inclusiveness.

- Meeting of WP 3,4, 5 and 6. Planning and core principles of curriculum design and teaching and learning. Budapest 11-13th.

- Meeting of WP2, and first meeting of students. Montpellier 21-23th of October.

- Meeting in Brussels organised by the EACEA with a public presentation of each alliance. Brussels 7th of November.

- Kick-off meeting of the project, with Rectors, and Associate partners, 14-15 th November.

9. Annex: Summary of work packages

Work packages structure

- **Introduction and rationale**

- **Objective of the package**
  Description

- **Innovative ideas**
  2-3 per package

- **Activities**

- **Outcomes and due dates**

- **Expenditure explanation**

WP1: Management of the project

Innovative ideas

- The Project Management Team (3 experts per institution) as the primary management and decision-making body, supported by the Rectors Assembly.
- The use of digital tools to booster participation and engagement in the project at all levels of teaching staff, students and non-teaching staff.
- The use of innovative methodologies and change management that will empower the staff.

Results

- Technical and financial reports.
- Progress reports for the follow-up and for dissemination.
- Project Management Team and Rectors Assembly coordination.
- Management tools and web CHARM-EU.
- Project Management Office.

4.1. WP1: Management of the project –

PMT Project Management
team
WPT Work Package Team

WP2: Future Governance and Management Design
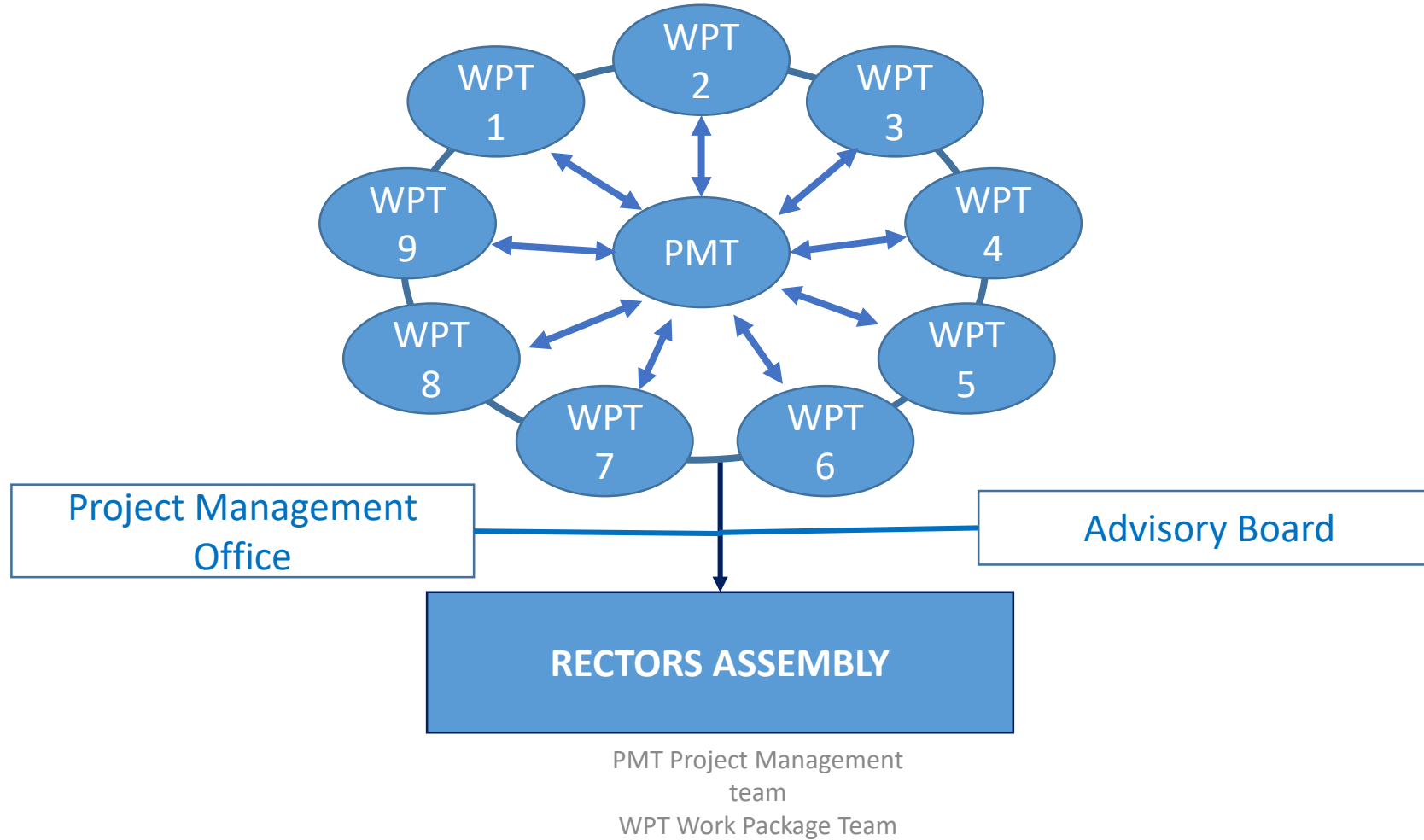
Innovative ideas

- To look for innovative cross/multi-institutional models facing similar barrier to CHARM-EU outside the HE sector

- To design a new model of multi-institutional cooperative engagement

- To co-create the model using an inclusive dialogue including all the University stakeholders (from students to ministry)

- Using a tested management European framework as a tool to create the model (EFQM excellence model)
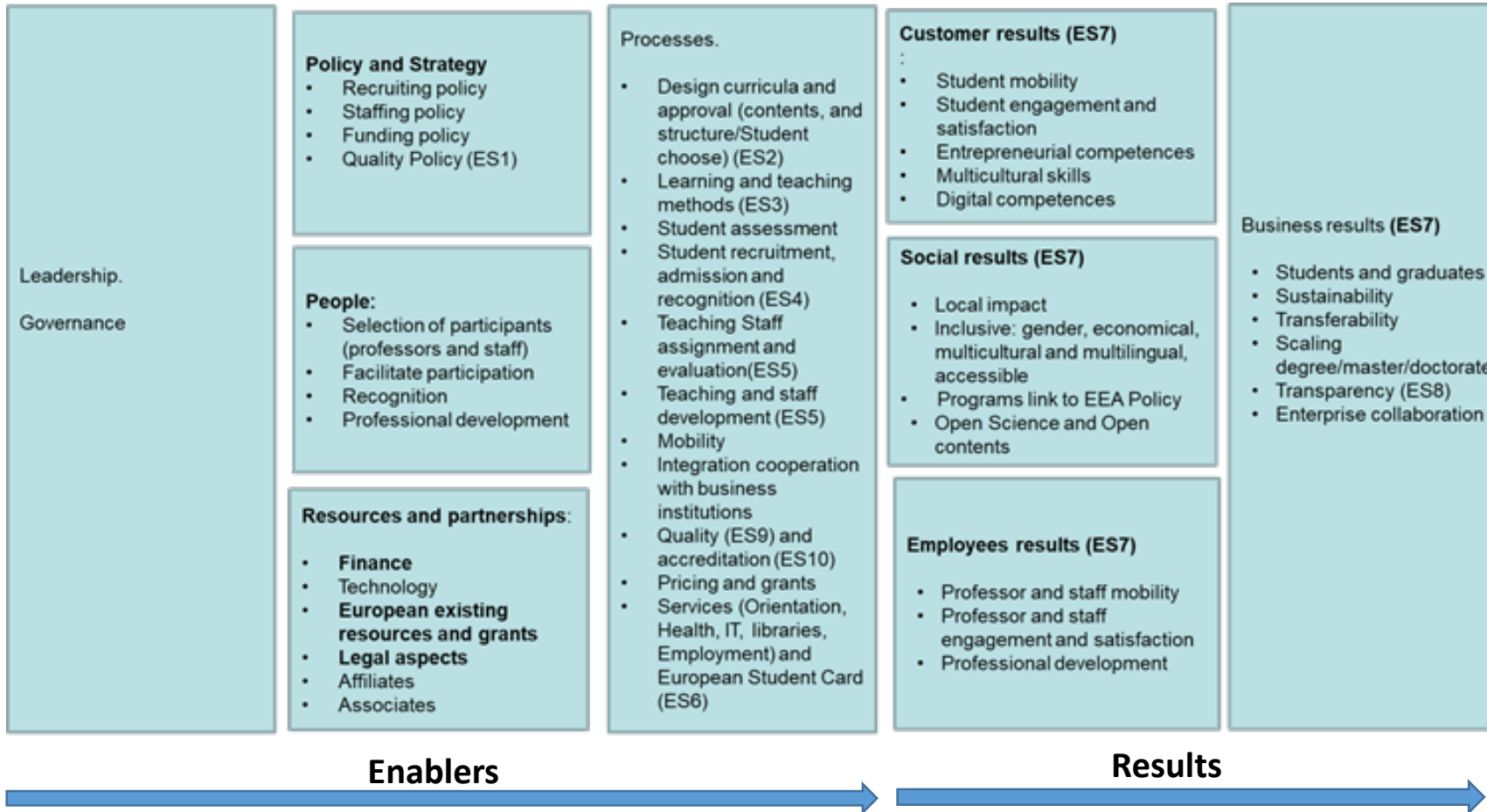
Results
- Best practices models
- Handbook/guidelines for the pilot and for sustainability of CHARM-EU
- Change management plan
- White paper on governance and management

WP2: Future Governance and Management Design

The model needs to produces

| Leadership.

Governance | **Policy and Strategy**
• Recruiting policy
• Staffing policy
• Funding policy
• Quality Policy (ES1)

People:
• Selection of participants (professors and staff)
• Facilitate participation
• Recognition
• Professional development

Resources and partnerships:
• **Finance**
• Technology
• **European existing resources and grants**
• **Legal aspects**
• Affiliates
• Associates | Processes.
• Design curricula and approval (contents, and structure/Student choose) (ES2)
• Learning and teaching methods (ES3)
• Student assessment
• Student recruitment, admission and recognition (ES4)
• Teaching Staff assignment and evaluation(ES5)
• Teaching and staff development (ES5)
• Mobility
• Integration cooperation with business institutions
• Quality (ES9) and accreditation (ES10)
• Pricing and grants
• Services (Orientation, Health, IT, libraries, Employment) and European Student Card (ES6) | **Customer results (ES7)**
:
• Student mobility
• Student engagement and satisfaction
• Entrepreneurial competences
• Multicultural skills
• Digital competences

Social results (ES7)
• Local impact
• Inclusive: gender, economical, multicultural and multilingual, accessible
• Programs link to EEA Policy
• Open Science and Open contents

Employees results (ES7)
• Professor and staff mobility
• Professor and staff engagement and satisfaction
• Professional development | Business results (ES7)
• Students and graduates
• Sustainability
• Transferability
• Scaling degree/master/doctorate
• Transparency (ES8)
• Enterprise collaboration |

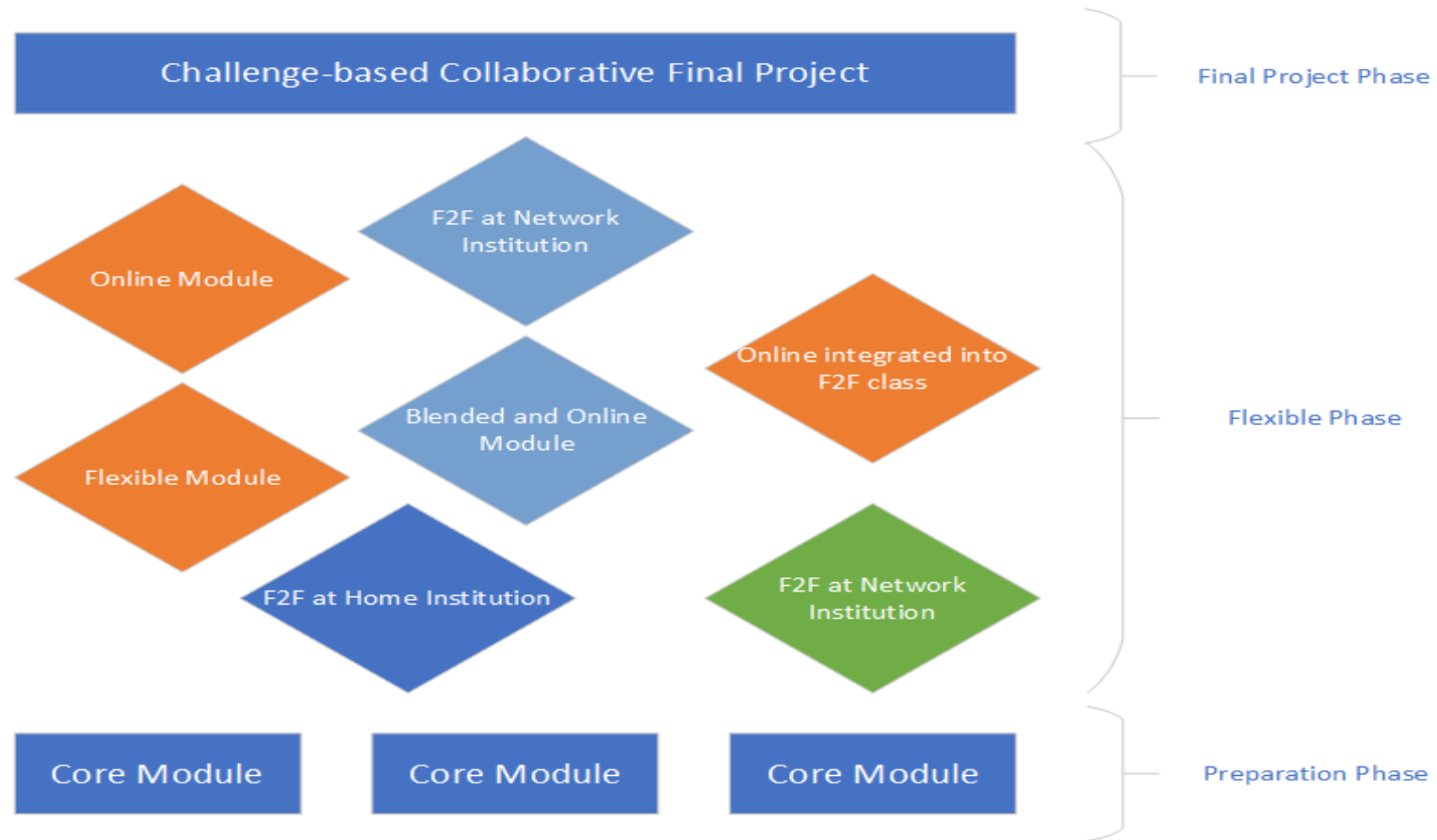**Enablers**   **Results**

4.3. WP3: Curricula design

Innovative ideas

- A focus on teaching for quality within the EIT knowledge triangle (to provide a university level policy guide)
- The integration of research and teaching across and within the disciplines (to bridge the education, research, and business aspects)
- Challenge based pedagogy; (how we will educate and train for interdisciplinary and translatable research)
- The Sustainable Development Goals; the focus of the challenges

Results
- CHARM-EU Curriculum Design Blueprint
- CHARM-EU Programme Content Guidelines
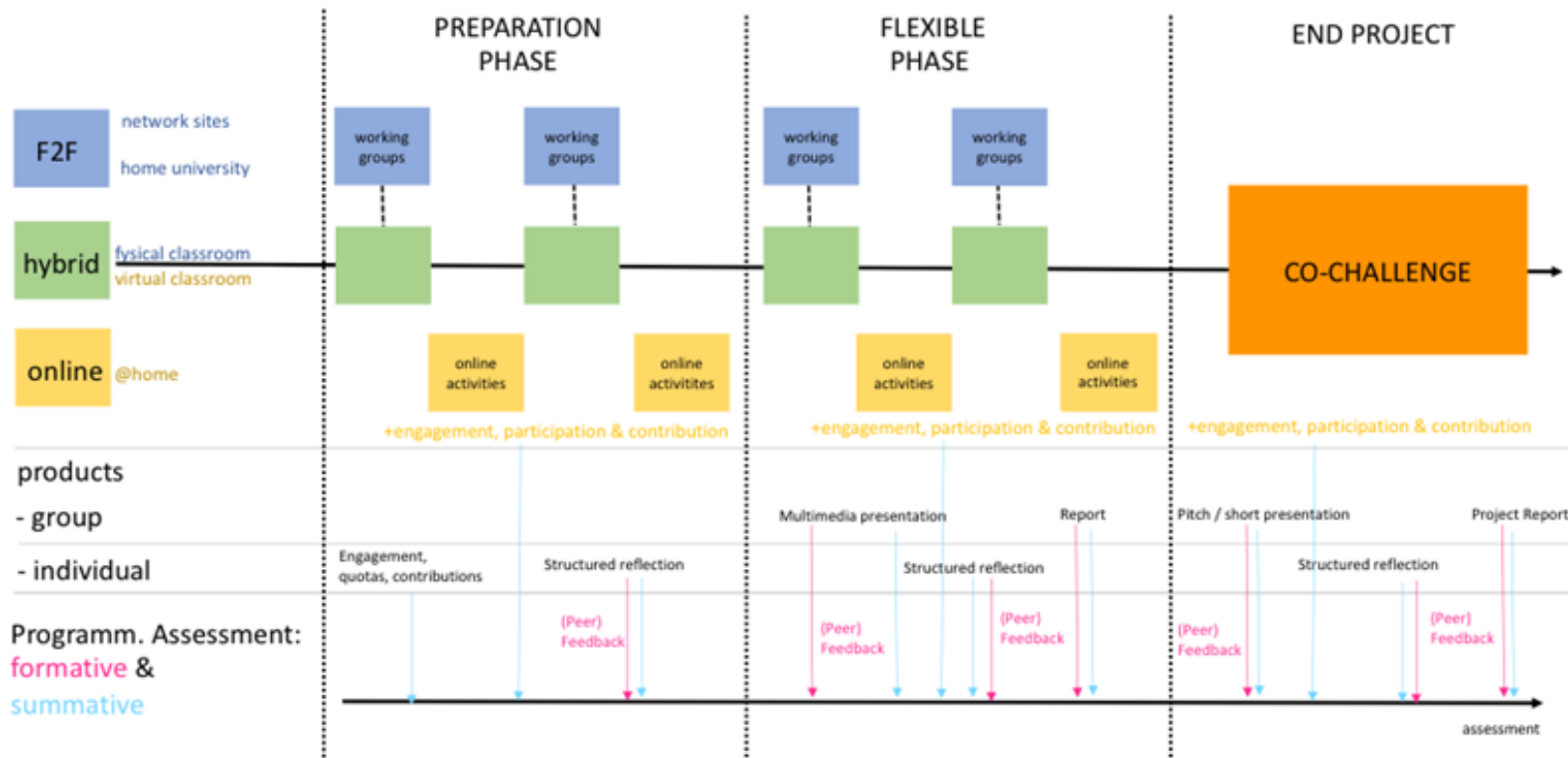
4.3. WP3: Curricula design

Challenge-based Collaborative Final Project — Final Project Phase

Online Module
F2F at Network Institution
Online integrated into F2F class
Blended and Online Module
Flexible Module
F2F at Home Institution
F2F at Network Institution
Flexible Phase

Core Module
Core Module
Core Module
Preparation Phase

4.4. WP4: Teaching and learning strategies

Innovative ideas

- To build an innovative teaching and learning strategy based on insights from the research and practice (combination of Transdisciplinarity, Social Constructivism, Elements of the UU Education Model, Design Thinking and Educational technologies).

- Strategies that prepares students to tackle the complex problems associated with the Sustainable Development Goals, and students' transversal skills to enhance their employability across a all sectors.

- To combine existing knowledge and best practices from all of our Alliance

Results
- Pedagogical guidelines
- Programme structure and content creation guidelines
- Teaching and Learning strategies handbook
- VLE Platform MVP Design Guide
- Emerging Technology Prototyping
- Assessment Techniques and Criteria Resources

WP5: Mobility

Innovative ideas

- Mobility as the norm
- Tailor made mobility matrix system
- Coordinator's interactive Handbook
- Unique funding system

Results

- Tailor made mobility matrix embedded with curricula design and teaching and learning strategies
- Interactive mobility Handbook
- Unique funding system designed for enhance inclusive mobility
- Integrated guidelines (matrix, handbook and funding system)
- Criteria for mobility outside CHARM-EU

WP6: Inclusivness

Innovative ideas

- Mainstreaming inclusivity and diversity

- Universal design

- Actual comprehensiveness (not only disadvantage students)

- Training the Trainer

Results
- Report summarising the findings of the critical analysis written by accessibility and inclusiveness experts
- Registry of good practices which are feasible to implement in all HEI's involved
- A review inclusivity plan for future development of CHARM-EU and for the toolkit

4.7. WP7: Pilot

Innovative ideas

- Develop exemplar learning experiences via "micro-pilots". These can be used to inform the design of non-accredited extra-curricular and accredited elective learning experiences to appeal to the widest possible range of life-long learners.

- Develop an exemplar programme that actualises all the innovative elements of the CHARM-EU Toolkit.

Results
- CHARM-EU Programme Design Exemplar
- CHARM-EU Exemplar learning experiences. Micro-pilots and a master 90ECTS
- Feedback into the Toolkit
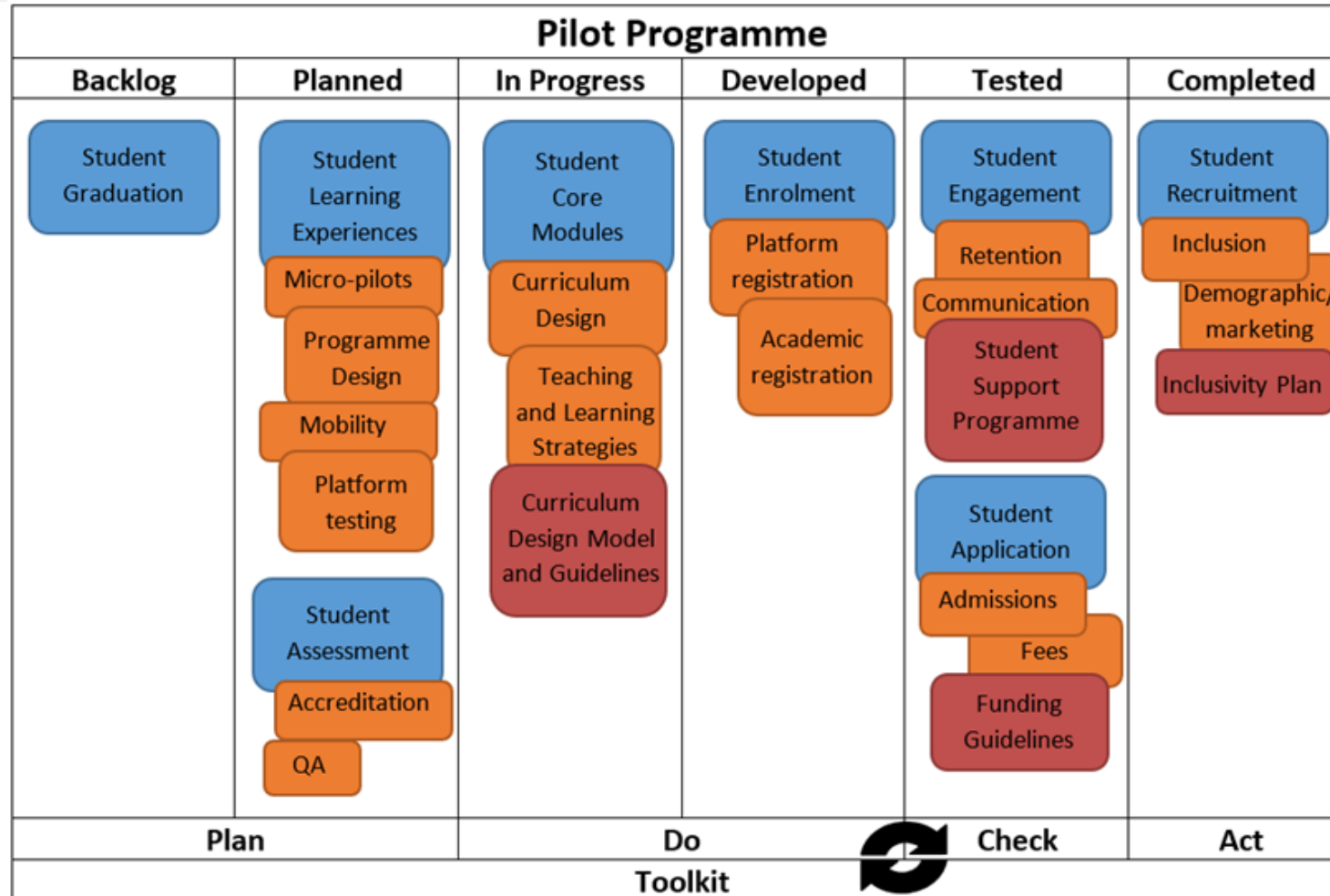
WP8: Future CHARM-EU model and transferible Toolkit

Innovative ideas

- The CHARM-EU Blueprint and Toolkit will be an organised portfolio of tools and artefacts, enhanced with multimedia where applicable and available in a range of languages;

- It will make a distinction between guides and tools for the specific context of CHARM-EU and those applicable for the broader EU vision of the development of European Universities;

- The tools and artefacts will have been tested and iteratively refined through authentic usage in the pilot activities.

Results

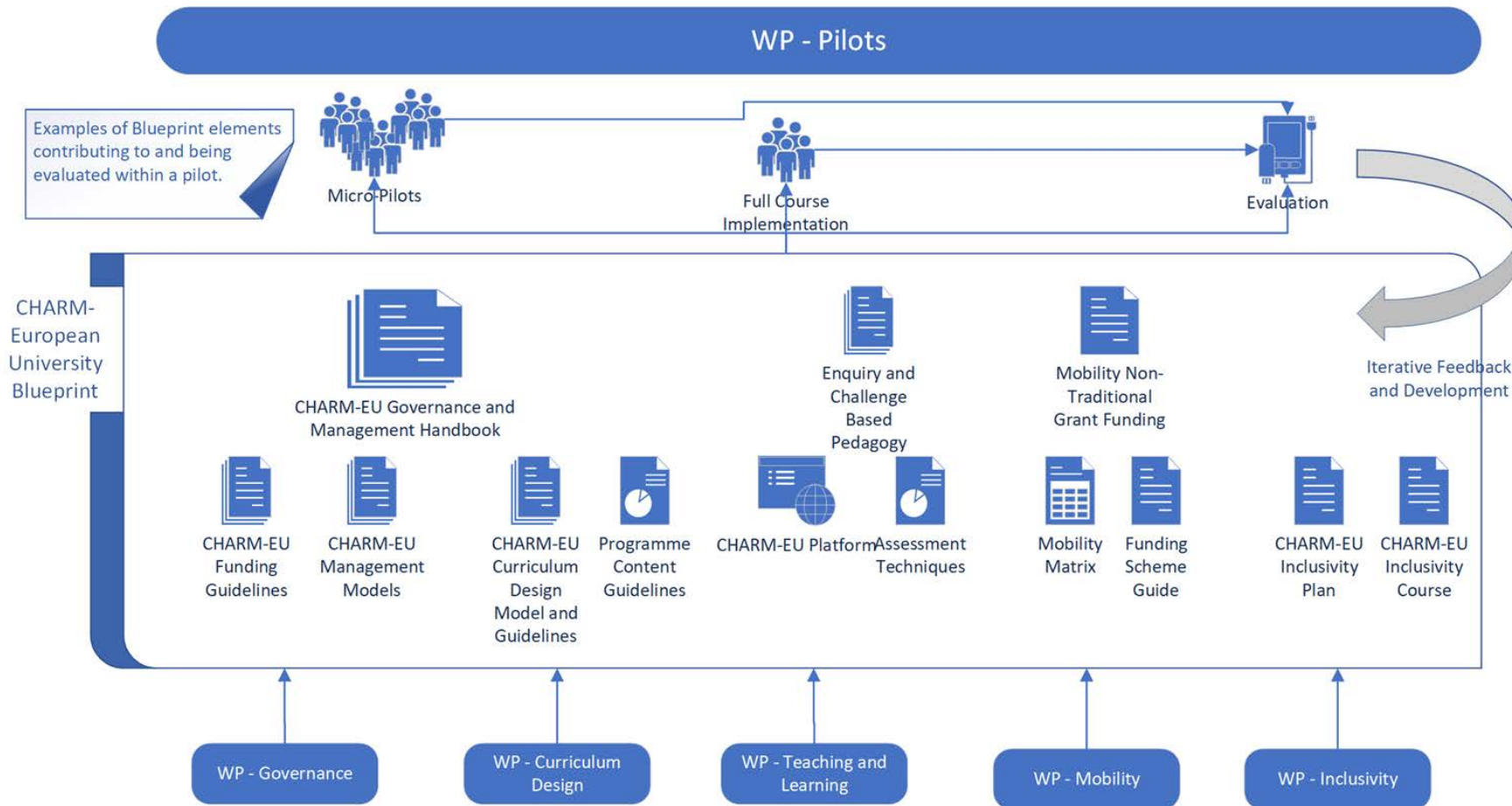- Revised final CHARM-EU Blueprint and Toolkit Portfolio

Figure 5 Example of the CHARM-EU Blueprint and Toolkit

WP9: Sustainability and dissemination

Innovative ideas

- Outcomes of the WP designed for transferability and dissemination from the beginning.
- Transferable outcomes and other outputs to be design accordingly to the open content principles

Results

- Sustainability plan
- Branding guidelines
- Dissemination Strategy – internal, other Alliances, HE community, other stakeholders/society
- Website and Social Media Presence
- Educational and Policy outreach and international/intercontinental outreach
- Dissemination of final toolkit and handbooks – open educational/open scholarship
- Progress report and lesson learnt
- Annual conference

Moltes gràcies

Muchas gracias

Fòrça gràcias

Many thanks

Go raibh maith agat

Heel erg bedankt

Merci beaucoup

Nagyon köszönöm

Danke schön!