

EULiST: 500 days as a European University

A transformative journey for the URJC

500



Universidad
Rey Juan Carlos



EULiST





This document commemorates the initial 500 days of EULiST as a European University. Beginning on November 1st, 2023, Rey Juan Carlos University (URJC) has been laying the groundwork for its current status, confirming its success, solidifying its achievements and those of the EULiST Alliance.



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A transformative journey for the URJC



EULiST



Universidad
Rey Juan Carlos



NATIONAL TECHNICAL
UNIVERSITY OF ATHENS



JÖNKÖPING UNIVERSITY



LUT
University



TECHNISCHE
UNIVERSITÄT
WIEN



SLOVAK UNIVERSITY OF
TECHNOLOGY IN BRATISLAVA



UNIVERSITÀ DEGLI STUDI DELL'AQUILA



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Rector's Letter

EULiST, a transformative project for Rey Juan Carlos University

Javier Ramos
URJC's Rector

Jacques Delors once said that “cooperation among the Member States of the European Union is the key to overcoming global challenges”. His words take on the utmost relevance in the establishment of a true European Higher Education Area. In this regard, Rey Juan Carlos University faces the challenge of cooperating on a European scale so that this integration opens new windows of opportunity for us.

Globalization, sustainability, climate change, energy, international security, poverty, and the emergence of new technologies like Artificial Intelligence are some of the major issues on the agenda. These challenges can only be effectively addressed through a common space for exchange and collaboration.

As a result of the need for international cooperation, **EULiST Alliance** was born under the auspices of the European Community. **Rey Juan Carlos University's** integration into the **European University EULiST** has marked a step forward that will transform our approach to teaching, research, innovation, and knowledge transfer, reinforcing our commitment to internationalization as a cross-cutting strategic axis. Without losing sight of our immediate environment, we will become a university capable of attracting and offering talent on a campus without borders.

EULiST has brought together the strengths of ten major universities to promote academic excellence, mobility, and cooperation in research and innovation. Together, we form a “university of universities” that integrates a total of 200,000 students and 20,000 staff members. This alliance includes a wide range of universities, from generalist institutions like **URJC** to various technological universities, each with different organizational cultures but sharing common values: equality, inclusion, diversity, democracy, and peaceful international cooperation. These are, in essence, the values that define Europe.

What distinguishes **EULiST** from other European universities is its unique objective of fostering an interdisciplinary approach that combines knowledge from the fields of Science, Technology, Engineering, and Mathematics with insights from the Social Sciences and Humanities. This integrative framework is designed to effectively tackle significant societal challenges, with a particular focus on pressing issues such as climate change and the potential risks to social cohesion. By promoting collaboration across diverse disciplines, **EULiST** aims to cultivate innovative solutions that not only advance scientific understanding but also address the complex social dynamics that influence these challenges.

In summary, EULiST's primary mission is to train a new generation of European professionals and researchers who will build a more sustainable, equal, and diverse society. Our mission is to cooperate in strengthening the transfer of knowledge between science, businesses, and society in our immediate environment.

I also want to emphasize that building **EULiST** as a “university of universities” presents significant challenges within **URJC** as well. We are dedicated to establishing strong foundations that will prepare us to navigate the significant changes associated with being a European University, both now and in the future. I am very proud of the commitment demonstrated by our students, faculty, researchers, and technical and administrative staff. As you will see in this report, a great deal of work has been done by our team in the different work packages, tasks, and bodies. **Rey Juan Carlos University** has become one of the most active and valued partners of **EULiST**. I would like to take this opportunity to acknowledge this collaborative effort, as well as the dedication and involvement of the faculty and school leadership teams, without whom ongoing projects such as BIPs, joint master's programs, and others would not be possible.

I am certain that in the near future, we will no longer be able to imagine **Rey Juan Carlos University** without being part of EULiST.



Advisory Council's Letter

**Universities and local authorities:
necessary alliances to meet present and future challenges**

Francisco Javier Ayala Ortega
Mayor of Fuenlabrada

Fuenlabrada (194,886 inhabitants) is located south of Madrid in its Metropolitan Area. During the last fifty years Fuenlabrada has faced important socio-demographic changes. In the first stage, the city experienced a strong population growth that originated in intense internal migratory processes.

In the 70s and 80s of the last century, the rural population of southern Spain moved to Madrid in search of employment and better living conditions. It transformed a small agricultural town into a working-class metropolitan city of almost two hundred thousand inhabitants.

For the Municipal Government it is a priority to strengthen the ties of collaboration with the **Rey Juan Carlos University (URJC)**. For us it is very important that the university is incorporated into the city, strengthening the relationship between the two. The university is a source of knowledge and innovation. We want these values to permeate our city.

Fuenlabrada is facing an important process of social and urban transformation with ambitious projects such as the urban regeneration of the city. The Fuenlabrada Urban **Agenda 2030** and the Sustainable Energy and Climate Action Plan are the strategic documents aligned with the European Green Deal that guide our government action and orient the social, urban and environmental transformation of our city.

Knowledge and innovation are fundamental in the process of transforming societies from an inclusive, sustainable and competitive perspective. Fuenlabrada is moving towards becoming a smart city by applying knowledge and innovation in all areas, for which the participation of the educational and spatial community of the public university is essential. In this sense, the **EULiST** initiative represents a model of cooperation in which universities and other stakeholders, such as local entities, find a joint working space to address global challenges from a diverse and inclusive perspective.

From Fuenlabrada City Council, we firmly believe in the importance of this collaborative approach promoted by **EULiST** 500 days ago, which presents universities not only as a learning space, but as a strategic actor in the development of cities, ensuring that knowledge generation on university campuses is connected to the present and future needs we face in the global framework.

The European Commission's Competitiveness Compass emphasises the urgency of closing the innovation gap and strengthening talent creation. To do this, it is essential that universities and local governments work together, ensuring that education and research have a real impact on people's lives and on our environment.

EULiST, with its inclusive approach and geographical diversity, reflects Europe's potential to generate solutions from different perspectives, while facilitating knowledge transfer. This spirit of cooperation allows us to build shared strategies to address common challenges and advance sustainability, digitalisation and social cohesion.

The future of our cities and Europe depends on our ability to build, maintain and promote strong and effective partnerships such as **EULiST**, which I am proud to be part of, not only as a representative of the Advisory Council, but also as Mayor of Fuenlabrada, as a fuenlabreño and as a citizen of Europe.



Vice Rector's Letter

Building a European Campus: Rey Juan Carlos University's Experience in EULiST

María Luisa Humanes Humanes
URJC's Vice Rector of International Relations

500 days ago, we embarked on one of the most challenging projects that **Rey Juan Carlos University** could face: integrating and collaborating in an alliance with nine other universities, each with different scopes and academic cultures. With only 25 years of history, we took a qualitative leap that not only impacts the traditional international collaboration of our institution but also brings a transversal transformation to university governance, the performance of faculty, administrative and service staff, and students, academic programs, and research and innovation strategies. These are challenges that only a small percentage of universities across Europe have the privilege of tackling. And **Rey Juan Carlos University** is one of them.

One of the first lessons learned by the ten partner universities over these 500 days is that **EULiST** is not just another project—it requires a high level of involvement. **Rey Juan Carlos University** has demonstrated this commitment by establishing a local management structure that has enabled our active participation in daily work and in the representative bodies. **EULiST** is a long-term endeavour in which the entire university community must be involved. This engagement is essential for achieving medium- and long-term goals. This report presents the work carried out to establish the foundations that will support future objectives. The five work packages structuring the project are developing tools grouped into four flagship initiatives: the Digital Knowledge Hub, the Agora for Education, the **EULiST Research and Innovation Academy**, and the Co-creation Cluster. Together, they help us build a European inter-university campus.

We must also highlight that during these first 500 days, bilateral relationships between **Rey Juan Carlos University** and our nine partners have been strengthened, leading to projects such as the organization of Blended Intensive Programs (BIPs), joint master's degrees, cotutelle theses, research collaborations, and student participation in the first Students Conference, among others.

However, while looking back is important, we must ask ourselves what we expect from **EULiST** moving forward. I would like to highlight just a few milestones:

- **Implementing** new mobility formats with greater internationalization opportunities for all members of our community.
- **Equipping students** with skills and competencies that will enable them to face future challenges through joint undergraduate and postgraduate degrees that directly enhance employability. Additionally, ensuring lifelong learning through a digital certification system for professional skills.
- **Strengthening** common research structures and processes.
- **Improving** career paths for faculty, researchers, and administrative staff.
- **Enhancing connections** between academia, businesses, and society to achieve a real impact on our environment. For example, through living labs that support civic participation.

Regarding this last point, Enrico Letta's report on the future of the EU single market highlights the importance of the European Universities initiative, introducing the concept of the "fifth freedom"—the freedom to learn, research, innovate, and share knowledge across borders. We must aspire for **EULiST** to be an instrument to make this vision a reality.

Finally, I would like to thank all those who have contributed their work and effort to bring us to this point (the list is long, and I would not want to leave anyone out, so I will avoid naming individuals). But above all, I hope this report motivates those who will continue this endeavour. It is truly worth it!



Chair of the Management Board's Letter

Creating Value Through a European University Collaboration

Pablo T. Salvadores Alonso
Chair of the EULiST Management Board
and Director of Internationalization at URJC

EULiST consists of ten universities, in a shared effort to create a European University, motivated by the joint mission to educate a new generation of graduates and young researchers in an academic environment where Social Sciences and Humanities (SSH) interlink with Science, Technology, Engineering and Mathematics (STEM) and benefit from each other to overcome the divide between society and technology. This unique composition allows EULiST to take on the ambitious task of linking society and technology in innovative teaching, based on research, interlinked with innovation and outreach, while promoting European values, gender equality, inclusiveness, equity and diversity, in a critical and responsible way.

EULiST serves as intermediary and generator of knowledge and innovation, empowering responsible change agents to solve the challenges humanity is facing, in particular climate change and disruption in social cohesion. To this end, **EULiST** strives to generate a unique and creative academic ecosystem inspired by the reciprocities between society and technology. All **EULiST** universities are firmly committed to these core values and objectives and share a strong conviction: to work together for society as one university by enriching our academic offerings, strengthening our research capabilities, inspiring innovation and enabling us to overcome the obstacles that have prevented us in the past from making the best use of our capabilities.

EULiST is both locally embedded and globally oriented. It adds value to its mission, its members, and its partners as a knowledge hub within the regions and far beyond to induce sustainable economic, social, and technological development. Complementing interregional cooperation is global outreach by advancing long-term **EULiST Strategic Partnerships** with universities in the Global South, supporting mutual projects, student mobility and research.

The entire management of this **European University** is led by the Management Board, composed of one representative from each of the ten **EULiST** member universities, which meets every month, decides and supervises all operational matters of the Alliance and advises the rectors and presidents on decisions to be taken by the Governing Board.

The chairmanship of the Board of Directors is elected from among all Alliance members and at the **EULiST General Assembly** held at Brno University of Technology (Brno, Czech Republic) in May 2025 I was unanimously elected for a two-year term.

For me, having been a member of the Management Board since the founding of the Alliance, it is an honour and a great responsibility to occupy the position of Chair of the Management Board, placing the **URJC** at the forefront of the Alliance and working so that every day the Alliance is more consolidated and generates more opportunities and provides value to all our university community of students, staff and professors through positioning and international visibility.

What is EULiST?

The **EULiST Alliance (European Universities Linking Society and Technology)** integrates over 200,000 students and 20,000 staff at 10 universities in 10 countries and even more European regions with complementing strengths in technical topics, humanities, and social sciences. Our mission is to educate new generations of graduates and early-career researchers, as well as to equip lifelong learners with the competencies necessary to address the societal and global challenges of today and tomorrow.

Our collective motivation is grounded in shared values such as equality, inclusion, diversity, democracy, and peaceful international cooperation. Aligned with the **European Education Area and the European Research Area**, and in synergy with the **European Higher Education Area**, we believe in the active role of universities, borderless mobility, and innovation in the digital age. We are committed to sustainable development, lifelong learning, and providing future-proof skills for sustainable, long-term employment that align with the green and digital transitions. We strive for interdisciplinary, high-impact research while ensuring academic freedom, open data, and open science for the benefit of society.



Map of members of the EULiST Alliance



Our institutional diversity, combined with the diversity of our local and national environments, ecosystems, and student bodies, provides us with the necessary perspectives to develop solutions relevant to both metropolitan and regional areas. These solutions aim to counter increasing inequalities and polarization, contributing to **social cohesion**, and addressing challenges facing our planet and various human communities.

To fulfil the **EULiST Mission and Ambition**, and in line with the needs we have identified, we will actively pursue specific objectives. These objectives, while achieving their full impact

Our proposal is founded on a comprehensive and inclusive approach. From the outset, **EULiST** has engaged all groups and institutions within our member universities, with a particular emphasis on students, as well as civil society representatives and other stakeholders at all levels -from local, regional, and national to European and global- in a dynamic, bottom-up approach. Our vision reflects this methodology.

We embody the diversity of the **European university landscape**, with institutions from Sweden and Finland in the North, Greece, Italy, and Spain in the South, the Czech and Slovak Republics in the East, and Austria, France, and Germany in the West and Centre. This diversity is essential, as it enables us to address future challenges from multiple perspectives, considering the different regions and the complex consequences of our actions on individuals, society, and the planet.



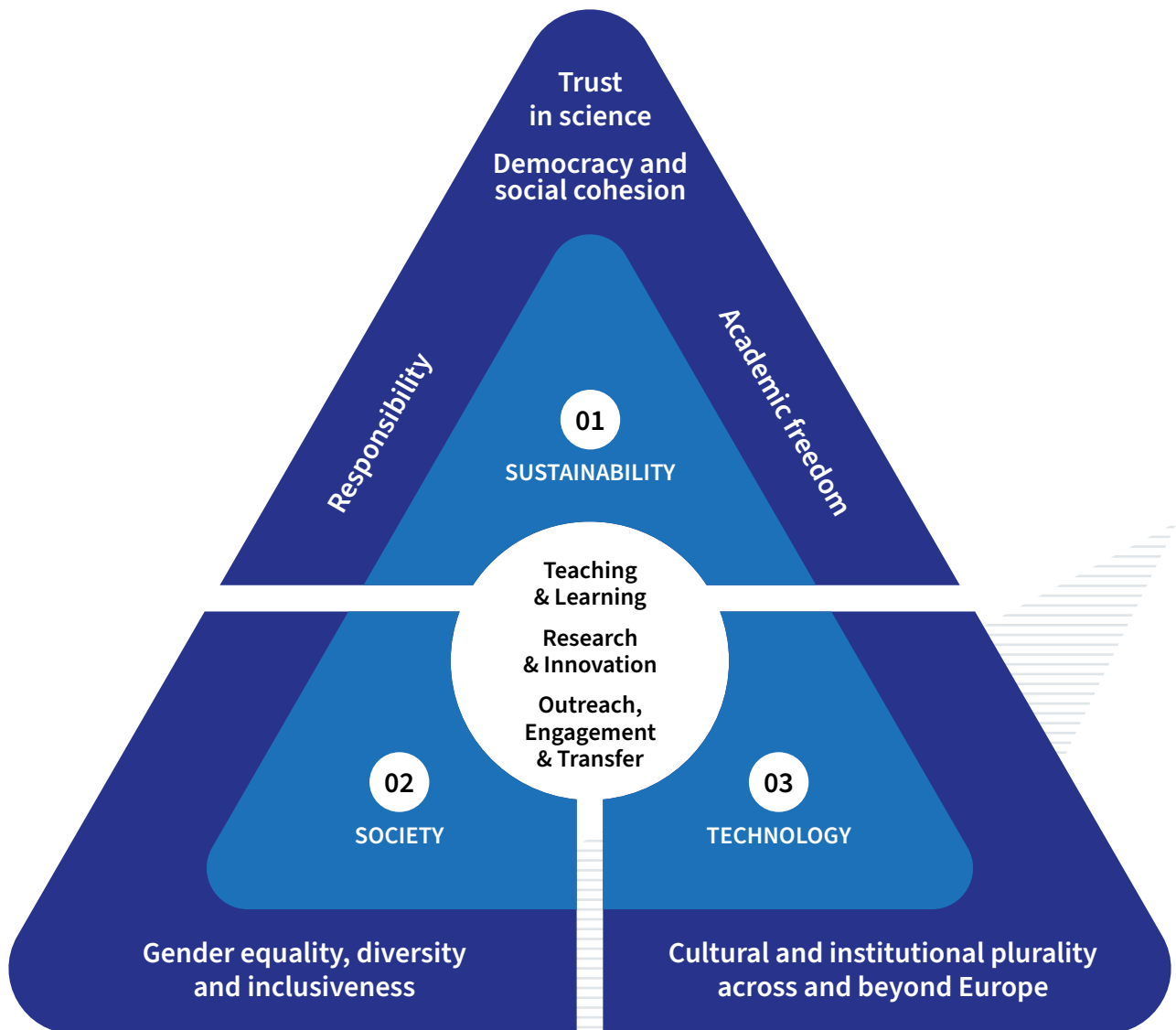
Furthermore, this diversity provides the foundation for future collaborations, forming hubs with other **European University alliances**, various countries, and the Global South. It allows us to serve as a model of good practice for other universities, fostering synergies across a broad disciplinary range within and beyond Europe. All **EULiST Members** are strongly committed to these core values and objectives and will adhere to them in the future. Working together as one university with shared institutional structures and a common academic ecosystem across disciplines will enable us to accomplish more than we could individually: educating students and scholars to think, create, and act in ways that benefit a diverse and inclusive society. Our combined capacities will help propel cooperation between the **EULiST regions** and foster sustainable European cohesion.

EULiST is dedicated to forming a **European University** based on shared European values and a common identity, addressing global challenges to rebuild trust in technology, enhance climate action, and reinforce social cohesion. We aim to tackle humanity's challenges through education, research, innovation, and outreach. This involves transforming our campuses to be carbon-neutral, fostering interdisciplinarity, and collaborating with various stakeholders.

Our focus on sustainability interlinks **STEM with Social Sciences and Humanities** to address climate change and social cohesion. We aim to prepare our universities for a sustainable future and secure social cohesion as part of climate action. **EULiST** will generate knowledge and innovation, empowering students, scholars, and researchers. We strive to build an inclusive academic ecosystem, fostering trust between society and technology.

EULiST connects campuses, territories, and communities, leveraging their diverse knowledge and experience. By integrating social and technical sciences and promoting challenge-based learning, **EULiST** fosters innovation for a sustainable and globally engaged Europe. We train future generations to tackle major challenges like climate change, digital transition, and social cohesion.

Our shared European values and diverse approaches add value to **European University Alliances**, facilitating joint solutions to societal challenges. **EULiST** combines strengths in technology and impactful research to propose practical, quickly implementable solutions, acting as a model for other universities. By embedding social sciences and humanities in our technological innovations, we ensure they are socially driven and acceptable. Using the STEAM approach, we blend STEM with other fields to address environmental and social challenges.



EULiST Background: How It All Started

The **EULiST Alliance** began its journey in 2020, when several prestigious universities, including LUH, NTUA, LUT, TUW, BUT, STU, JU, and URJC, came together with a shared vision of forming a European University. This initiative was driven by their extensive history of collaboration in EU-funded research projects, which laid a strong foundation for their partnership. As the alliance took shape, it welcomed new members, with UnivAQ joining in 2021 and IMT in 2022, expanding the alliance to a total of ten universities. These institutions were selected based on their long-standing cooperation in EU-funded research projects, including FP7, Horizon 2020, and ERASMUS projects.

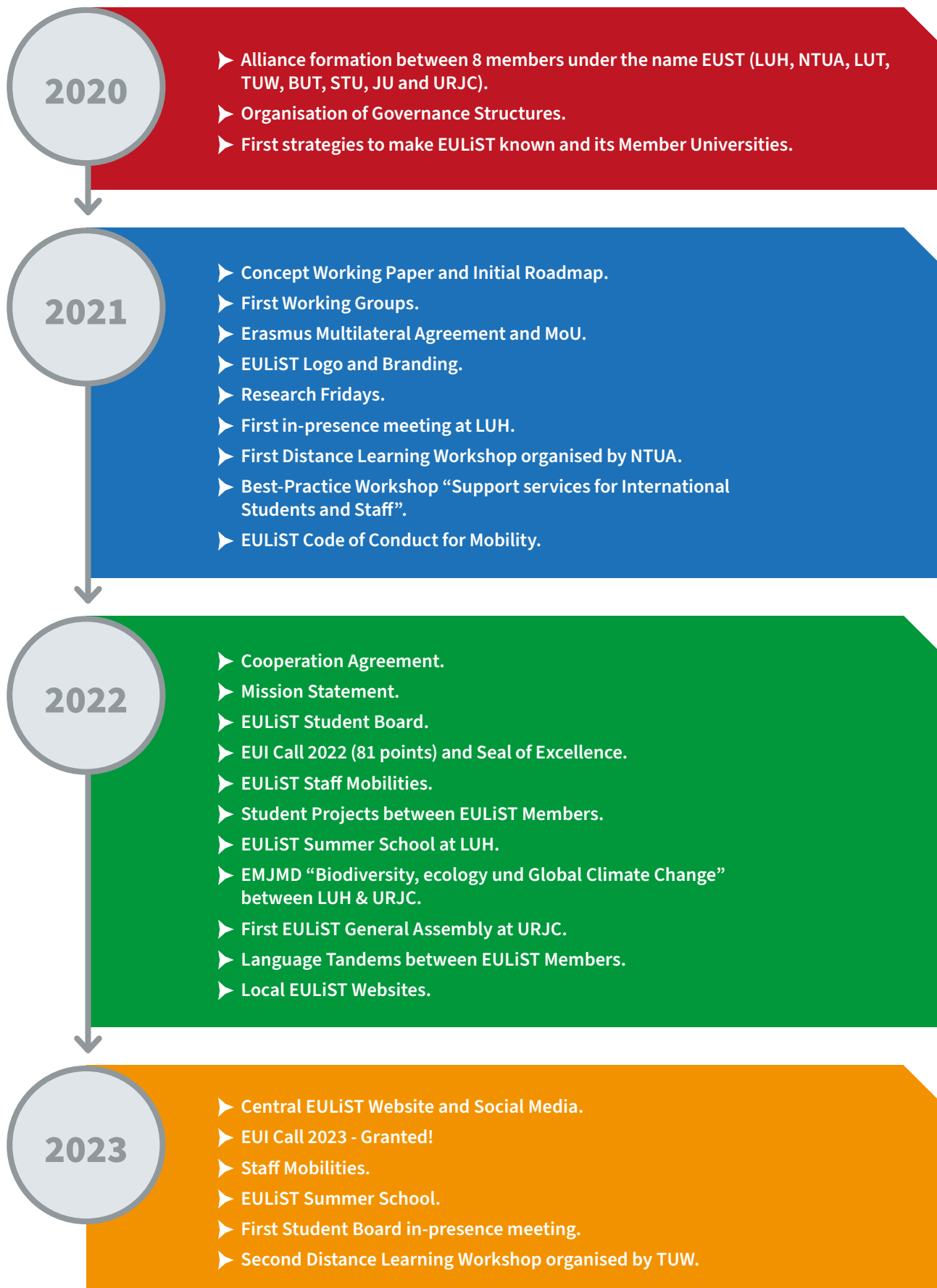
In May 2021, the alliance reached a significant milestone with the signing of a Memorandum of Understanding, followed by a Cooperation Agreement in March 2022. These agreements underscored the commitment of the member universities to the alliance's objectives and the allocation of necessary resources to achieve their shared vision. Initially named the “**European University of Society and Technology**,” the alliance underwent a rebranding in September 2021, adopting the name “European Universities Linking Society and Technology” (EULiST). This new name better reflected the alliance's focus on integrating societal and technological advancements. The **EULiST logo**, a colourful polygon, symbolizes the transnational and multicultural cooperation among the member universities, visually representing their geographical distribution.

To manage its activities effectively, the **EULiST Alliance** established a robust governance structure comprising various bodies and Work Packages (WPs). Regular technical and coordination meetings became a cornerstone of the alliance's operations, with at least one to two in-person meetings held annually since Autumn 2021. These meetings facilitated the establishment of cooperation agreements and institutional transnational collaborations, fostering a sense of common purpose and identity among the members. A bottom-up approach was pivotal in the alliance's development, engaging academic and administrative staff, researchers, and students in its activities. This inclusive approach harnessed the collective expertise and enthusiasm of the alliance's members, driving forward its objectives.

In September 2021, a Strategy Workshop was organized in Hannover, hosted by LUH, to discuss the Alliance's identity, impact, roadmap, and timeline. This workshop brought together high-ranking representatives and operational staff from all member universities, generating a palpable sense of enthusiasm and belief in the alliance's potential. The **EULiST Management Board**, chaired by LUT and TUW for the period from September 2021 to August 2023, meets monthly to define the strategic goals of the alliance. This board, composed of the Vice-Presidents and Vice-Rectors for International Relations from the member universities, plays a crucial role in steering the alliance's direction.

The Alliance's vision was further refined through the establishment of four thematic **Working Groups** (WGs) that focus on key domains: Campus, Studying and Teaching, Research, and Outreach, Engagement, and Transfer. These groups have been instrumental in shaping the alliance's vision and guiding its joint transdisciplinary activities. The Campus initiative aims to provide a common space for joint teaching, research, open science, and outreach activities, with sustainable mobility options embedded in the joint campus. This initiative reflects the alliance's commitment to green and digital transformation, offering a space for application and action.

The Studying and Teaching group identified common subject areas for joint teaching and learning activities, developed innovative formats, and designed a framework to facilitate the recognition of study-abroad modules among **EULiST** members. This group extended its activities to the wider university environment, engaging companies, local governments, and NGOs in its initiatives. The Research group focused on joint interdisciplinary projects and doctoral education aligned with selected UN Sustainable Development Goals (SDGs). This group initiated a series of workshops, known as **EULiST Research Fridays**, to foster collaboration on energy-related topics and other areas of mutual interest.



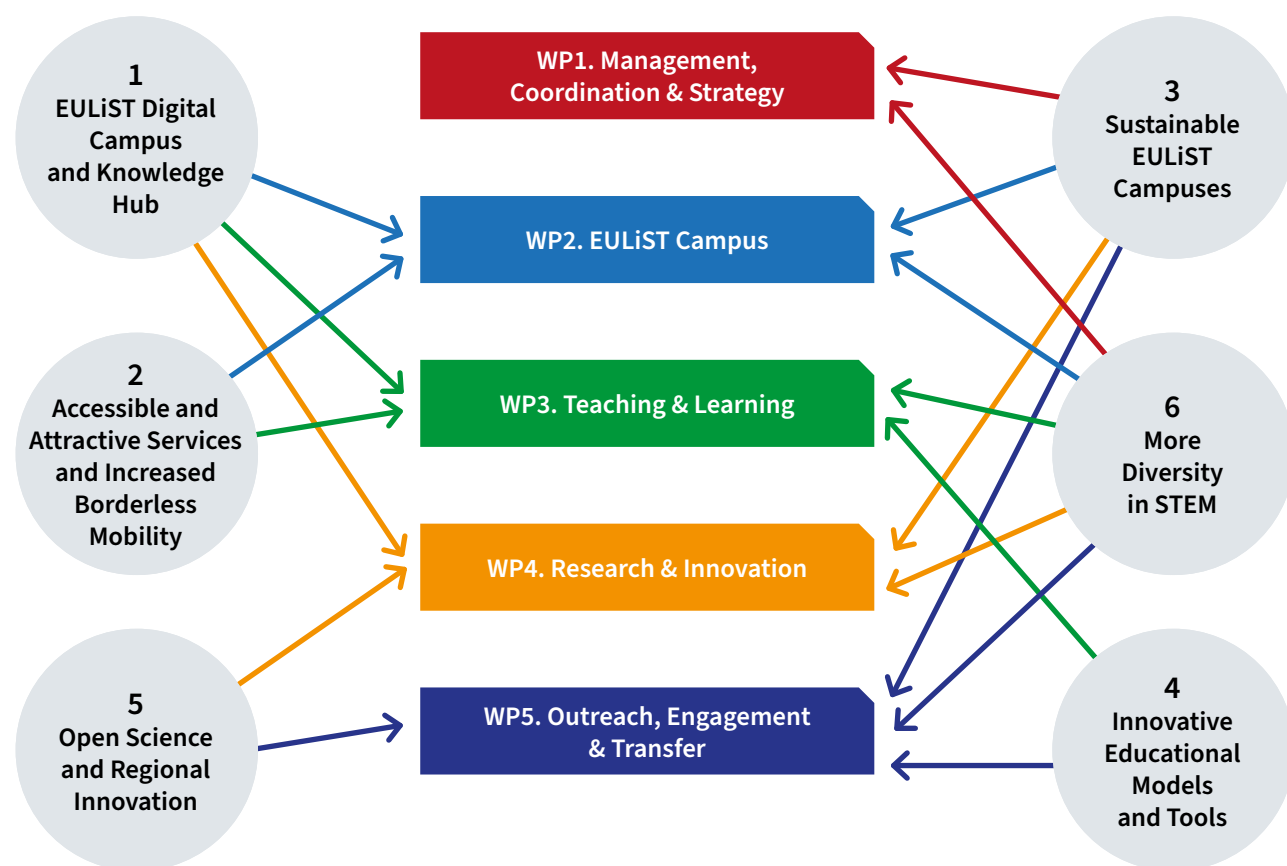
EULiST Alliance: A Chronological Journey

The Outreach, Engagement, and Transfer group aimed to strengthen the cooperation between science, business, and society, with a focus on green technology, start-ups, and knowledge transfer. This group created subgroups on specific topics, such as knowledge exchange, life-long learning, science communication, and social and community engagement. Their work included partner matching across European regions, promoting international and interdisciplinary career development, and raising awareness for sustainability.

As the Alliance looked to the future, it prepared to apply for funding within the framework of the European University Initiative. This preparation involved the active participation of students through the **EULiST Student Board**, created in December 2021. The Student Board, composed of representatives from all member universities, met bi-weekly online and planned to hold its first in-person meeting in 2023. Each member university also established local coordination structures to support the implementation and communication of the **EULiST** concept within their institutions.

On the legal front, the **EULiST** members signed an Erasmus+ Multilateral Inter-institutional Agreement for the academic year 2021/22, which was extended in January 2022 for the academic years 2022–2027. The alliance also developed joint policies for credit recognition, STEM knowledge dissemination, research and innovation, sustainable development, gender equality, and more. These policies aimed to create a cohesive and integrated framework for the alliance's activities, ensuring a high level of cooperation and impact.

By fostering closer cooperation and integration, the **EULiST Alliance** aims to enhance the capacities of its members and contribute to the establishment of the European Education Area. Through its various initiatives and collaborative efforts, the EULiST Alliance is poised to become a pioneer in linking society and technology, driving forward the vision of a European University. The alliance's commitment to innovation, sustainability, and inclusivity sets a strong foundation for future growth and success, making it a model for other institutions seeking to create similar collaborative networks.



Project objectives linked to EULiST work packages.

EULiST Members

The **EULiST Alliance** is a collaborative network of ten universities, each bringing unique strengths and expertise to the table. This alliance aims to combine these complementary skills to achieve the objectives of a **European University** of the future. The members work together in core fields of institutionalized cooperation, building a common governance structure and the **EULiST Digital Campus** with shared infrastructure and services.



Leibniz
Universität
Hannover

Leibniz University Hannover (LUH) in Germany is one of the country's leading technical universities. LUH's comprehensive academic profile covers all major disciplines except for Medicine. The university is organized into nine faculties and three cross-faculty Leibniz Schools. LUH is known for its research in optical technologies, quantum optics, biomedical research, and production engineering. The university's well-established digital learning services and comprehensive language centre contribute to the EULiST objectives. LUH's Green Office brings together its sustainability strategies and initiatives, actively contributing to the EULiST Green Alliance Action Plan.



Lappeenranta-Lahti University of Technology (LUT) in Finland is a pioneering science university that has been bringing together science and business since 1969. With an international community of 94 different nationalities, LUT is known for its strong focus on sustainability. The university is organized into three schools: Energy Systems, Engineering Science, and Business. LUT is particularly strong in international Master's programs and research in energy, air, water, and business. The university's Sustainable Campus, which includes a solar power plant, wind turbine, smart grid, weather station, and electric transportation, reflects its commitment to sustainability. LUT aims to be a carbon-negative university by 2024 and has been recognized globally for its efforts in climate action.



JÖNKÖPING UNIVERSITY

Jönköping University (JU) in Sweden is a young, professional-oriented university characterized by a high degree of internationalization and an entrepreneurial spirit. JU is organized into five independent faculties and is known for its collaboration with local industry and extensive mentorship programs. The university has a long tradition of engaging with external stakeholders in educational programs and is ranked among the best for student mobility and international engagement. JU's collaboration with society is key to its relevance and contribution to Swedish competitiveness.



Institut Mines-Télécom (IMT) in France is the leading group of engineering and management schools in the country. IMT is known for its expertise in technology transfer, support to start-ups, and innovative teaching methods. The institute plays a significant role in developing technologies for industry and societal challenges. IMT's experience and contribution are crucial for the EULiST consortium, strengthening the capacity of the members to implement the alliance's objectives.



Brno University of Technology (BUT) in the Czech Republic is the largest technical university in the country. Established in 1899, BUT offers a wide range of programs in engineering, natural science, architecture, IT, and economics. The university is known for its strong cooperation with industry and international research projects. BUT's focus on sustainability and entrepreneurship aligns well with the EULIST objectives.



The Slovak University of Technology in Bratislava (STU) is the oldest and largest technical university in Slovakia. STU offers education in technical and art fields, involving students in research linked directly with industry applications. The university is known for its cooperation with industrial companies and local government. STU's projects include robotics, sustainable development, and smart mobility, contributing valuable expertise to the EULIST Alliance.



Technische Universität Wien (TUW) in Austria is the largest technical university in the country. Founded in 1815, TUW covers a wide spectrum of research and teaching, from fundamental principles to applied technological solutions. The university is organized into eight faculties and 50 institutes, with a strong focus on computational science, quantum technologies, materials, ICT, and energy. TUW's commitment to open education, open science, and research data management aligns with the EULIST objectives.



Università degli Studi dell'Aquila (UnivAQ) in Italy offers a wide range of programs in sciences, engineering, humanities, and more. The university is known for its research centres and interdisciplinary cooperation. UnivAQ's strong commitment to sustainability and its role in the reconstruction of L'Aquila after the 2009 earthquake highlight its dedication to societal impact. The university's experience in interdisciplinary and intersectoral competence is valuable for the EULIST Alliance.



National Technical University of Athens (NTUA) in Greece is the oldest and most prestigious technical university in the country. NTUA offers education in all main engineering disciplines and is known for its excellence in civil engineering and interdisciplinary research. The university's expertise in technology-enhanced education and regional cooperation contributes significantly to the EULIST objectives. NTUA's commitment to reversing brain drain and strengthening brain gain aligns with the strategic agenda of the European Universities Initiative.

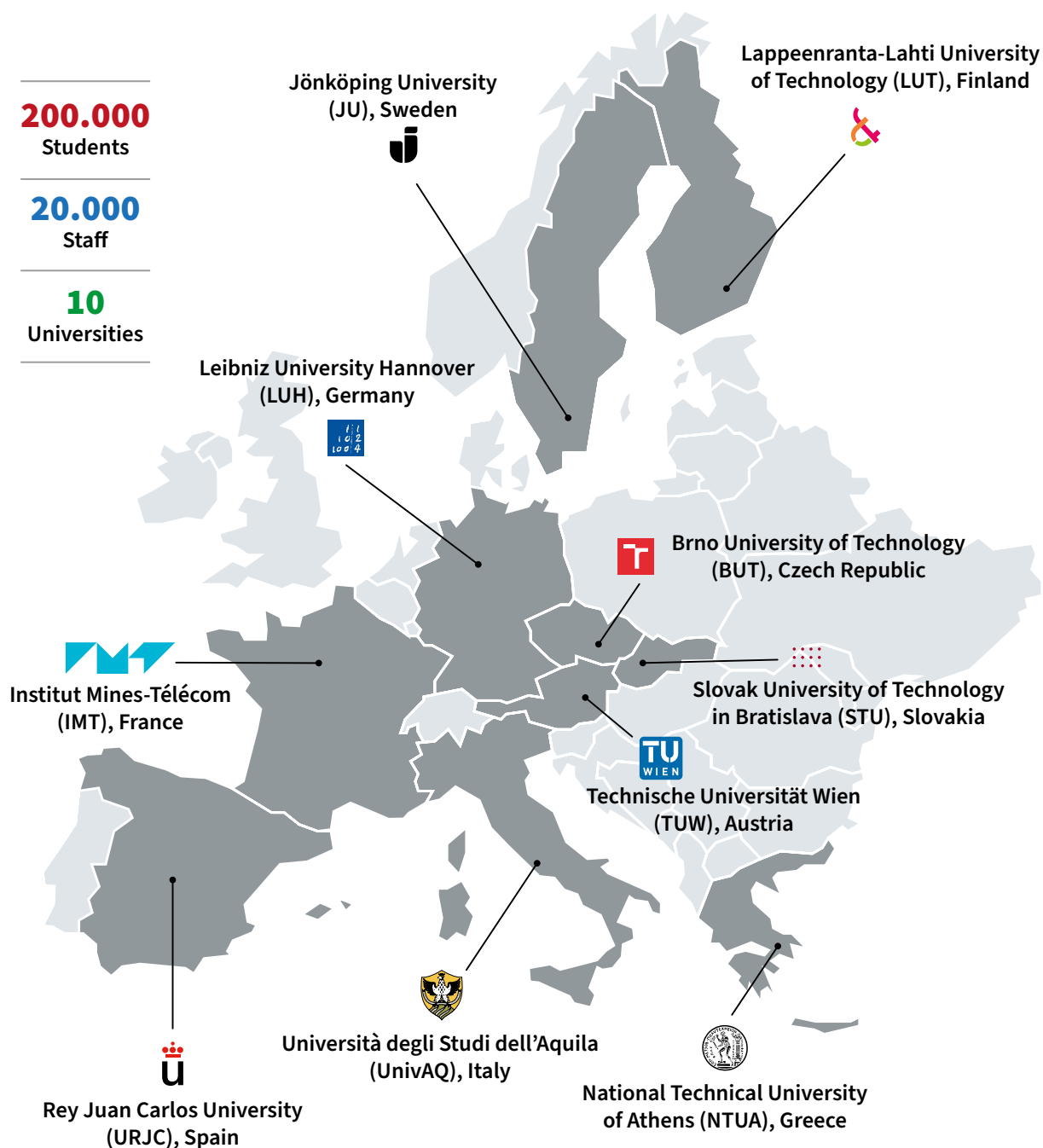


Rey Juan Carlos University (URJC) is a dynamic institution that aims to provide quality training and contribute to the advancement of knowledge. They offer a wide range of academic programs and strive to rank highly both nationally and internationally. With a strong commitment to public service, URJC is dedicated to providing excellent training for students. They have a passionate and flexible faculty that utilizes modern facilities and laboratories to meet the needs of students. Studying at URJC offers an ideal learning environment to help students achieve their personal and professional goals. For companies and professionals, URJC offers a diverse selection of postgraduate and continuing education courses.

The university is also involved in cultural creation, promotion of sport, and sustainability initiatives. Their research is focused on solving real problems that matter to society.

The **EULiST Alliance** covers four European regions: North (Sweden and Finland), West (Austria, France, and Germany), East (Slovakia and Czech Republic), and South (Greece, Italy, and Spain). The Alliance aims to address regional disparities and promote social and economic development through innovation and resilience. The members are well-prepared to tackle challenges related to the labour market, sustainability, and social cohesion, leveraging their strengths in STEM, social innovation, and climate action.

EULiST has received support from various institutions and plans to involve more local, regional, national, and international actors as associated partners. These partnerships will enhance the alliance's role as a knowledge provider and hub, contributing to its objectives and impact. The Alliance's commitment to innovation, sustainability, and inclusivity sets a strong foundation for future growth and success, making it a model for other institutions seeking to create similar collaborative networks.



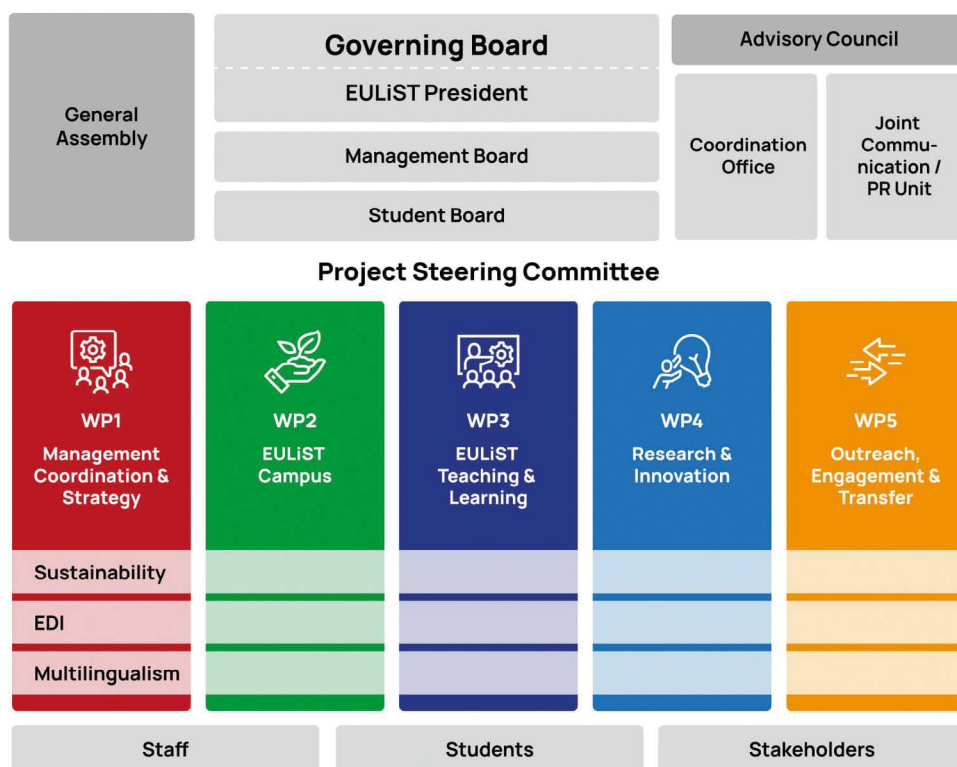
EULiST Alliance Global Structure

EULiST is an alliance of European universities working together closely on different levels in strategic, educational, research and outreach activities and intense mobility of students and staff. The current structure of the Work Packages stems from the areas in which **EULiST** members have actively collaborated since 2020. **EULiST** was formally established in 2020 as an alliance of HEIs across Europe with a clear focus on the technological disciplines, but with a broad range of faculties and a keen interest in the **Social Sciences and Humanities**. While it was clear from the outset that an application for funding in the European Universities Initiative was one of the mid- range aims of the Alliance, it was first wanted to seek broader and deeper cooperation. It was thought whether the core idea of reconciling the growing division between technological development and societal acceptance could be addressed in a meaningful way.

This was successfully done by four task forces, interrelated by the common goal of working out joint solutions for educating young and lifelong learners for linking society and technology, and to exploit the potentials of this connection for research and regional development. More than 100 representatives of the founding HEIs met on a monthly to bi-monthly schedule to discuss needs, solutions, and activities relating to the four pillars of **EULiST** joint activities: “Campus”, “Studying & Teaching”, “Research”, and “Outreach, Engagement & Transfer”. These working groups were translated into the work packages of **the EULiST project** and are thoughtfully interlocked to enable the objectives of the project and the Alliance to be met.

The planning and control structure of **EULiST** aims at high quality and smooth fulfilment of the project obligations. An integrated approach is used to execute, monitor, and evaluate the progress in and beyond the WPs and Tasks. Each Work Package has clearly specified deliverables and milestones, usually to be fulfilled by one specific Task Group. The WP Leaders are responsible for the planning and control of progress of Tasks within their WP. The Management Board, assisted by the Coordination Office, provides planning and control procedures, including specific guidelines to evaluate Task progress. All Tasks are being evaluated regularly, and annual progress reports are collected by the WP Leader and presented to the **EULiST** governing bodies. The quality of deliverables is guaranteed by a formal deliverables’ acceptance procedure. The respective guidelines are defined by the **Management Board**. The Student Board has an active and important role in the monitoring of

the project by the right to get reports from WP Leaders, as well as the substantial role of **Student Board delegates** in the General Assembly.



Organizational structure of the EULiST project, incorporated in the organisation of the Alliance.

EULiST Governing Board (GB)

The EULiST Governing Board (GB) is the highest executive body of EULiST, consisting of all rectors / presidents of the **EULiST** members. The **EULiST GB** is the highest decision body that take all strategic decisions as suggested and prepared by the lower executive bodies, such as Management Board (MB) and Coordination Office (CO), or matters brought to any president of one of the members, if said president deems the issue to be of such importance. The Governing Board meets twice a year, if possible, in person; one such meeting shall be organised in connection to the General Assembly. It is being informed on the progress of the project and included by the project management in all decisions of relevance.

EULiST Management Board (MB)

The EULiST Management Board (MB) oversees the guidance of the **EULiST** project during the overall funding period and decides on and supervises all operative matters. It is the main body responsible for overseeing project management, to ensure coherence of different WPs and effective day-to-day coordination of the project, preparing decisions to be adopted and taken by the Governing Board. MB comprises one senior representative from each **EULiST** Member (usually Vice Presidents with expertise in International Affairs or Teaching/Learning), the Work Package Leaders and Co-Leaders, as well as two representatives from the Student Board (SB). All persons delegated to the MB have the necessary authority within their home institution to make decisions and warrant commitment of staff and other resources as required by the project. MB meets monthly, with at least one meeting in presence (alongside the General Assembly).

Project Steering Committee (PSC)

The EULiST project is organised into five Work Packages. Each Work Package is headed by a Work Package Leader and Co-Leader from two different **EULiST** members. The WP Leaders are responsible for the coordination of the work within the respective Work Package on a day-to-day basis. They are also in charge of budgeting and deliverables in the Work Package. Work Package leadership is assigned to different **EULiST** members according to the expertise required. A WP Co-Leader from another **EULiST** member with equal expertise supports the WP Leader. Together with the Project Manager, the WP Leaders also coordinate the interaction between the Work Packages.

EULiST General Assembly (GA)

The first EULiST General Assembly (GA) was developed in Madrid organised by URJC. It is the highest governing body in the Alliance and meets once a year. This event is organised together with a Governing and Management Board meeting. The **EULiST GA** oversees all operations and has the right to initiate decisions to be taken by the Governing Board / Management Board. Annual progress reports are presented to the General Assembly and suggestions regarding project implementation are also considered.

EULiST Coordination Office (CO)

The Project Manager is supported by the EULiST Coordination Office (CO), which consist of the Local EULiST Coordinators, designated by each member university, the budget office of the coordinating university. The EULiST Coordination Office supports MB and GB and assists with the project work plan, day-to-day organisational coordination, and can act as the intermediary between the Alliance and the European Commission and national agencies, if needed. The EULiST Coordination Office can assist with the project administration, respond to important changes during the life of the project and coordinate any necessary adaptation to meet the requirements of the Grant Agreement. CO usually meets on a monthly schedule and more often when needed.

EULiST Advisory Council (AC)

The EULiST Advisory Council (AC) serves as an advisory body for the Alliance and consults on the project and its progress. The members of the Advisory Council are experts on higher education and representatives from stakeholders at the national level and with European stature. The AC follows the ongoing work and contribute to the project, based on their practical experience of societal needs and policy implementation. The AC controls the progress of the project and ensures that the task of formulating policy recommendations is included in the main work steps of the project.

EULiST Advisory Council members include the following personalities:

- **BUT: RNDr. Petr Střelec**, Sr. Director Research and Development and Brno site leader Materials & Structural Analysis at Thermo Fisher Scientific Brno (Czech Republic).
- **IMT: Ms. Marion Gust**, Deputy General Director in charge of Economic and Environmental Development at the Regional Council of Nouvelle Aquitaine (France).
- **JU: Ms. Agneta Bladh**, Professor Emmeritus and Board member of the Foundation for the Young Academy of Sweden.
- **LUH: Dr. Ulrike Albrecht**, former Head of Department Strategy and External Relations at the Alexander von Humboldt Foundation in Bonn (Germany).
- **LUT: Mr. Jyrki Katainen**, former Vice President of the European Commission and former Prime Minister of Finland; and **Ms. Satu Sikanen**, Regional Mayor and leading the Regional Council of South Karelia (Finland).
- **NTUA: Professor Andreas G. Boudouvis**, former Rector of NTUA (2019-2023) and professor in the School of Chemical Engineering (SChE); **Mr. George Peristeris**, executive BoD member and Chairman of the BoD and CEO of GEK TERNA (Greece).
- **STU: Ing. Pavol Kukura** PhD, Board Member at the association Buildings for the Future Buildings for the Future and Chairman of the Board of the Slovak Green Building Council (SKGBC) (Slovakia).
- **TUW: Ms. Marianne Heiß**, CEO and CFO with international experience and on-going track record of sustainable and efficient strategic leadership, including BBDO Group Germany, and a member of the supervisory boards of Volkswagen AG, Audi AG and Porsche SE.
- **UnivAQ: Prof. Pierangelo Marcati**, Full Professor in Mathematical analysis at the Gran Sasso Science Institute (Italy).
- **URJC: Mr. Francisco Javier Ayala Ortega**, Fuenlabrada City Mayor (Spain), president of the Espacio Europa XXI Association, and President of the International Relations Commission of the Spanish Federation of Municipalities and Provinces (FEMP).

EULiST Student Board (SB)

The Student Board (SB) was established in the first year of the funding period. It involves student participation in the project period and beyond, by taking part or sending delegates to Knowledge-Creating Teams and Work Packages, where students actively participate in shaping the development of innovative challenge-based teaching and learning approaches and campus transformation. The SB also sends delegates into all executive bodies, such as the General Assembly and Management Board, involving students at the senior level of organising and administering. Additionally, WP Leaders regularly consult with the SB, so they are included in the project monitoring and controlling system.

Project Manager (PM)

The Project Manager (PM) is directly connected to the Management Board (MB), chairs the Project Steering Committee (PSC) and assists the Central Coordinator. PM coordinates the EULiST project and acts as intermediary between the Alliance and the European Commission and national agencies, in close cooperation with the Local Coordinators of the **EULiST** Coordination Office (CO), and the budget office of the coordinating university (LUH) to facilitate the work of the individual Work Packages.

PR Unit

The Public Relations (PR) Unit supports the **EULiST** Coordination Office (CO) in all external communication needs and activities to communicate and sustain the identity of **EULiST** as a European university. The PR Unit is responsible for the management of the overall strategic communication, the oversight of its professional implementation and the designs and implementation of a sustainable Communication Plan, determined by the Management Board (MB).

Finance Team

The Finance Team supports the financial administration of the EU project through the creation of common rules and procedures for financial management.

Erasmus Task Force

The Erasmus Task Force supports the EULiST Coordination Office (CO) to improve the mobility management and increase the mobility of students, academics and administrative staff, e.g., through the further development of the **EULiST** Multilateral Agreement, timelines and workflows for mobility among the member universities.

Regional and national stakeholders

The involvement of regional and national policymakers, NGOs and other societal stakeholders is another transversal element of the project. These stakeholders, in some cases, are associated with **EULiST** by formal agreements. In other cases, they are partners of **EULiST** members who then get acquainted with the entire Alliance. These stakeholders are informed about the developments of **EULiST** and are welcome to join **EULiST** events and conferences or be involved in other ways in the work of **EULiST**.



Head of International Alliances Service's Letter

The Evolving Role of the Local Coordinator in EULiST: Current Functions and Future Potential

Juan Manuel García Camús
Head of International Alliances Service and EULiST
Local Coordinator

Local Coordinators within the **EULiST** Alliance play a crucial role in the implementation and communication of the **EULiST** concept at their respective universities. They serve as key intermediaries between the central governance structures and the local institutional frameworks, ensuring that the objectives and activities of the Alliance are effectively integrated into their universities' operations. These coordinators facilitate collaboration between academic, administrative, and technical staff, as well as students, to promote the seamless execution of **EULiST** initiatives, including joint curricula, mobility programs, and research collaborations.

The responsibilities of Local Coordinators extend to supporting the overall project work plan, contributing to day-to-day organisational coordination, and acting as intermediaries between the Alliance and external stakeholders, such as the European Commission and national agencies. They are also integral to the governance structure, forming part of the **EULiST Coordination Office**, which meets regularly to monitor progress and address emerging challenges. Thus, the Coordination Office provides essential logistical and administrative support to the Management Board and Governing Board.

Until now, the Coordination Office has played a central role in overseeing the activities of the Public Relations Unit (PR Unit), in conjunction with Task Group 5.5 "External Communication and Dissemination", while also supervising the initiatives of the **Erasmus Task Force**. This coordination has been instrumental in ensuring effective communication strategies and the successful dissemination of **EULiST's objectives** across partner institutions. By facilitating synergies between these units, the Coordination Office has contributed to the project's broader mission of fostering collaboration and visibility within and beyond the Alliance.

Equally significant has been the role of the Local Coordinators, who have served as essential intermediaries, or "hinges", between the project (and the broader Alliance) and their respective universities. Their function as institutional liaisons has been fundamental in translating **EULiST's strategic** vision into locally actionable initiatives, ensuring alignment between institutional priorities and the overarching goals of the Alliance. By fostering inter-institutional communication and engagement, Local Coordinators have played a key role in advancing the integration of the Alliance within each participating university.

The role of the Local Coordinator is particularly crucial in providing immediate support for identifying and addressing the needs of partner institutions. By acting as a direct point of contact within their respective universities, Local Coordinators facilitate the rapid identification of institutional resources and expertise, ensuring a responsive and dynamic approach to inter-university cooperation. Their capacity to swiftly assess institutional capabilities and match them with partner needs enhances the overall efficiency of collaborative initiatives within the **EULiST framework**.

This responsiveness has proven especially valuable in the search for partners for the formation of **EULIST** consortia in European projects, including Horizon Europe, Capacity Building in Higher Education (CBHE), and Erasmus+ KA2 initiatives. By leveraging their institutional networks, Local Coordinators play a vital role in facilitating cross-border research and educational partnerships. Their proactive engagement enables institutions to strategically position themselves within competitive funding frameworks, fostering interdisciplinary collaboration and increasing the impact of European higher education and research projects.

The immediacy of response in identifying research groups and academic units, as well as in fostering synergies between universities, has been a key factor in ensuring the effectiveness and agility of these collaborations. Through their direct involvement, Local Coordinators not only contribute to the operational success of **EULIST projects** but also reinforce the strategic alignment of institutional priorities with broader European academic and research agendas. Their role in bridging communication gaps and streamlining partnership formation underscores their indispensable function in sustaining and expanding the collaborative potential of the Alliance.

This coordination structure will now be further reinforced with the appointment of a Secretary General, whose mandate will be to enhance the visibility of the Alliance, optimize institutional engagement, and provide sustained support for the project's operational activities. By assuming a pivotal role in the day-to-day management of **EULIST**, the Secretary General will facilitate decision-making processes within the **Management Board and the Governing Board**. This addition aims to strengthen the Alliance's governance framework, ensuring greater efficiency in strategic planning and execution while reinforcing the long-term sustainability and impact of the initiative.

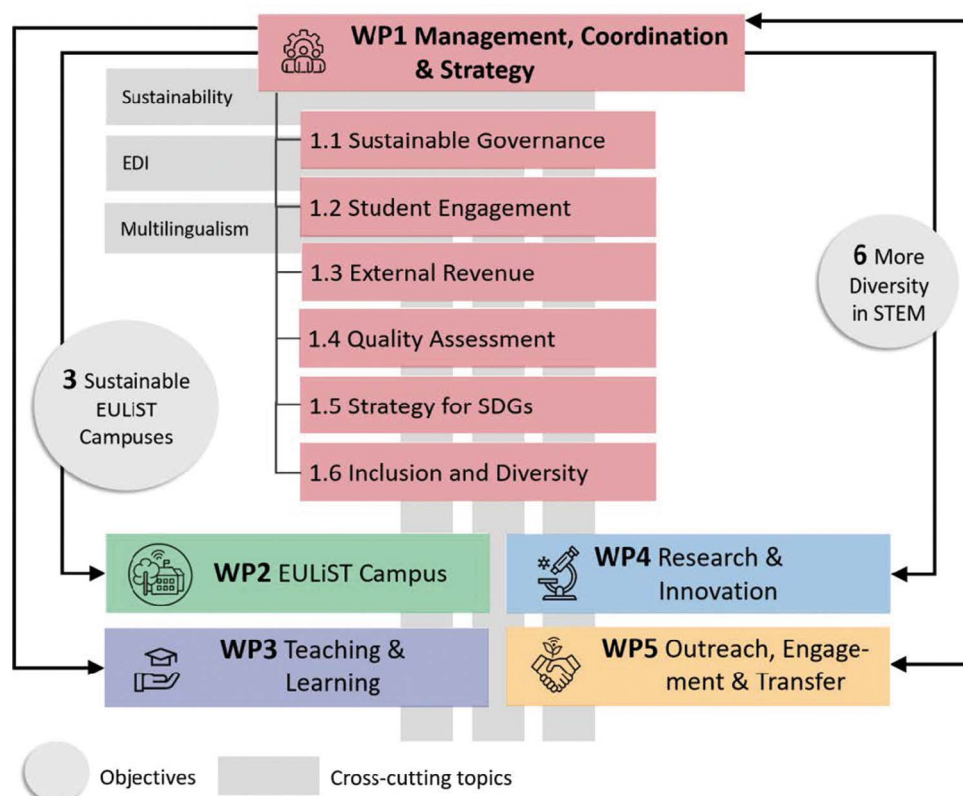
EULiST Structure and Representatives at URJC

The active participation of numerous researchers, teachers, administrative staff and students from **URJC** has been essential to the success of the **EULiST project**. Their expertise and dedication have significantly advanced the Alliance's objectives, fostering innovation, sustainability, and inclusivity. Their continuous efforts not only enhance the project's impact but also set a benchmark for collaborative academic excellence.

WP1 – EULiST Management, Coordination & Strategy

Work Package 1 (**EULiST Management, Coordination & Strategy**) plays a key role in the consolidation and sustainability of the partnership, ensuring an efficient governance structure, the active participation of the university community and a clear orientation towards the Sustainable Development Goals (SDGs). Through its various tasks, this work package ensures the implementation of a sustainable management model (e.g. Task 1.1 - Sustainable Governance and Management) that allows the consortium to be operational and coherent in the long term. It also promotes the involvement of students in decision-making and in the strategic activities of the partnership, implemented in Task 1.2 - Student Engagement, recognising their key role in the transformation of higher education. In parallel, this work package works on the definition of strategies to achieve the diversification of external funding sources (activities developed in Task 1.3 - External Revenue), in order to ensure the economic viability of the project and its long-term impact.

To ensure the quality and effectiveness of **EULiST** initiatives, evaluation and monitoring mechanisms have been established within Task 1.4 - Quality Assessment, allowing to measure impact and continuously improve the strategies implemented. In



line with the alliance's mission, Task 1.5 - Strategy for SDGs provides a strategic framework for the integration of the SDGs into all **EULiST** activities, reinforcing its commitment to global sustainability. Finally, Task 1.6 - Inclusion and Diversity seeks to promote equity, diversity and accessibility, ensuring that all partnership actions are inclusive and reflect the plurality of the university community.

Overall, **EULiST** WP1 plays a strategic role in shaping and consolidating the **Alliance**, ensuring that its core principles of sustainable governance, inclusion and academic excellence are effectively implemented in all its activities. Through a sustainable management model, quality assessment mechanisms, funding strategies and a strong commitment to student engagement, equity and the integration of the Sustainable Development Goals (SDGs), the work package provides the necessary structure for inter-institutional cooperation and decision-making based on transparency and sustainability. This articulation strengthens **EULiST's capacity** to generate a significant impact on the European Higher Education Area, promoting more innovative, accessible higher education aligned with contemporary global challenges.



**Juan Manuel
García Camús**

*Head of International
Alliances Service*

Task 1.1 “Sustainable Governance and Management”

An effective governance structure is essential for the efficient and sustainable management of the **EULiST Alliance**, ensuring transparency, accountability, and strategic coordination. This structure should encompass clearly defined roles, responsibilities, and decision-making processes that facilitate targeted and timely task execution. A robust monitoring mechanism must be implemented to assess progress, address challenges, and ensure compliance with agreed objectives. Furthermore, an integrated communication strategy is crucial for fostering seamless information exchange, enhancing stakeholder engagement, and aligning actions across the **Alliance**. By establishing a governance framework that prioritizes efficiency, transparency, and responsiveness, the **Alliance** can optimize its operational effectiveness and long-term sustainability.

The development of key deliverables, including the Code of Conduct and the Consortium Agreement for **EULiST**, is fundamental to establishing a cohesive and well-regulated framework for collaboration. The Code of Conduct will outline the ethical principles, values, and standards that guide interactions among consortium members, ensuring integrity, inclusivity, and responsible conduct. Meanwhile, the Consortium Agreement will serve as a legally binding document that delineates the governance structure, decision-making processes, financial provisions, and intellectual property rights within **EULiST**. Both documents are instrumental in fostering a transparent, accountable, and cooperative environment, thereby facilitating the effective implementation of **EULiST's objectives** while ensuring compliance with regulatory and institutional requirements.



**Luis Alfonso
Fanjul Simancas**

*EULiST Student Board
Representative*

**Aitana
Velasco Muñoz**

*EULiST Student Board
Representative*

Task 1.2 “Student Engagement”

The main objective is to find ways for the student community of our universities to be more engaged in it and enhance student engagement with the **EULiST Alliance**. Right now, is important for the students of each of the member universities to know they are also members of this university alliance and that it can offer them cross-country opportunities, for undergraduate, master and doctorate students. Students are one of the main pillars of this project, that is why this task group is deeply related and coordinated with the EULiST Student Board, since it organizes student participation in the project period and beyond by taking part or sending delegates to Knowledge-Creating Teams and Work Packages. This way students actively participate in shaping the development of innovative challenge-based teaching and learning approaches and campus transformation.

The greatest achievement of Task 1.2. next to the Student Board was the first **EULiST Student Conference** held in Vienna in 2024. It was a complete success for all the alliance, but also one of the most important developments in introducing the alliance to the student communities of each university and creating an EULiST Student Community. It has been a starting point for many ideas at task 1.2. on how to enhance student engagement having the Student Conference as a point of reference.



Sonsoles Manotas Cabeza

*Head of Research and
Innovation*

Co-leader of the Task 1.3 “External Revenue”

Task 1.3 aims to develop a Strategy and joint action plan to integrate European, national and local funding sources, securing the sustainability of the **Alliance** through additional funding.

This task started in November 2024, though online meetings have been organized in the first year of the project.

Within Task 1.3 will a strategy for allocation of external funding resources, EU, National and International is being defined, that would support the sustainability of the **EULiST Alliance**, and achievement of KPIs within the four years of the project implementation.

This strategy will include a selection most suitable EU and International Funding sources that would support Digital Campus, Educational, Research, and Outreach activities.

Moreover in Task 1.3 a review of all the proposals submitted in the framework of the **EULiST Alliance** is done every month in order to take into account the additional funding is available to support other activities developed.

To complete the analysis of the strategy of sustainability of EULiST Alliance, a review of the strategies of other Alliances will be studied in order to introduce their positive experiences.



**Óscar
Robles Sánchez**

*Academic Director of
Degree Monitoring and
Institutional Accreditation*

Task 1.4 “Quality Assessment”

EULiST’s quality actions and monitoring mechanisms are fundamental to ensuring continuous improvement, innovation, and excellence across its educational, research, and societal engagement activities. By implementing a robust framework for quality assurance, the **Alliance** fosters a culture of accountability, self-assessment, and evidence-based decision-making. Regular evaluation processes, including internal and external reviews, performance indicators, and stakeholder feedback, enable the identification of strengths and areas for enhancement, ensuring alignment with evolving academic and societal needs. These quality-driven initiatives not only strengthen the academic rigor and impact of **EULiST’s programs** but also facilitate institutional renewal and adaptability in a dynamic global landscape. Through a commitment to high-quality standards and continuous enhancement, **EULiST** reinforces its mission to advance excellence in European higher education, interdisciplinary research, and meaningful engagement with society.

The main achievement of the task has been the development of the **EULiST Quality Assurance (QA)** Consensus Document establishes a common framework to ensure high-quality education, research, and societal engagement across the Alliance while respecting the diversity of its member institutions. It is structured around five core principles: alignment with the European Higher Education Area (EHEA) standards, ensuring consistency with recognized European guidelines; mutual trust and recognition, fostering confidence in each institution’s QA processes to enhance collaboration and mobility; complementarity with existing practices, integrating **EULiST’s QA** framework with institutional systems to enhance efficiency without duplication; collaborative quality enhancement, promoting shared learning, best practices, and continuous improvement; and joint commitment to accreditation, ensuring the recognition and credibility of joint programs at national and international levels. The document underscores the role of governance bodies, particularly the Quality Board, in defining, monitoring, and refining QA mechanisms while ensuring stakeholder involvement. Through standardized evaluation tools, transparent communication, and periodic assessments, the **EULiST QA** framework seeks to foster institutional excellence, innovation, and sustainable collaboration across the Alliance.



**Eva
Jordá Capitán**
URJC-2030 Project Director

Link to web



urjc2030.es

Task 1.5 “Strategy for SDGs”

EULiST is committed to implementing sustainable development practices across its member institutions, ensuring alignment with shared policies that support environmental, social, and economic sustainability. By establishing a coordinated framework, the Alliance seeks to issue, promote, and monitor sustainable policies that integrate best practices in education, research, and institutional operations. These efforts contribute to advancing the United Nations Sustainable Development Goals (SDGs) by fostering interdisciplinary collaboration, innovation, and responsible resource management. Through joint initiatives, capacity-building programs, and systematic evaluation mechanisms, **EULiST** aims to enhance sustainability literacy, reduce environmental impact, and drive societal transformation. By embedding sustainability principles in governance structures and strategic decision-making, the Alliance strengthens its role as a driver of sustainability both within Europe and on a global scale.

Among the achievements of task 1.5 is it noteworthy to mention the letter of support from the Rectors and Presidents of **EULiST** where affirm the network’s mission to contribute meaningfully to addressing global challenges such as climate change and social cohesion. This ambition is grounded in the collective sharing of diverse academic experiences and competencies, fostering the creation of innovative connections and methods that integrate societal needs with technological advancements. By leveraging the strengths of its member institutions, **EULiST** aspires to develop solutions that not only address pressing global issues but also contribute to shaping a more sustainable and cohesive future.



**Miguel Ángel
López Sáez**

*Director of the Diversity
Unit*

Task 1.6 “Inclusion and Diversity”

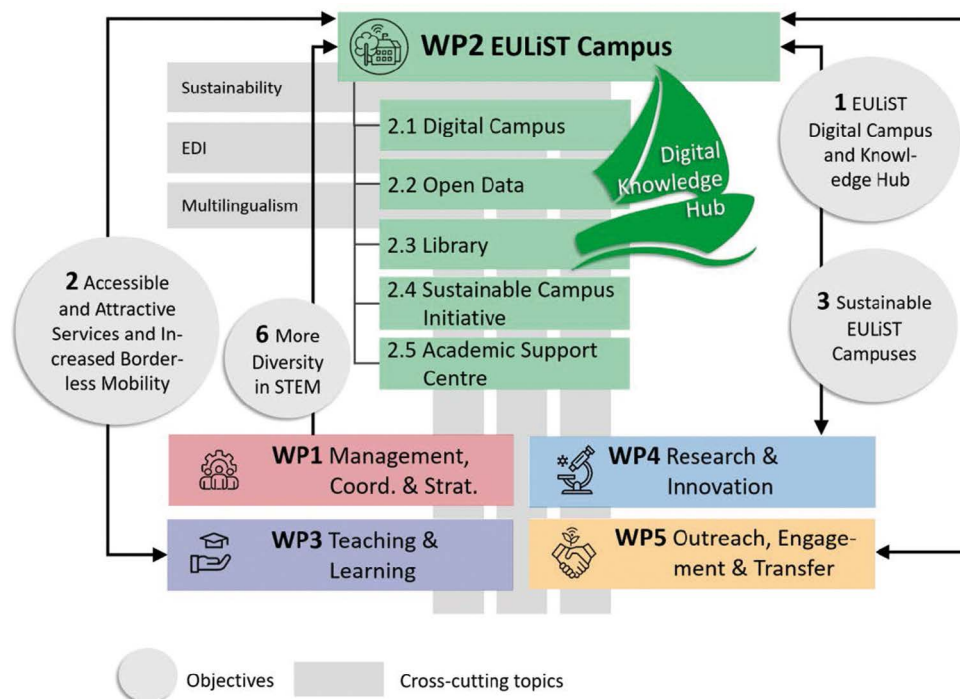
The main objective of Task 1.6 is to develop common measures regarding diversity and equality policies across the universities within the EULiST network. Our aim is to foster inclusive environments by implementing shared strategies that promote equity, respect, and equal opportunities for all members of the academic community.

So far, our group has focused on the following key activities:

- ▶ Promoting awareness and dissemination of activities related to **LGTBI diversity and cultural diversity** within the network.
- ▶ Sharing **best practices** on diversity and inclusion among partner universities, ensuring an exchange of effective strategies.
- ▶ Developing and distributing **protocols for supporting LGTBQA+ individuals**, providing guidance and assistance to create a more inclusive university environment.

These initiatives contribute to strengthening diversity policies across EULiST institutions, fostering a culture of inclusion and mutual understanding.

WP2 – EULiST Campus



The main goal of Work Package 2 (EULiST Campus) is focused on creating a collaborative and inclusive environment for all stakeholders, including students, administrative and academic staff, and the wider community. The key components include:

- **EULiST Community and Programmes:** focus on green transformation, gender equity, inclusion, diversity, and languages.
- **Digital Campus:** a platform for digital co-working, course registration, timetables, and access to learning resources.
- **Digital Knowledge Hub:** a space for sharing knowledge and resources among EULiST Partners, aligning and upgrading library systems.
- **Knowledge Hub-Open Data Initiative:** pooling open science data and resources for easy access to research and innovation results.
- **Scientific Knowledge Collider:** integrating data and knowledge to gain new research insights.
- **Sustainable Campus Initiative:** promotes green campuses by reducing carbon footprints, sharing best practices, and developing sustainability demonstrators.
- **EULiST Academic Support Centre:** provides support for students and staff, facilitates collaboration, and offers services for language, mobility, and crisis management.



César Cáceres Taladriz

*Vice-Rector for Digital
transformation and AI*

Task 2.1 “Digital Campus Infrastructure”

The name of the task 2.1 is Digital Campus, therefore its main goal is to develop the digital infrastructure needed by the **EULiST Alliance** for education, research and outreach. It should provide an integrated learning management system, a system for student enrolment and supporting all **EULiST activities**.

Task 2.1 has focused on analyzing different use cases and technologies to support them, studying different approaches to overcome the HEI interoperability in order to develop a common platform for the ten universities conforming the **Alliance**. Common access to the platform with each institution user profile has been tested, and an architecture has been defined. Several technological approaches have been discussed and some solutions have been shared.



**María
Segundo Martín**

*Head of Open Science,
Research and Digital
Transformation
Service at the URJC Library*



**Carmen
Soler Vaquer**

*Librarian at URJC Library,
Fuenlabrada campus*

**Verónica
Caro Pérez**

*Head of New Technologies,
Central Library Services*

Task 2.2 “Knowledge Hub: Open Data” and 2.3 “Knowledge Hub: Library”

Our objective is to collaborate building the Digital Knowledge Hub. Task 2.2 is working in the metadata schema for Open Data and task 2.3 is working looking for all the open access materials and courses that we have at the library that can take part of the **Digital Knowledge Hub**.

We have already a prototype of a search engine for research data in distributed repositories.

Task 2.4 “Sustainable Campus Initiative”

The Sustainable Campus Initiative (*Task 2.4 of WP2*) aims to promote green **EULiST Campuses** by supporting activities that reduce their respective carbon footprints. Through the initiative, **EULiST** Partners will address challenges in the European Green Deal by supporting each other in generating and sharing ideas, as well as action for sustainable, green campuses. A key success factor within this initiative will be 1) fulfilment of a questionnaire to determine the current level of carbon neutrality at partner universities, 2) the identification of best practices from each partner that can be shared within and beyond the Alliance as physical or digital demonstrators, for learning or research, and 3) the discussion and implementation of a common model for measuring the carbon footprint on each of the **EULiST Campuses**. This will allow each partner to identify areas for improvement and to implement specific actions for reducing their own environmental impact.

To date, questionnaire and best practices are already gathered in a database that will be growing throughout time. The carbon footprint calculator is in discussion, because there are many different protocols and national requisites that could difficult the implementation of a common tool. To date, each university is checking out data availability and collecting data. It is planned a workshop in 2025 to cross check data and verify the possibilities of a common carbon footprint calculation model.



**Luis
Giménez
Benavides**

*Academic Director
of University Social
Responsibility*



Constanza Barrios Ramos

Head of International Relations Service

Joseba Varela Isla

International Relations Officer

Task 2.5 “Academic Support Centre”

The main objective of task 2.5 – “Academic Support Centre” is to facilitate collaboration and sharing of best practice, initiatives and resources among staff tasked with supporting students and academics, including support services for language, student and staff mobility, including for students and staff with disabilities or from disadvantaged backgrounds, as well as the sharing of information related to crisis management on **EULiST campuses**.

Until now, Task 2.5 has carried out–or is in the process of carrying out–two benchmarking activities related to the following subjects: Welcome Services for international students and Disability/Special Needs services.

Welcome Services

The most important activity that was organized on this subject was an online workshop that took place on September 25th. The target group for this workshop was staff from EULiST partner universities who are involved in recruiting, onboarding and facilitating integration of international students. The workshop included a series of sessions by Jonkoping University, LUT and LUH on themes such as Pre-arrival services, Facilitating the First Year Experience, Arrival Services, Digital and on-site Orientation Services, etc. Participants also had the opportunity to discuss and share best practices in breakout rooms.

In the Task 2.5 meeting following the workshop, the organizers shared the results of the event and all the members of Task 2.5 reflected on what they had learned from this activity, as well as discussing suggestions for future webinars.

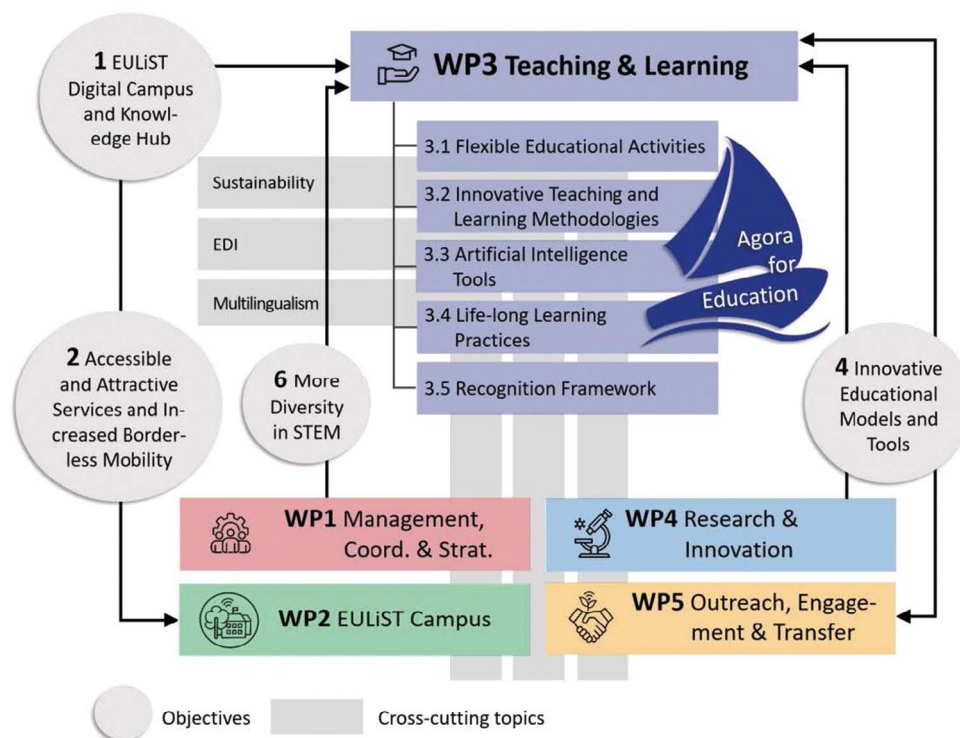
Disability/Special Needs

Several of the universities presented their disability/special needs policies and services, showcasing the difference in approaches and available resources in each institution, as well as the varying legal frameworks across countries. The next step will be to organize a webinar or workshop on this subject aimed at the wider university community, particularly those stakeholders directly involved with disability/special needs services. The objective of this activity is to share best practices and learn from what other EULiST partners are doing, in order to ensure that the most appropriate disability/special needs services are provided by all Alliance members.

Blended Intensive Programmes

One of the objectives of Task 2.5 is to carry out another benchmarking activity on BIPs.

WP3 – EULiST Teaching & Learning



Work Package 3 (EULiST Teaching and Learning) is committed to the development of the EULiST Agora for Education. It is the flagship and umbrella for the manifold activities in this core field of teaching, learning and life-long learning. The EULiST Agora represents a single-entry point that is linked to the Digital Campus to enable the trusted and permanent access to tailored knowledge, expertise, technology and infrastructure for all EULiST members.

EULiST Agora for Education will translate the main EULiST vision of linking society, science and technology and the green and digital transition of the EULiST members into all teaching and learning activities through the implementation of:

- **Challenge-based education**, international collaboration and trans-disciplinarity to jointly create knowledge across STEM and SSH disciplines at the service of societal development.
- **A recognition framework** through digitising and facilitating the admission, recognition and credit transfer across and beyond the Alliance to increase the mobility of students, researchers and staff, including EULiST Agora educational activities to enable students to formulate the EULiST component of their curriculum.
- **Flexible and interactive teaching and learning formats online**, hybrid or face-to-face, e.g., micro-credentials and micro-degree programmes, joint modules in the EULiST course catalogue, as well as joint degrees that allow students at all levels, including life-long learners, to incorporate EULiST into their studies and curricular paths and promote the development of students' transdisciplinary projects.
- **A EULiST Citizen Science Office** as well as open-door junior and senior university events to reach out to non-traditional learners and interact in learning processes with the general public, in order to widen the recruitment base for students enrolling in EULiST courses and programmes; and to better embed the university in its territory, while promoting the values of inclusiveness, democracy, freedom and mutual cultural understanding.
- **Artificial Intelligence Tools for personalised**, advanced support in education, research and innovation at European level, building selected predictive learning analytics models and exploring Natural Language Processing techniques to enhance inclusiveness and externalisation in educational processes.



**David
Roldán Álvarez**

*Academic Director for
Academic Data Analysis*



**Micael
Gallego Carrillo**

*Academic Director of the Program
for Digital Transformation*

Task 3.1 “Flexible Educational Activities”

In the context of the **EULiST Alliance**, Task 3.1 focuses on the development of Flexible Educational Activities. One of the main objectives of this task is the creation of a common course catalog among the member universities. Currently, several initiatives are already underway in this area, including the implementation of micro-credentials and other innovative educational activities.

These activities aim to promote flexibility and accessibility in education, allowing students to personalize their learning and gain formal recognition for specific competencies acquired through various courses and programs offered by the institutions that are part of **EULiST**.

Task 3.1 of the **EULiST project** has made significant progress in developing a system of flexible and accessible courses for students from the consortium’s member universities. One of the key achievements is the definition of a series of courses that can be jointly offered by the participating institutions, allowing students to access a wide range of educational options. This shared course offering is a crucial step toward creating a common catalog that promotes collaboration among universities and academic mobility within the consortium.

Additionally, criteria have been established to define which courses will be considered **“EULiST courses”** and how other educational offers will be integrated within the alliance. This framework ensures that the proposed courses meet the established quality and relevance standards, allowing students to gain specific competencies that are formally recognized.

The milestones and deliverables for this task were successfully completed in the autumn, marking an important step in the implementation of these innovative educational activities. Together, these advances pave the way for greater flexibility in educational programs, offering students the opportunity to personalize their learning and earn credits for competencies acquired through a variety of courses and programs offered by **EULiST member** universities.



**César
Cáceres
Taladriz**

*Vice-Rector for
Transformation, Digital
Education and Artificial
Intelligence*



**Gema
Alcolea Díaz**

*Academic Coordinator
of the Communication
for Teaching Innovation
and Digital Education
Programme (CIED)*



**Oriol
Borrás Gené**

*Academic Coordinator of
Educational Technologies
for Teaching Innovation
and Digital Education
Programme (CIED)*



**Luisa Eugenia
Reyes Recio**

*Academic Director of
Artificial Intelligence and
Process Optimization*

Task 3.2. “Innovative Teaching and Learning Methodologies”

Task 3.2 focuses on integrating challenge-based education, fostering international collaboration, and promoting transdisciplinarity to create knowledge that spans STEM and SSH disciplines, all in support of societal development. Additionally, it aims to discover innovative methods to empower teachers and elevate their professional skills. Its contribution primarily impacts the **EULIST** objective “Innovative Educational Models and Tools” (OB 4).

TG 3.2 has implemented several key activities. Firstly, it was conducted a survey on best practices and definitions about Innovative Teaching and Learning Methodologies to determine effective practices and definitions that could be shared within **EULIST** as a guideline for the workshop. Additionally, it was appointed a focus group to work on Challenge-Based Learning (CBL) and Professional Faculty Development (PFD) for analyzing the survey results and drafting the initial Guidelines for CBL and a survey on topics of interest for Faculty Development. On June 24th it was held an online workshop on CBL and PFD whose results and discussions have been reported in a deliverable (D3.1) –it contains guidelines for CBL and survey of topics of interest for PFD– and form the basis for the work to be carried out over the next months. Currently, among other tasks, efforts are focused on the material for Innovative Learning and teaching methodologies and on the creation of a toolkit draft, integrating principles and strategies for innovative teaching and learning methods and advanced AI tools for challenge and research-based learning (CBL&RBL).



Jaime Urquiza Fuentes

*Academic Director of the
Centre for Innovation
in Teaching and Digital
Education*

Task 3.3. “Artificial Intelligence Tools”

The objectives of T3.3 are to provide personalized and advanced support for education, research, and innovation at the European level. This will be achieved by means of an Artificial Intelligence for Education Toolkit based on: Recommender systems for education, the use of Natural Language Processing (NLP) techniques to enhance inclusiveness and externalization in educational processes, and the development of predictive learning analytic models. By leveraging these technologies, the group aims to create more inclusive and effective educational environments that provide to diverse learning needs and promote innovation.

Along the course of these first 500 days of the **EULIST** project, T3.3 has been able to contribute to the successful implementation of M8 and delivery of D3.1. This task group has now the focus on the next deliverable, D3.2 - Pilot implementation and evaluation of **EULIST** Agora Education tools. To do so, T3.3 has compiled a list of datasets of **EULIST** members to build the necessary models for AI tools to be implemented within the Alliance.

Additionally, T3.3 is actively contributing to other activities like webinars on AI for the Professional Faculty Development (PFD) and collaborating on the development of AI Hackathon for students.



**Dionisio
de Haro
Romero**

*Vice-Rector for Life-long
Learning*



**José Luis
López Bastías**

*Academic Coordinator of the
Pedagogical Development
Programme of the Centre for
Educational Innovation and
Digital Education (CIED)*



**María Mercedes
Martín Lope**

*Academic Director of
Teaching and Research
Staff Training*



**Myriam
Catalá
Rodríguez**

*Academic Director of
Specific Advanced Titles*

Task 3.4. “Life-Long Learning Practices”

The objective of T3.4 is the organisation of open-door junior and senior events to reach out to non-traditional learners and interact with the general public in learning processes. This initiative aims to expand the recruitment base for **EULiST** courses and programs, strengthen the University's connection with its community, and promote values such as inclusiveness, democracy, freedom, and mutual cultural understanding.

T3.4 has been carrying out a questionnaire and collection of information on how non-traditional learning (*NLT*) works in the different countries of the **EULiST Alliance**. The purpose of this activity is to understand the differences and common practices between Life-Long Learning practices (*LLL*) and *NLT*, with the ultimate goal of setting common ground for the development of a unified framework that enhances educational accessibility and effectiveness across the Alliance.



**Natalia
González
Benítez**

*Academic Director of
International Academic
Prospects*



**Juan Manuel
Dévora Lorenzo**

*Information Technologies
(IT) Director*



**Santiago
Campano Gely**

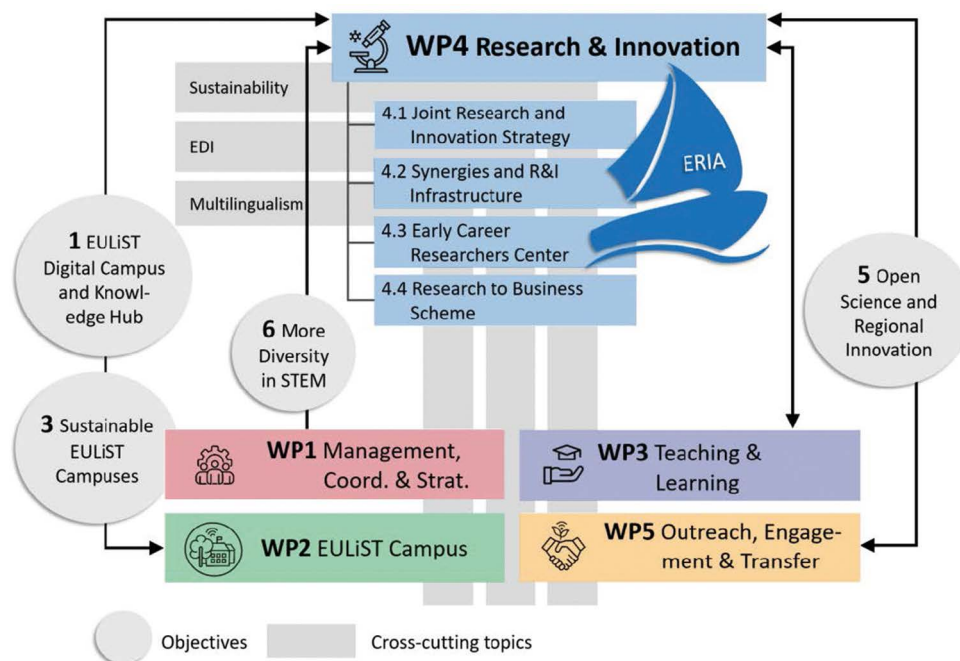
IT Officer

Co-leader of the Task 3.5 “Recognition Framework”

Our primary objective is to enhance the mobility and recognition of students and staff within the Alliance through digitalization, utilizing tools similar to those used in the Erasmus Without Paper.

Among the activities and achievements developed within TG3.5 to date, it is remarkable the study of the mobility mechanisms for both students and staff used by other **EULiST Alliance** members through surveys and meetings; and the development of a workplan to unify and facilitate mobility processes among EULiST members.

WP4 – EULiST Research & Innovation



Work Package 4 (**EULiST Research & Innovation**) aims to evaluate and align the research areas of its members to create a solid foundation for joint scientific excellence. This is achieved through the formulation of a Joint Research and Innovation Strategy that addresses the United Nations Sustainable Development Goals (SDGs), with a special focus on climate change and sustainability. Additionally, WP4 seeks to establish synergies by sharing R&I infrastructures, creating an Early Career Researchers Centre, and developing a Research to Business Scheme to strengthen the local entrepreneurial ecosystem.

Each of these tasks contributes to the overall success of the package by facilitating interdisciplinary collaboration and knowledge exchange among **EULiST** members. The **EULiST** Research and Innovation Academy (ERIA) plays a crucial role by acting as an interface between universities and local/regional stakeholders, enhancing the visibility and funding opportunities for EU R&I. By providing access to shared infrastructures, promoting the mobility of young researchers, and fostering the creation of spin-offs and start-ups, WP4 not only improves rankings in external engagement, technology transfer, entrepreneurship, and sustainability but also ensures a lasting impact on the research and innovation activities of **EULiST** members.



**Lydia
González
Serrano**

*Assistant Vice-Rector for
Research, Innovation, and
Knowledge Transfer*

Task 4.1 “Joint Research and Innovation Strategy”

Task 4.1 works within the EULiST Research and Innovation Work Package (WP4), aiming to foster interdisciplinary research that connects society and technology while promoting sustainable development. The main objectives of this task include:

- **Developing** a common research strategy aligned with the Sustainable Development Goals (SDGs), particularly SDGs 6, 7, 9, 11, 12, and 13, with additional emphasis on SDGs 5 and 4, which are those emphasized in the original application of the EULiST proposal.
- **Launching the EULiST Research and Innovation Academy (ERIA)**, featuring a Virtual Early-Career Researchers Centre to support young academics.
- **Facilitating collaborative** research projects among EULiST institutions and external stakeholders.
- **Enhancing the research rankings of EULiST institutions** through joint proposals, academic publications, and conferences.
- **Organizing “Research Fridays”** to promote interdisciplinary dialogue and knowledge exchange.

In this context, Task 4.1 has made substantial progress in establishing a solid research foundation within the alliance. One of the key milestones was the development and submission of a comprehensive Research Strategy, which aligns research efforts with global sustainability objectives. This strategy promotes collaboration among universities, ensuring that research in areas such as renewable energy, sustainable urbanization, and digital transformation with a social touch to make it useful, forward-thinking and impactful for the society.

A major achievement was the launch of the **EULiST Research and Innovation Academy (ERIA)**, which introduced a Virtual Early-Career Researchers Centre. This initiative provides young researchers with a platform to connect, exchange ideas, and collaborate on international projects, enhancing their access to funding and networking opportunities.

Additionally, collaborative research projects among **EULiST** partners have grown, with multiple proposals submitted to international funding bodies. The initiative has also actively expanded its network beyond **EULiST** members, strengthening its role in European research.

One of the most engaging activities has been “Fridays for Research”, a series of thematic events designed to encourage cross-disciplinary dialogue. These sessions have covered diverse topics such as renewable energy, climate change, bioengineering, material sciences, and smart cities, bringing together experts, researchers, and students. Moving forward, “Fridays for Research” will continue addressing cutting-edge themes, including digital trust, cybersecurity, and AI applications in sustainable industries, among others.

To enhance research mobility, Task 4.1 is working on establishing common guidelines for researcher exchange and mapping out laboratory facilities available across **EULiST** institutions. These efforts will ensure better resource sharing and collaboration among researchers.

With a strong foundation in place, Task 4.1 continues to drive interdisciplinary research within **EULiST**, setting the stage for further innovative and sustainable collaborations in the coming years.



Santiago Gómez Ruiz

Academic Director
for Promotion of the
International Research
of the Vice-rectorate for
Research, Innovation and
Transfer

Leader of the Task 4.2 “Synergies and R&I Infrastructure”

Task Group 4.2 (TG4.2) plays a crucial role within Work Package 4 of the EULiST initiative, focusing on research synergies and infrastructure management. The **main objective of this task is to enhance collaboration between universities by mapping existing research infrastructure, promoting researcher mobility, and ensuring accessibility to shared resources**. Over the past months, significant progress has been made in several key areas.

One of the most important achievements has been the **creation of a standardized inventory of research infrastructure across the alliance**. This effort involved collecting detailed information on the type, condition, availability, and location of equipment at each university. With contributions from all institutions, this database has now been fully incorporated into the SharePoint system of the alliance and **is being adapted to the PIDINST scheme** (*Persistent Identification of Instruments*), which provides a standardized approach to documenting research infrastructure. This alignment will allow for better tracking, management, and accessibility of research facilities across institutions. In addition, the task group has also worked on digital services. A comprehensive file documenting the digital tools and resources available at each university has been compiled and is now ready for consultation. Both resources will help facilitate collaboration by providing researchers with insights into available infrastructure and digital platforms that can support joint projects.

Another **major area of focus of the group has been safety and compliance in both research areas (labs) and research infrastructure**. Recognizing the importance of safety in shared facilities, TG4.2 has been collecting safety documentation from all universities. As part of this effort, the group aims to develop an inventory of safety rules and procedures applicable to different types of research infrastructure, equipment and central services. To ensure ongoing collaboration, **the task 4.2 team will create a specialized Safety Work Group of EULiST** and each university will be asked to join. This group will facilitate the exchange of safety-related documents, best practices, and training opportunities, among other things to be a visible platform for researchers of EULiST, which will be useful to make safer all the research exchanges within the alliance.

Beyond infrastructure and safety, **the group has been actively working to help the different working groups of WP4 to enhance researcher collaboration and mobility**.

A database of research teams is being developed to support research exchanges, joint projects, and collaboration opportunities and is one of the forthcoming objectives for this task working groups. Once completed, this database will serve as a valuable tool for fostering interdisciplinary research partnerships, potentially enabling knowledge exchange.

Looking ahead, **the group plans to continue refining the research infrastructure inventory to fully integrate the PIDINST scheme and establish thematic research clusters** based on available equipment and expertise enabling technicians and researchers working with XRD and similar technologies could form specialized clusters to encourage collaboration and resource sharing.

With these efforts in progress, the **TG4.2 team remains committed to strengthening research synergies, optimizing infrastructure use, and facilitating the mobility of researchers within the Alliance**.



**Brezo
Díaz-Caneja
Martínez**

*Vice-director of
Internationalization at EID*



**Gema
Díaz Gil**

*Academic Director for the
Promotion, Promotion and
Monitoring of Research*



**Inmaculada
Mora Jiménez**

*Academic Secretary of the
International Doctoral School*

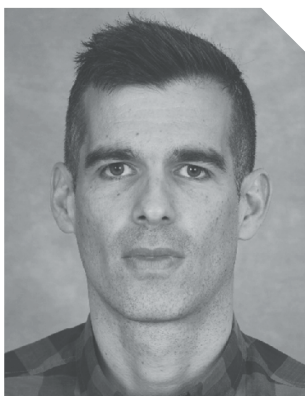
Task 4.3 “Early-Career Researchers Centre”

To create a virtual Early-Career Researchers Centre offering support structures that address the needs of both pre- and post-docs and facilitate transdisciplinary research.

The **Virtual Early Career Researchers Center** is a hub for resources and opportunities designed to support ECRs in their academic and professional development. It includes a training program with courses to build research skills and career development, information on grants for research mobility, a podcast series offering insights from researchers with international careers, and guidance on PhD co-tutelle agreements to promote international collaboration.

Among the activities and achievements developed within TG4.3 to date, it is included:

- **Kick-off of the EULiST Cotutelle Task Force:** Discussed a database on minimum legal requirements and prior university experiences.
- **Call for Aid for Attendance to Scientific Conferences and Mobility:** Announced by Rey Juan Carlos University for 2024, with a weighted score for attendance at EULiST-organized conferences.
- **Two International Conferences organized** by the Doctoral School on Internationalization at the PhD Level: on November 2023 and 2024.
- **Repository on Research Groups:** Created for hosting PhD candidates.
- **Course on Internationalization** of the PhD Research: Entitled “How to Internationalize Your Research: An Introduction,” conducted by Dr. Marcos Mendez on April 3 in hybrid mode (*URJC, and remotely*) at URJC.



**Raúl
Cabido
Valladolid**

*Academic Director of
Innovation and Transfer*

Task 4.4 “Research to Business Scheme”

The primary objective of this task is to establish a framework to identify and support the valorization of research results, with a strong focus on start-up creation. This includes cross-level training programs on entrepreneurship and innovation for students and researchers, best-practice sharing within **EULiST** and with associated partners, collaboration with industries and local innovation support bodies, the establishment and engagement of business experts, and initial discussions on intellectual property (*IP*) with higher education institutions (*HEIs*). The ultimate goal is to surface valorization and start-up ideas that will contribute to Task 5.2.

This task aims to produce two key outcomes:

1. Deliverable 4.3: Guidelines for the Creation of Spin-offs and Patents from Research Results (*October 2025*)

- ▶ A set of common guidelines for the creation of spin-offs and patents will be developed based on internal reports from each **EULiST** member.
- ▶ The final document will incorporate country-specific regulations on spin-offs and patents.

2. Capability to Identify Research Results within **EULiST**

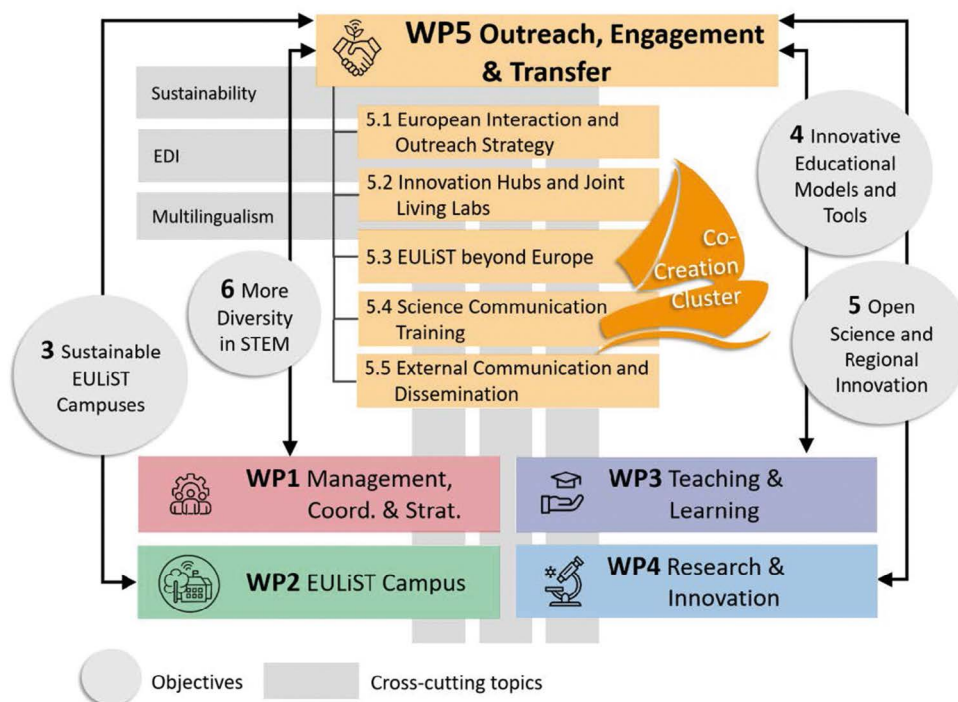
To achieve Deliverable 4.3, the following steps are being undertaken:

- ▶ Development of a Google questionnaire to collect relevant data.
- ▶ Organization of workshops based on the questionnaire results.
- ▶ Review of key literature and regulatory frameworks.

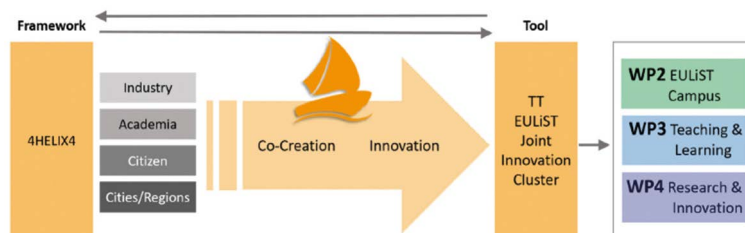
Achievements So Far:

- ▶ A first draft of the questionnaire has been completed and is currently under review by all participants.
- ▶ A glossary has been created to ensure consistency in terminology across all stakeholders.

WP5 – EULiST Outreach, Engagement and Transfer



Work Package 5 (**EULiST Outreach, Engagement and Transfer**) serves as the cornerstone of interaction between the EULiST Alliance, key stakeholders, and society, with the goal of rebuilding trust in science and technology. Its mission is to design and implement the **EULiST** European Interaction and Outreach Strategy, fostering a co-creation model in which researchers, policymakers, businesses, and citizens collaborate in the development of evidence-based policies. This group drives initiatives such as the **EULiST Office** in Brussels, the **EULiST Co-Creation Cluster**, and citizen science programs to integrate individuals without an academic background into scientific projects. It also promotes cooperation with regional stakeholders through Living Labs, Open Labs, and Innovation Hubs, reinforcing the role of universities as engines of innovation and sustainable development. Additionally, it prioritizes training in scientific communication to combat misinformation and enhance public perception of science. Together, these actions establish **EULiST** as a leading reference in knowledge transfer and in building a strong relationship between science and society.





Rosa María Mesa Vélez

Head of Unit of the
European Project Office

Task 5.1 “European Interaction and Outreach Strategy”

Task 5.1, European Interaction and Outreach Strategy, aims to enhance **EULiST’s presence** and influence at the European, local, and regional levels through a joint interaction strategy. A key component of this initiative is the establishment of a **EULiST Brussels Office**, which will serve as a hub for engagement with European institutions, policymakers, and stakeholders. This office will strengthen **EULiST’s role** in shaping research and education policies while ensuring its active participation in European decision-making processes. By fostering collaboration with regional and international partners, the strategy will amplify **EULiST’s voice** in critical policy discussions and initiatives.

Aligned with the mission of “Making Science Matter”, this task seeks to provide science-based policy advice to decision-makers and the wider public while promoting knowledge co-creation as a fundamental academic and institutional practice. By integrating scientific expertise into policymaking, **EULiST** aims to rebuild societal trust in technology and science, ensuring that evidence-based approaches drive innovation and governance. The strategy will encourage universities within the alliance to institutionalize collaborative research and knowledge-sharing, reinforcing the role of science in addressing societal challenges.

Although no formal deliverables or milestones have been completed to date, significant progress has been made toward achieving key performance indicators (*KPIs*) related to European interaction and outreach. Ongoing efforts include the organization of upcoming events featuring European Commission officials and Members of the European Parliament, aimed at presenting the **EULiST Alliance** and strengthening its visibility within European policymaking circles. Additionally, preparations are underway for a conference centered on the theme “Make Science Matter,” which will serve as a platform for promoting science-based policy advice and fostering dialogue between academia and decision-makers.

Furthermore, initial steps have been taken toward the establishment of a **EULiST Brussels Office**, a key strategic objective aimed at enhancing the Alliance’s engagement with European institutions. Collaboration with member institutions is currently in progress to explore the operational and logistical requirements necessary for setting up this office. This development represents a crucial step in institutionalizing **EULiST’s presence in Brussels**, thereby facilitating long-term interactions with policymakers, research organizations, and other stakeholders at the European level.



**Alfredo
García
Fernández**

*Academic Director
of the Technology
Support Centre (CAT)*

Task 5.2 “Innovation Hubs and Joint Living Labs in EULiST Regions”

The main objective of this group is to combine experiences, infrastructures, and know-how in the field of Innovation and **Research from the Universities** belonging to the alliance. The aim is to create a series of activities and initiatives to increase the number of EBTCs in the Universities, complement the training of researchers and students in the matter, and generate a proactive ecosystem in the field of Innovation, Research and Knowledge Transfer. Among these activities are the creation of a network with the resources of each member, and the organization of events with students in the field of innovation.

To current date, a series of in-person and virtual meetings have been held to get to know the different partners, share and identify strengths and weaknesses, and plan the initiatives to be developed in the coming year. It is planned to take advantage of the summer student week to organize some activities with students, as well as to attend events of interest in the field for all members.



Pablo T. Salvadores Alonso

Director of
Internationalization

Leader of the Task 5.3 “EULiST Beyond Europe”

The main objective of Task 5.3: **EULiST Beyond Europe** is to foster and strengthen cooperation beyond Europe using the Quadruple Helix (*4Helix4*) framework, which integrates academia, industry, government, and society. This approach aims to support joint research, technology transfer, and educational activities focused on global challenges aligned with **EULiST’s vision and mission**.

Key aspects of this task include:

- Expanding collaboration beyond Europe, particularly engaging with the Global South.
- Promoting common European values while respecting and working within diverse European and global cultures, languages, and disciplines.
- Encouraging cross-border and cross-sector partnerships to address grand challenges through a science-based knowledge co-creation culture.

One of the key achievements has been the realization of Deliverable 5.2, which consists of an interactive stakeholder database developed under the Quadruple Helix methodology, it will serve as a collaborative tool to support internships, digital learning, and partnerships. This database includes stakeholders from four categories:

- Academia (*universities, research institutions*).
- Industry (*companies, start-ups*).
- Government (*policy-makers, public institutions*).
- Society (*citizens, NGOs*).
- Current progress and highlights.

In line with one of the project’s Key Performance Indicators (KPIs), **EULiST** and the Beyond Europe partners are currently engaged in collaboration.

The major event organized by this Task will be the **First EULiST Global Conference**, which will take place this year 2025 from November 20, to Friday, November 21, hosted by Rey Juan Carlos University at its Aranjuez campus (*Madrid*), under the title “Co-creating Sustainable Solutions for Climate-Resilient Societies.” This conference aims to:

- Facilitate global knowledge exchange and collaboration.
- Strengthen partnerships between European and non-European institutions.
- Promote discussions on major challenges and global scientific cooperation.

The conference structure will be divided into two main blocks: parallel sessions to explore different areas in depth, as well as plenary sessions for joint discussions among all participants. The following topics are being considered:

- Knowledge Through Research.
- Industrial Partners as Vectors of Transformation.
- Cities Adaptation (*Urban Resilience And Climate Neutrality*).
- Information and Society.
- Pre-conference for doctorate students (*November 19*).

With the expectation that this gathering will be fruitful in expanding knowledge and fostering connections among attendees, the organization of a second **EULiST** Global Conference is being planned at the National Technical University of Athens (*NTUA*) in 2027, before the completion of the **EULiST** project.



**Carmen
García Galera**

*Director of the Scientific
Culture and Innovation
Unit*

Task 5.4 “Science Communication Training”

Our group focuses on Science Communication Training (Task 5.4) within the EULiST Outreach, Engagement, and Transfer Work Package (WP5). Our primary objective is to train scientists and students in effective science communication to enhance public trust in science, with a strong emphasis on Open Science and European values.

- Key contributions to **EULiST’s long-term** objectives include:
- Defining a Minimum Viable Skillset for science communication.
- Training trainers to expand expertise within the network.
- Establishing a professional network through a dedicated “Competence Centre”.
- Engaging with the **EULiST Alliance-building process** to strengthen institutional collaboration.
- Developing a standardized vocabulary for science communication across partner institutions.

Beyond these, the task also fosters community building, extended competencies within the consortium, and innovative training approaches, ensuring a sustainable impact beyond the project’s scope.

Among the activities and achievements developed within TG5.4 to date, it is included:

- Development of Deliverable D5.3 – Guidelines for Effective Science Communication
- A key focus of our task is the creation of evidence-based guidelines to support scientists and students in communicating science effectively. This deliverable (*due July 2025*) will serve as a reference document highlighting best practices, addressing existing gaps, and providing strategic recommendations for science communication.

The project is on track and in its development phase, with a focus on establishing synergies among different tasks and integrating localized efforts across partner universities. Key milestones include:

- Q1/2024: Development of the first working concept.
- Q2/2024: Organization of three Virtual Round Tables (VRTs) to facilitate discussions and gather insights.
- Q3/2024: Evaluation and optimization of the training framework.
- Q4/2024: Launch of the first broadcasts using the VRT format.
- Q1–Q2/2024: Establishment of EOSC (*European Open Science Cloud*) reference points at partner universities and engagement with the EOSC Association.

While the task is progressing as planned, some challenges have been identified:

- Staff recruitment difficulties (*mitigated through awareness-raising workshops*).
- Need for stronger synergies with other tasks (*addressed through increased communication efforts*).
- Demonstrating **EULiST’s added value** to academic communities (*managed through targeted information campaigns and awareness initiatives*).
- Despite these challenges, the project is expected to deliver results ahead of schedule and will actively contribute to **EULiST’s key performance indicators (KPIs)** by fostering external engagement and increasing demand for science-based advice.

By aligning training efforts with institutional priorities and engaging in continuous evaluation, Task 5.4 is well-positioned to strengthen science communication within the EULiST network and beyond.



**Juan Manuel
García Camús**

*Head of International
Alliances Service*



**Irene
Vega Barberán**

*Technical Coordinator of
the Scientific Culture and
Innovation Unit*

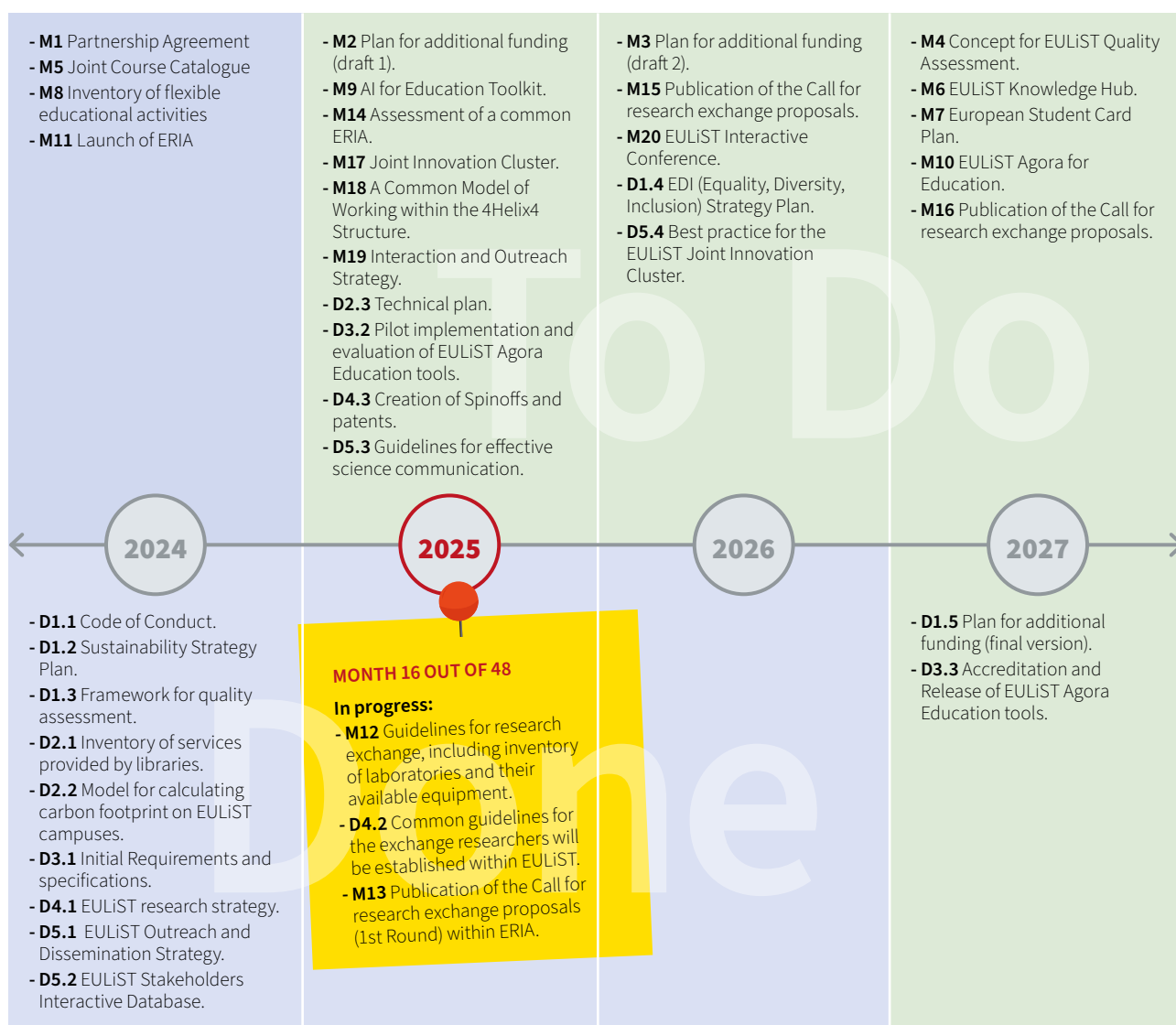
Leader of the Task 5.5 “External Communication and Dissemination”

The external communication and dissemination task focuses on developing and optimizing strategies to effectively communicate **EULiST’s vision and objectives** to a broad audience. Central to this effort is the establishment of a cohesive **EULiST** identity, which includes creating guidelines for the proper use of the logo and adapting it to various contexts to enhance its resonance and accessibility. These efforts aim to disseminate the **EULiST** narrative in a compelling and inclusive manner, targeting key audiences such as the general public, project beneficiaries, and other European Universities Alliances. By doing so, the task seeks to ensure alignment across communication channels, foster engagement, and reinforce the visibility of **EULiST** within the European higher education landscape.

The initial task of the group focused on defining and developing Deliverable 5.1, which entailed creating a comprehensive communication plan for the Alliance. This deliverable included a benchmarking analysis of the communication strategies employed by other university alliances, the integration of AI tools to enhance communication and dissemination, and a Social Media Study to refine outreach efforts. Concurrently, significant progress was made in defining the Alliance’s branding, including the development of guidelines for logo usage and its adaptation to comply with European regulations. The group actively participated in EAIE 2024, Europe’s premier education fair, to enhance **EULiST’s visibility and engagement**. Additionally, efforts contributed to Deliverable D5.2, the **EULiST** Stakeholders Interactive Database, which maps external stakeholders and associated partners across the regions where **EULiST** operates. Data collection for this initiative was structured around the Quadruple Helix model (*4Helix4 Framework Structure*), identifying four key actors within the innovation ecosystem: Academia, Policy, Industry, and Society.

EULiST Project Current Advances

As the EULiST project advances, several significant deliverables and milestones are being achieved, underscoring the project's commitment to enhancing cooperation among European universities.



Overview of Achieved and Pending Deliverables & Milestones

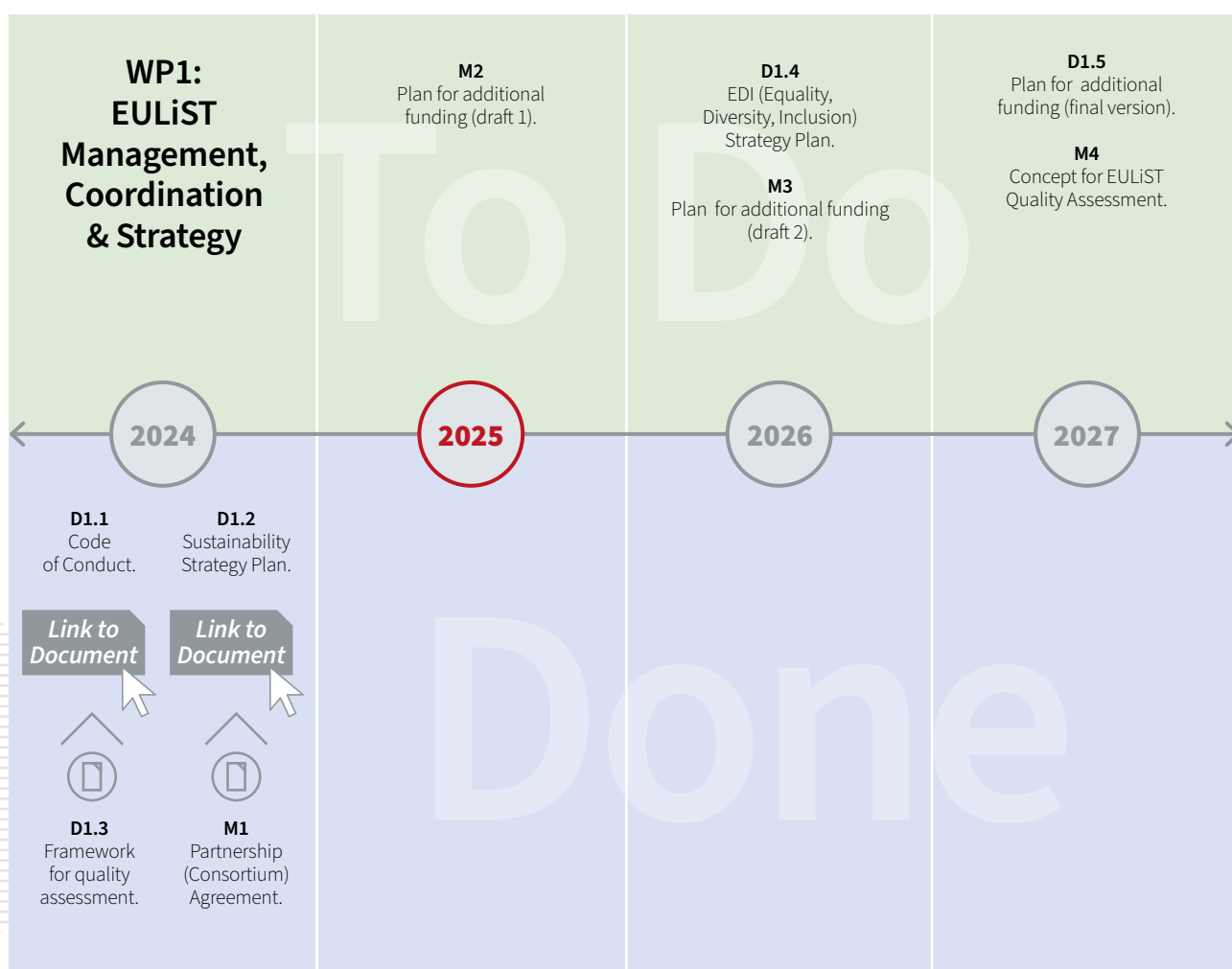
The EULiST project is composed of five work packages:

WP1: EULiST Management, Coordination & Strategy

These accomplishments include the development of a comprehensive Code of Conduct (D1.1), which sets the ethical and operational standards for all participating institutions. This foundational document ensures that all members adhere to common principles, promoting integrity and transparency across the EULiST Alliance.

Another noteworthy milestone is the **EULiST Sustainability Strategy Plan** (D1.2), which outlines the long-term vision for sustainable practices within the Alliance. This strategic plan aims to integrate sustainability into all aspects of the project, from research and education to community engagement, thereby fostering a culture of environmental responsibility and social equity among the member universities.

These deliverables not only represent concrete steps forward but also highlight the collaborative spirit and shared goals of the **EULiST** members as they work towards a more integrated and sustainable future for European higher education.

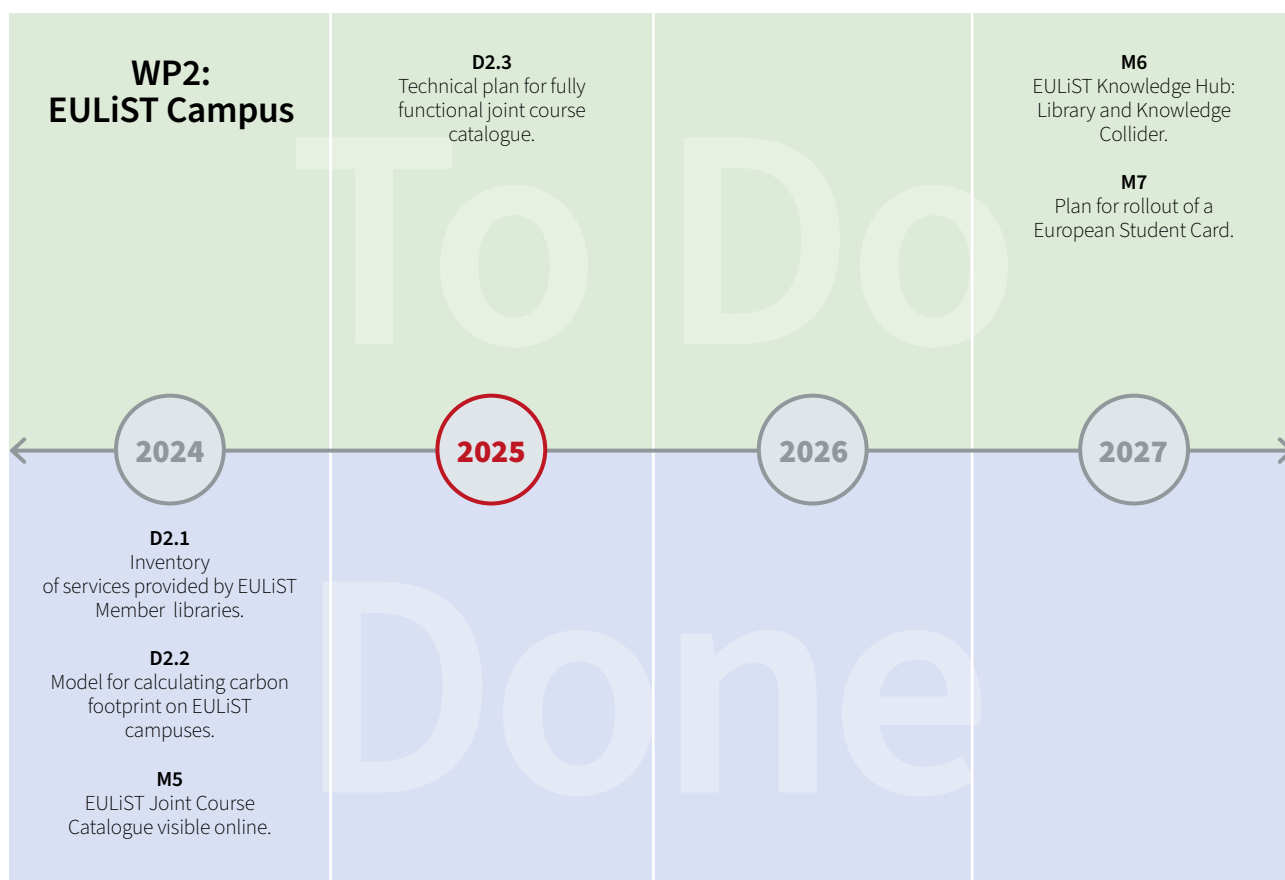


Overview of Achieved and Pending WP1 Deliverables & Milestones.

WP2: EULiST Campus

The primary goal of **Work Package 2 “EULiST Campus”** is to develop infrastructure and conduct activities that facilitate collaboration between EULiST stakeholders, including students, administrative and academic staff as well as the wider community.

The **EULiST** Digital Knowledge Hub (M6) is a new kind of innovative library for Open Data and Science to facilitate high-quality research, education, and training by providing and supporting equal, effective, and quality-driven access to infrastructures for research and innovation. As a unique digital arena, it will embrace information, share knowledge, resources and innovations and make reliable information accessible for the **EULiST** Community within an easy-to-use digital platform: the EULiST Digital Campus.

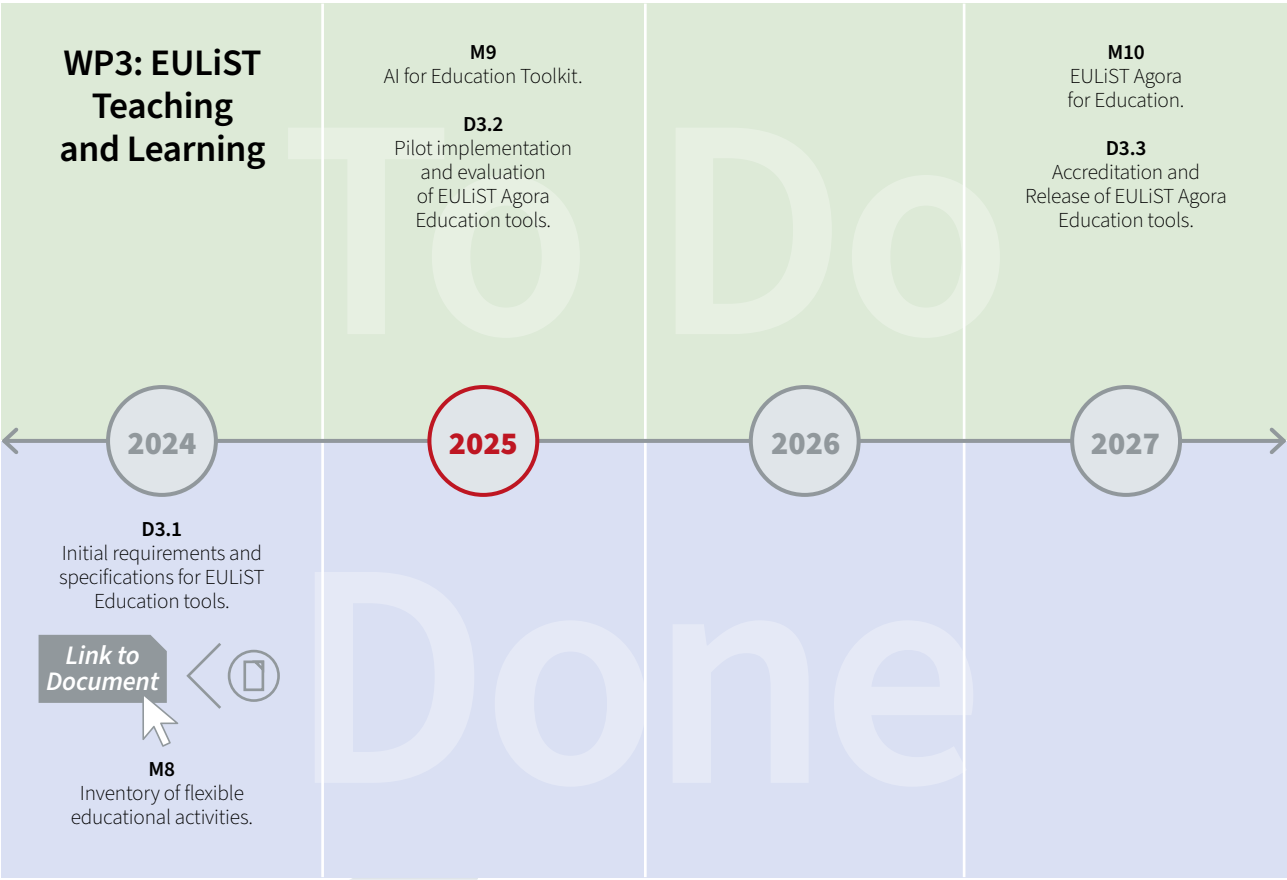


Overview of Achieved and Pending WP2 Deliverables & Milestones.

WP3: Teaching & Learning

The **EULiST Agora for Education (D3.2 + D3.3)** is the flagship and umbrella for the manifold activities in this core field of teaching, learning and life-long learning. Linked to the Digital Campus, it will enable the trusted and permanent access to tailored knowledge, expertise, technology and infrastructure for all **EULiST** Members.

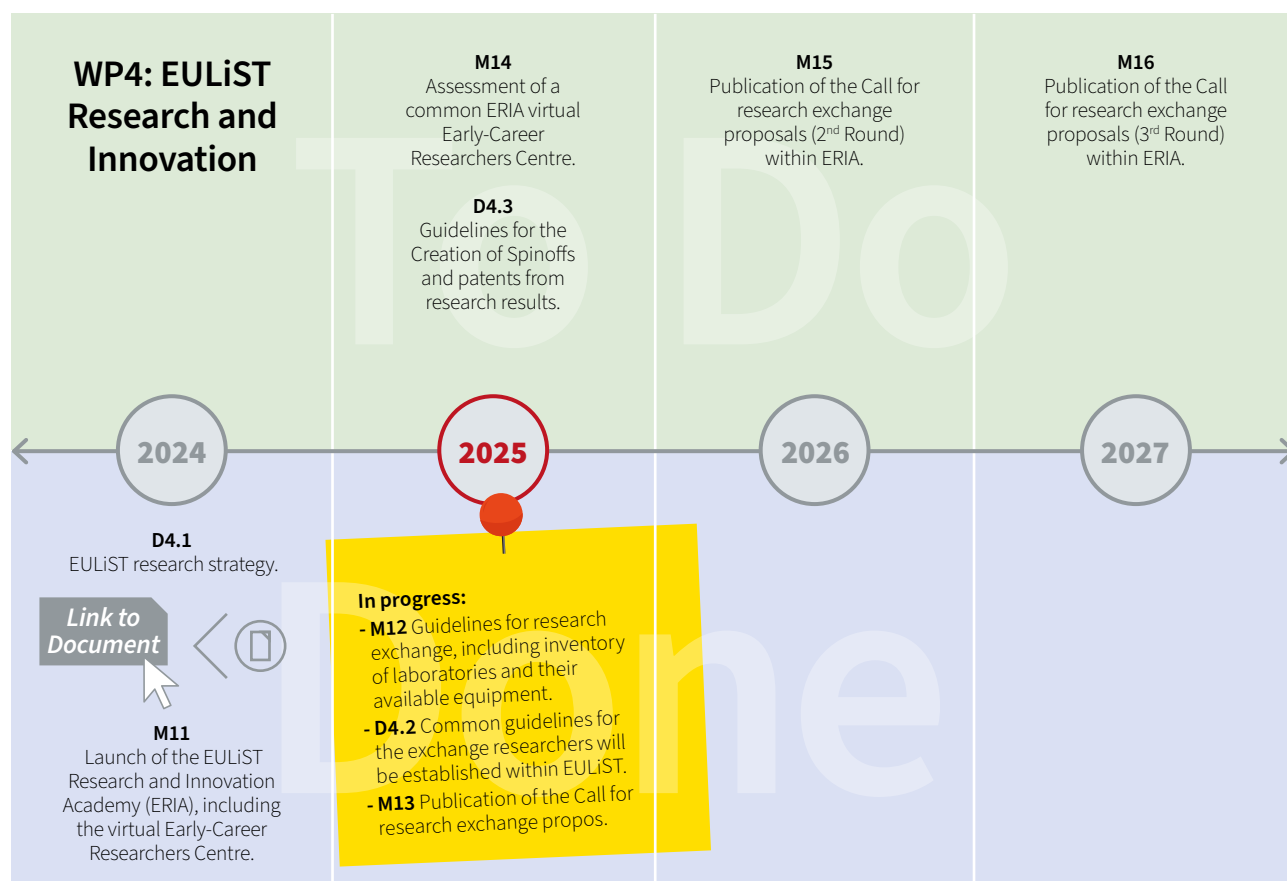
Initial accomplishments include the collection of the initial requirements and specifications for EULiST Education tools (D3.1.) which consist of the identification of the education areas and classes of common interest, and expertise in challenge- and research-based pedagogical approaches across **EULiST**.



Overview of Achieved and Pending WP3 Deliverables & Milestones.

WP4: Research & Innovation

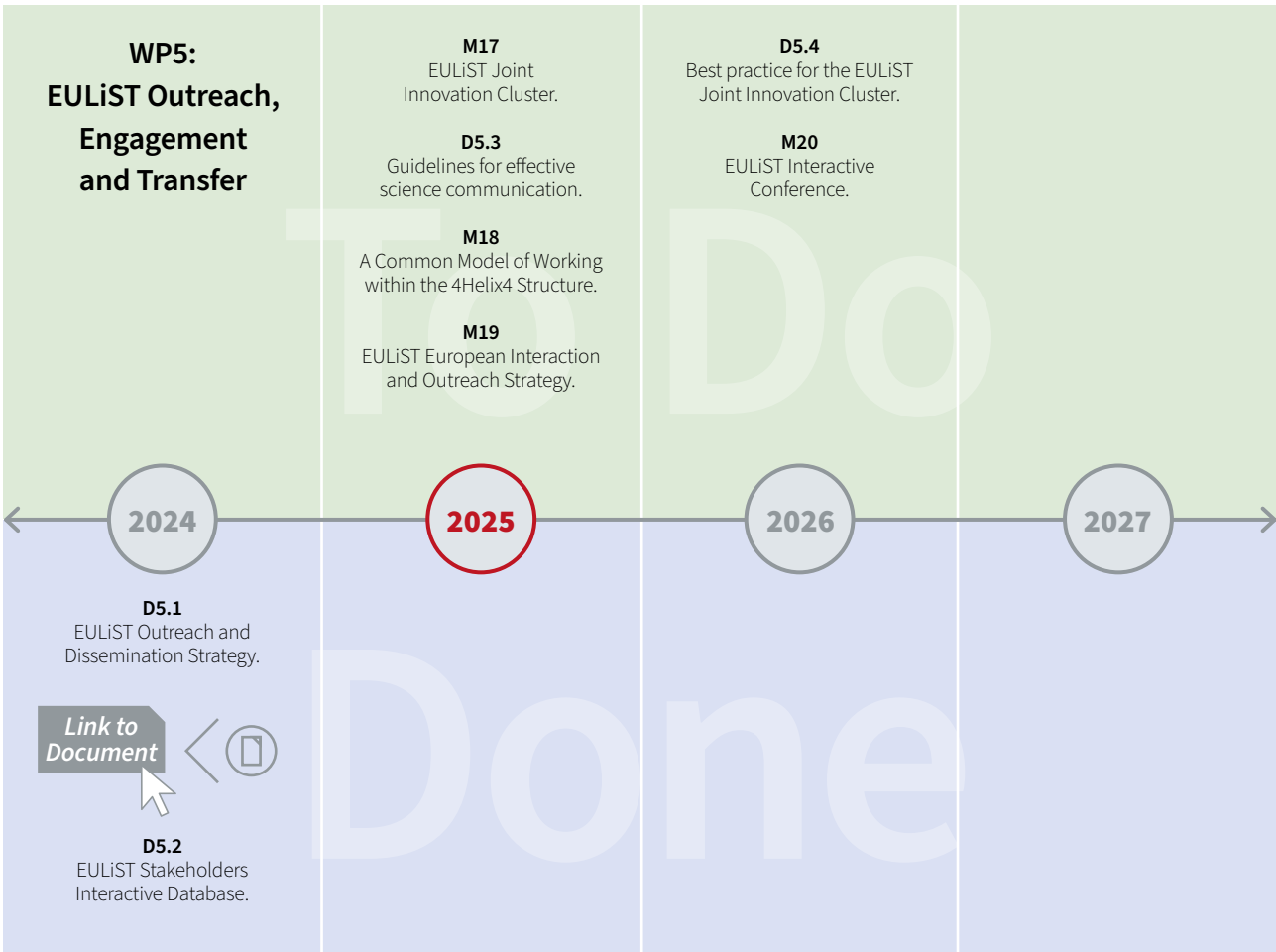
The goal of Work Package 4 “EULiST Research & Innovation” is to evaluate and align the research focus areas and expertise of each EULiST Member and establish synergies for creating a solid basis for joint scientific excellence. The **EULiST** Research and Innovation Academy (ERIA) will form an overarching institution with the aim of realising these objectives, by facilitating the sharing of expertise among **EULiST** members and acting as the interface between the universities and local and regional stakeholders (D4.1).



Overview of Achieved and Pending WP4 Deliverables & Milestones.


WP5: Outreach, Engagement and Transfer

Work Package 5 “EULiST Outreach, Engagement & Transfer” bundles all activities between the Alliance, various stakeholders and the general public. Hence, outreach is truly the voice and arms of **EULiST** in establishing societal trust in technology. Some achievements already reached by this WP5 include the creation of the **EULiST** Outreach and Dissemination Strategy (D5.1) and the initial steps for the development of the **EULiST** Stakeholders Interactive Database (D5.2).





Overview of Achieved and Pending WP5 Deliverables & Milestones.


The summary of publicly available deliverables so far within the EULiST project are available in the following table.


Work Package No.	Deliverable Related No.	Deliverable Name	Lead Beneficiary	Dissemination Level	QR
WP1	D1.1	Code of Conduct	LUH	Public	Link to Document 
	D1.2	EULiST Sustainability Strategy Plan		Public	Link to Document 
	D1.3	Framework for quality assessment		Sensitive	
WP2	D2.1	Inventory of Services Provided by EULiST Member Libraries	JU	Sensitive	
WP3	D3.1	Initial Requirements and Specifications for EULiST Education Tools	TUW	Public	Link to Document 
WP4	D4.1	EULiST Research Strategy	NTUA	Public	Link to Document 
WP5	D5.1	Outreach and Dissemination Strategy	URJC*	Public	Link to Document 
	D5.2	EULiST Stakeholders' Interactive Database		Sensitive	

*As part of the Deliverable D5.1, other associated documents were also elaborated:

[Link to Document](#) 
5.1.1: Social Media Study

[Link to Document](#) 
5.1.2: Comparative Benchmarking Study

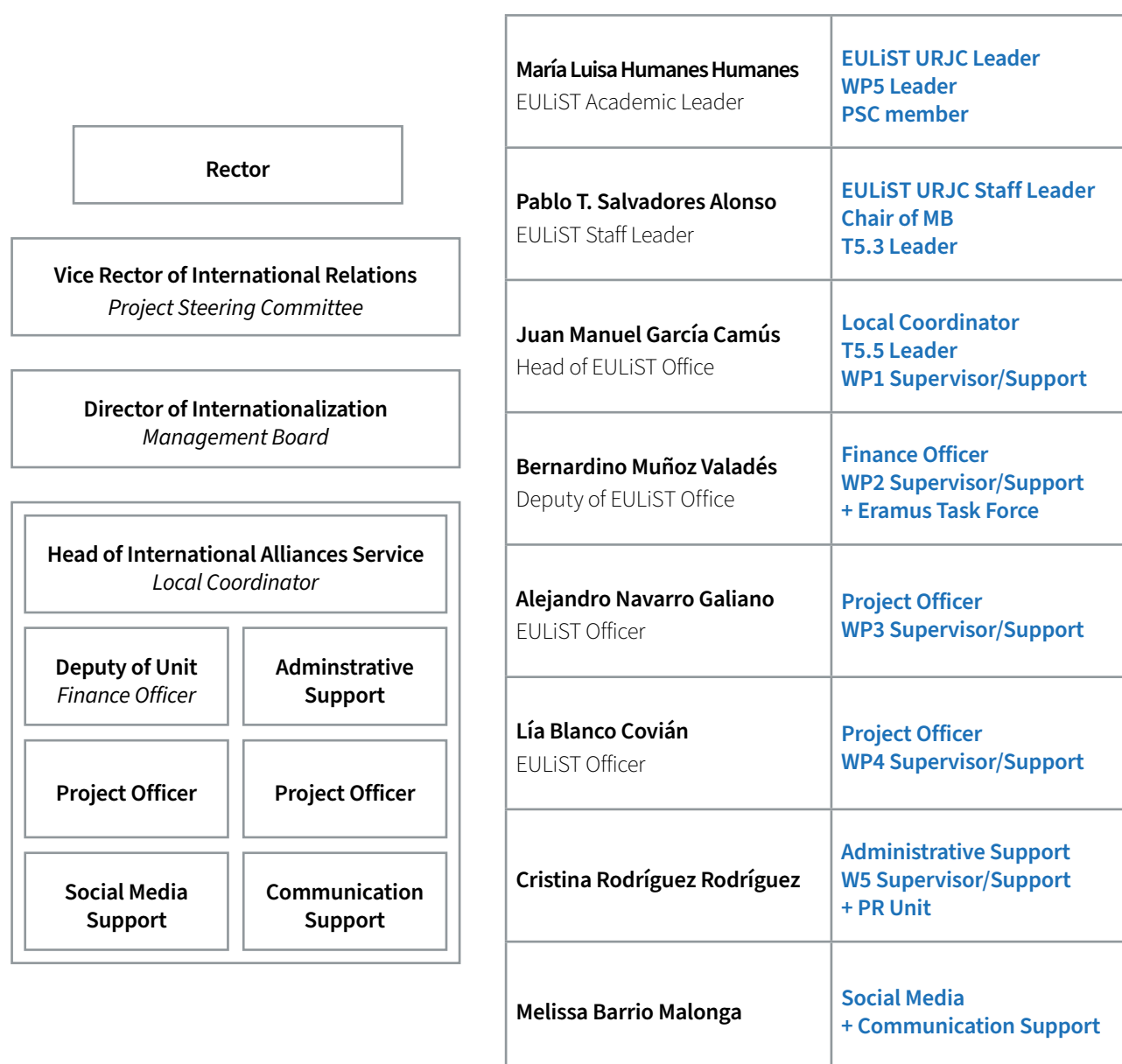
[Link to Document](#) 
5.1.3: AI & Content Creation for communication

[Link to Document](#) 
5.1.4: Communication Plan

Service of International Alliances- EULiST Office at URJC

The **EULiST Office at Rey Juan Carlos University (URJC)** is part of the Service of International Alliances, a unit led by Juan Manuel García Camús within the Internationalization Area. This Office oversees the activities of URJC within the EULiST project and Alliance. Its mission is to ensure clear communication between all parties and obtain traceability of actions and activities from all Work Packages (WPs) and Task Groups (TGs) in which URJC participates. **The EULiST Office at URJC** is also on charge of retaining the documentation and metrics for project execution, ensuring **EULiST** project results are delivered on time and securing proper management of the project budget allocated for the **Rey Juan Carlos University**.

The **EULiST Office** is structured as it follows:





María Luisa Humanes Humanes

EULiST Academic Leader

María Luisa acts as the EULiST Academic Leader towards the URJC. She is WP5 Leader and member of the Project Steering Committee (PSC) representing URJC, as she is the Vice Rector of International Relations at URJC.



Pablo T. Salvadores Alonso

EULiST Staff Leader

Pablo acts as the EULiST Staff Leader towards the URJC. He is Chair of the EULiST Management Board representing URJC, as he is the Director of Internationalization at URJC. Pablo is also the Leader of Task Group 5.3.



Juan Manuel García Camús

EULiST Local Coordinator

Juanma is the Head of the International Alliances Service and EULiST Local Coordinator at URJC. He holds a PhD in Statistics and Operational Research. He is in charge of the supervision of the activities of WP1 “EULiST Management, Coordination & Strategy” developed by URJC, and also the Leader of Task Group 5.5.



Bernardino Muñoz Valadés

Deputy of EULiST Office and Finance Officer

Bernardino is the EULiST Officer at URJC in charge of the supervision of the activities of WP2 “EULiST Campus”. He also takes an active part in the Erasmus Task Force and Finance Team.



Alejandro Navarro Galiano

EULiST Officer

Alejandro is the EULiST Officer at URJC overseeing the activities of WP3 “EULiST Teaching & Learning”. He holds a PhD in Biochemistry and Plant Molecular Genetics, as well as experience on Project Management and coordination of Tax Credit Relief for the R&D activities generated.



Lucía “Lía” Blanco Covián

EULiST Officer

Lía is the EULiST Officer at URJC in charge of the supervision of the activities of WP4 “EULiST Research & Innovation”. She is a PhD in Analytical Chemistry with a solid background in Research and Development, as well as managing national and European projects.



Cristina Rodríguez Rodríguez

EULiST Administrative Support

Cristina is the person in charge of supervising the activities developed by URJC of WP5 “EULiST Outreach, Engagement and Transfer” at the EULiST Office of URJC. She also represents the University in the PR Unit and supports the Chair of the EULiST Management Board.



Melissa Barrio Malonga

EULiST Social Media, Management and Communication Support

Melissa is granted with an internship in the EULiST Office. She is currently studying a Master’s degree in Intercultural and Business Communication between China and Europe at URJC. She is supporting management, communication and public relations tasks of EULiST Office at URJC, focusing on strengthening communication strategies and fostering engagement across various platforms.

Events Held Within the Alliance

EULiST General Assemblies

EULiST 1ST GENERAL ASSEMBLY (MADRID, 2021)

The first EULiST General Assembly took place in Madrid between October 19th to 21st, 2022. The different meetings of the Presidents' Board, the Management Board and the Coordination Office were hosted by **Rey Juan Carlos University (URJC)**.

EULiST was born just the previous year with the aim of building a university of universities at European level, an initiative that goes far beyond Erasmus. The goal is to achieve total mobility of students, teaching and research staff, administrative and service staff, making it possible, among other things, for a student to start his or her degree in, e.g., Madrid, continue it in Hannover and finish it in Bratislava. This undoubtedly contributes to greater European integration from the point of view of Higher Education, to which the **URJC is fully committed**.

More than thirty representatives from all ten partner Universities, participated in the discussions, including Rectors and Vice Rectors, evidencing thus the high degree of commitment among the institutions already working as an alliance to build a European Alliance with the motto **“Our present, your future”**.





Standing, from left to right: Ladislav Janíček (BUT), Jari Härmäläinen (LUT), Javier Ramos (URJC), Kurt Matyas (TUW), Agneta Marell (JU), Bruno Rubino (UnivAQ), Andreas Boudouvis (NTUA). Seated, from left to right: Odile Gauthier (IMT), Volker Epping (LUH).

Students and EULiST representatives of the Presidents' Board and Management Board were asked about several aspects of EULiST.

EULiST Students

Q1 What is your idea of a European University?

[Link to the answer](#)



[Check the answer here!](#)



Javier Ramos López

Rector URJC (Spain)

Q1 What is EULiST?

Q2 What is EULiST's mission?

Q3 What does Rey Juan Carlos University bring to EULiST?

Q4 How do you see Rey Juan Carlos University in the future, as part of the EULiST Alliance?

[Link to the answer](#)



[Check the answer here!](#)



María Luisa Humanes Humanes

Vice Rector for International Relations at URJC (Spain)

- Q1** You are a full professor in the area of journalism and corporate communications. As a communications professional, what role does external communication and dissemination of this project play?
- Q2** One of the main activities developed is “Global South”. What does it consist of, what is the main role of the URJC in this activity and what benefits does it bring to EULiST?

[Link to the answer](#)



[Check the answer here!](#)



Ladislav Janíček

Rector BUT (Czech Republic)

- Q1** Why did you decide to include your university in the EULiST Alliance?
- Q2** What does your institution bring to the Alliance?

[Link to the answer](#)



[Check the answer here!](#)



Juha-Matti Saksa

Rector LUT (Finland)

- Q1** EULiST’s mission is to train “professionals of the future” and focus on problems in society such as climate change. How important is climate change within EULiST?
- Q2** What role do SDGs (Sustainable Development Goals) play in EULiST? Are SDGs important within EULiST?

[Link to the answer](#)



[Check the answer here!](#)



Jari Hämäläinen

Vice-rector for Research and Innovation at LUT (Finland)

- Q1** What is EULiST? Please define it in 30 seconds.
- Q2** What is EULiST's main medium-term goal and what action must be taken to meet this goal?

[Link to the answer](#)



[Check the answer here!](#)



Christina von Haaren

Vice President International Relations and Sustainability of LUH (Germany)

- Q1** How many people are involved in the EULiST project? What is the most beneficial part of this teamwork?
- Q2** What will EULiST be in the future, "University of Universities"?

[Link to the answer](#)



[Check the answer here!](#)



Bruno Rubino

Vice Rector for International Affairs at UnivAQ (Italy)

- Q1** What benefits does being part of EULiST have for UnivAQ?
- Q2** What challenges does meeting EULiST's goals present to your institution?

[Link to the answer](#)



[Check the answer here!](#)



Ľubica Vitková

Vice Rector for International Relations at STU (Slovakia)

- Q1** What benefit does your institution, the professors, the staff and the students expect from being part of EULiST?
- Q2** What is MAKE SCIENCE MATTER? What does it consist of and what is its main goal?

[Link to the answer](#)



Check the answer here!



Odile Gauthier

President IMT (France)

- Q1** Why did you decide to join the EULiST Alliance?
- Q2** Institut Mines-Télécom has vast experience in technology transfer activities with companies. How relevant is this role in “universities of the future” within EULiST?

[Link to the answer](#)



Check the answer here!



Andreas Boudouvis

Rector NTUA (Greece)

- Q1** As head of a technical university, what must professionals of the future be like, what comprehensive education must they have and how can EULiST support this education?
- Q2** What role will professors play within EULiST?

[Link to the answer](#)



Check the answer here!



Volker Epping

President LUH (Germany)

- Q1** Why is EULiST important?
- Q2** How did the idea for EULiST come about?

[Link to the answer](#)



[Check the answer here!](#)



Kurt Matyas

Vice Rector for Academic Affairs of TUW (Austria)

- Q1** What action will EULiST take to encourage and boost the number of women in STEM?
- Q2** One of the goals is the co-creation of curricula with stakeholders outside the academic environment. What does this mean?

[Link to the answer](#)



[Check the answer here!](#)



Agneta Marell

President JU (Sweden)

- Q1** What role will students play within EULiST?
- Q2** What challenges does being part of EULiST present to your university (JU)?

[Link to the answer](#)



[Check the answer here!](#)

EULiST 2ND GENERAL ASSEMBLY (ATHENS, 2023)

The 2nd General Assembly of EULiST, organised by NTUA (National Technical University of Athens) in Athens, was held on June 26th and 27th, 2023.

The committed and enthusiastic cooperation among the **EULiST** Members was evidenced by the sixty-five representatives from all ten universities who participated in the **EULiST General Assembly**, including the Rectors and Vice Rectors, Professors, Administrative Staff, and Students.

During the first working day, the General Assembly included meetings of the **Governing Board, Management Board, Coordination Office and Student Board**. In particular, in the Governing Board participated Prof. Volker Epping (LUH President), Prof. Andreas Boudouvis (NTUA Rector), Prof. Juha-Matti Saksa (LUT Rector), Prof. Agneta Marell (JU President), Frédérique Vincent (IMT Vice President), Prof. Ladislav Janíček (BUT Rector), Prof. Oliver Moravčík (STU Rector), Prof. Jens Schneider (TUW designated Rector), Prof. Javier Ramos (URJC Rector), Prof. Maria Benedetta Mattei (UnivAQ Vice Rector).

The **URJC delegation** was led by his Rector, Prof. Javier Ramos; together with the Vice Rector for International Relations, Professor María Luisa Humanes Humanes; the Director of Internationalization, Pablo T. Salvadores Alonso; the Local Coordinator of **EULiST** at the URJC, Juan Manuel García Camús; as well as the two representatives of the University in its Social Council, Paula Mané García and Óscar Regina Costilla-Legaz.

An Open session with the title “**EULiST towards linking Society and Technology**” was held on Monday June 26th afternoon, also livestreaming, where the **EULiST** strategy was presented, combined with focus presentations on the sustainable campus and the transfer of innovation in education and research. The key-note speech on the European Universities Initiative was presented by Mr Jacques Comby, advisor at the French Ministry of Higher Education, Research and Innovation. The **EULiST** Blended Intensive Program “**Monitoring clean energy in the EULiST Universities**”, organised by NTUA in the framework of the General Assembly in cooperation with **six EULiST Universities**, was enthusiastically presented by its students.



@ Photo credited to Paterahi Nihi

During the second working day, within the **General Assembly**, the critical role of students in strengthening the societal engagement across the universities of the **Alliance** was highlighted. The need for integration of **EULiST** in the academic activity of each partner University was emphasised. In addition, it was pointed that while **EULiST** has been designed and organised in a bottom-up approach, the activities planned for the next funded steps, now reflect the overall strategy, and common procedures, platforms and recognition developed among the ten universities.

The **General Assembly** was held at Zografou Campus, and it included separate hybrid meetings of WPs, a fascinating cultural Sunday Walk in the historic centre of Athens, two lively social dinners and an engaging visit to selected NTUA laboratories and the Central Library.

This **2nd General Assembly** provided a platform for sharing ideas, discussing strategies, and fostering cooperation among the member universities. It's through such initiatives that progress is made in the academic community, and our continued work will lead us to even greater achievements in the future.

It is worth mentioning the important role students have played in this General Assembly by constituting not only the **Student Board**, with representatives of the universities that make up the **EULiST** University Alliance, but also by being part of the different structures and governing bodies of EULiST. **EULiST** is for and by the students, and they must be part of the governance of the alliance by helping to draw the guidelines to be developed in the future.



@ Photo credited to Paterahi Nihi

[Link to document](#)



[Agenda of 2nd EULiST General Assembly](#)

[Link to Summary](#)



[Summary of 2nd EULiST General Assembly](#)

[Link to Document](#)



[Agenda of Open Session](#)

[Link to Session](#)



[Open Session Live Stream](#)



@ Photo credited to Paterahi Nihi

EULiST 3RD GENERAL ASSEMBLY (BRNO, 2024)

The **3rd General Assembly of the EULiST Alliance** was held from May 22nd to 24th in Brno (Czech Republic), hosted by the Brno University of Technology (BUT).

The agenda of the **3rd General Assembly** included defining the roles of various boards within the project and the Alliance. Additionally, the Concept Paper of the PR Unit and its responsibilities were discussed. Final preparations for the **EULiST Student Conference**, scheduled for June 30th to July 4th in Vienna, which hosted over 200 students from different Alliance universities, were also outlined.

The five main conclusions presented at the Assembly were:

- 1. Enhancing Local Community Services:** After three years of collaboration, the Alliance confirms its belief that **EULiST** will improve the services each university provides to their local communities. The efforts of faculty, staff, and students in supporting **EULiST** are highly appreciated.
- 2. Acknowledgement of Efforts and Achievements:** Special thanks were given to Leibniz Universität Hannover for successfully leading the Alliance to a significant milestone-becoming a registered European University. Although the Alliance has achieved some principal activities with project and seed funding, there is much broader potential to be utilized.
- 3. Reaffirming Mission and Vision:** The Alliance needs to refocus on its mission and vision, reflecting on its purpose and expectations. There is a need to define and sharpen the mission, vision, and identity of **EULiST** and pragmatically implement these in the universities.
- 4. Focusing Priorities:** The **EULiST** program should be condensed and focused to prioritize key performance indicators (KPIs), goals, and activities. This should align with the universities' priorities and strategic goals, focusing on the real needs of students and faculty staff.
- 5. Strengthening Cooperation:** A stronger Alliance requires enhanced cooperation among partners. Each partner's expertise and strengths should be mapped and pooled to empower the Alliance and its members. The Alliance should become a reference point and assist in decision-making.



The Assembly included three important votes:

- **Constitution of Advisory Boards:** Advisory Boards were formally constituted.
- **Election of New Chair:** The new chair of the Governing Board is Professor Ladislav Janíček, Rector of BUT, succeeding President Volker Epping. Professor Janíček will be assisted as co-chair by Professor Juha-Matti Saksa, Rector of LUT.
- **Rotation of Management Board Chair:** Pablo T. Salvadores Alonso from URJC replaced Jari Hämäläinen (LUT) as the new chair of the Management Board. Pablo T. Salvadores Alonso will be assisted as co-chair by Thanasis Zisis (NTUA).

The 3rd General Assembly was deemed a success due to the agreements reached, meetings held, and the dynamic networking activities facilitated by social events. It marked a significant progress in the collaboration and strategic direction of the member universities, aiming to enhance their collective impact and achieve a shared goal.







Staff Week

EULIST STAFF WEEK (BRATISLAVA, 2023)

EULIST Staff Week was hosted by the Slovak University of Technology in Bratislava (BUT, Czech Republic) from October 16th to 20th, 2023. The aim of the meeting with more than fifty representatives of the ten member universities was to agree on a common basis for the newly adopted alliance within the **European University Initiative**. **EULIST** Staff Week was held as a Blended Intensive Program funded by Erasmus+.

From URJC, Pablo T. Salvadores Alonso, as the Director of Internationalization; Santiago Gómez Ruíz, the Academic Director of Innovation; Juan Manuel García Camús, as the **EULIST** Local Coordinator at URJC; as well as Regina Costilla-Legaz, as member of the **EULIST Student Board**.

The **EULIST Staff Week** started on Monday afternoon at the rectorate of STU, where the Vice Rector for Propagation and Foreign Affairs Ľubica Vitková welcomed the participants and introduced the university. **EULIST** Central Coordinator Markus Auditor and Local Coordinator STU Natália Gurská presented the week's program with plenary and task group meetings and provided organisational information. In the following discussion, the representatives of the **EULIST** member universities could get to know each other through motivated exchange and Welcome Dinner.

Tuesday started with a keynote “**Outlining a compass for EULIST: The II Forum of European University Alliances in Barcelona**”, which was presented by Pablo T. Salvadores Alonso and Juan Manuel García Camús from Rey Juan Carlos University. Additionally, Tuesday was dedicated to a “Word Café” work session where all the participants started the discussion on strategic questions regarding KPI management, common working culture and task members' competencies.

An essential participation at the **Staff Week** was that of the **EULIST** Student Board. In several sessions delegates of six member universities had the chance to work on ideas of importance to students. Questions like “**what would make EULIST a success in four years**” or what marks European students were discussed. Based upon this a roadmap was developed outlining future events and activities. The findings of were then presented in a plenum on Wednesday. Besides the productive sessions delegates had the chance to interact with personnel from member universities, consequently opening new channels. events to enhance branding, and activities to ensure mobility and safety, and secure flexibility in Education.



The majority of work package sessions with meetings focusing on Tasks implementation took place on Wednesday. The twin need for promotion of the mobility and the support of students and staff was highlighted within the T2.5 Academic Support Centre. T2.1 Digital Campus will need input from WP3 and guide WP3 across to technologies with emphasis on T3.3 AI tools. WP4 highlighted the advancement of the T4.3 Early Career Researchers Centre and the implementation of the T4.1. ERIA strategy to involve the fourth helix through Living Labs. WP5 has set the steps towards the elaboration of the T5.1 Outreach strategy and the T5.5 Communication strategy, as well as the T5.3 strategic priorities beyond Europe.

On Thursday we had the pleasure to welcome guests from **ENLIGHT Alliance** (Comenius University Bratislava) and talked about: “Ingredients for an effective implementation of our proposal - Learning from another EU project” with Viktor Svetský, Silvia Hlavinková, and Kateryna Yakovenko.

EULIST Staff Week held its Closing ceremony on Friday noon where the resolutions from week’s working sessions were summarised.

The **Alliance** members were represented by vice rectors, managers, professors, researchers, administrative staff and students. The **Staff Week** was directed to establish common frameworks within the Alliance and working groups. The content focused on a common and mutual understanding of the objectives and working relationships within the partner universities. This was linked to a common understanding of roles, responsibilities and governance structure. By the end of the week, Alliance representatives had pinpointed tangible goals and a plan to achieve the milestones and deliverables that are set for the first year of the **EULIST** project phase.





EULIST STAFF WEEK (MADRID, 2024)



The ISW aimed to bring colleagues together to bond and meet mutual goals, since relationships are key to a thriving **European University**. The ISW included visits to URJC Rectorate and selected laboratories from Aranjuez, Fuenlabrada, and Móstoles URJC campuses, as well as a presentation of AI implemented in the processes and services at URJC.

The ISW also included plenary and parallel sessions among various **EULIST** bodies and teams, to present the **EULIST** Communication Plan, and to discuss issues of **EULIST** like the Governing Board meeting in March and General Assembly in May 2024. A presentation by invited international partners of URJC was also included to highlight the importance of an internationalization strategy for European universities linking society and technology.

Social events of the ISW included among others, a walking tour around **Madrid** and visits to **Aranjuez Royal Palace** and **Museo del Prado**.







[Link to Summary](#)



*Summary of EULiST
International Staff Week
(Madrid 2024)*

[Link to Workshops](#)



*Workshops at EULiST
International Staff Week
(Madrid 2024)*



Collaboration Networks with other Alliances

UEUE: GROUP OF SPANISH UNIVERSITIES IN EUROPEAN UNIVERSITIES

In a meeting held at the Autonomous University of Madrid (UAM) on October 1st, 2024, the Spanish Universities in European Universities (UEUE) was formally established as a group.

Originating as an informal group coordinated by the University of Barcelona (UB), the UEUE Group has grown from eleven Spanish universities in 2019 to fifty-five Spanish universities by 2024. This growth required the establishment of governance and operating rules to more effectively achieve the group's objectives. Rey Juan Carlos University (URJC), as a member of the EULIST Alliance, participates with Pablo T. Salvadores Alonso being a member of the Executive Board of the Group UEUE.

UEUE Group is structured in five task groups:

- **“European Title”**: coordinated by Arantxa Mota from Polytechnic University of Madrid (UPM), member of the EELISA Alliance.
- **“Microcredentials”**: coordinated by Oscar Jané from the Autonomous University of Barcelona (UAB), member of the ECIU Alliance.
- **“Attractive Careers”**: coordinated by José Ignacio Jimenez from the University of Jaén (UJA), member of the NEOLAiA Alliance.
- **“Legal Entity”**: coordinated by Francisco Beltrán from the University of Zaragoza (UNIZAR), member of the UNITA Alliance.
- **“Financing”**: coordinated by Javier Sánchez from the Complutense University of Madrid (UCM), member of the UNA Europa Alliance.

The UEUE Group's mission is to cultivate a cooperative environment for sharing knowledge, experiences, and good practices among Spanish universities in European universities alliances, and other higher education institutions. It plans to collaborate not only with its member universities but also with other higher education institutions, the Ministry of Science, Innovation and Universities, the Conference of Rectors of Spanish Universities (CRUE), the National Agency for Evaluation and Accreditation (ANECA), and the Spanish Service for the Internationalization of Education (SEPIE).

Additionally, the goal of UEUE is to serve as a national liaison with the sixty-four partnerships of the FOREU4ALL project, addressing the challenges faced by the Spanish university system within the European context.



FOREU4ALL PROJECT



In a significant step towards realising the full transformational potential of the European Universities initiative, the **FOREU4ALL** community of practice has officially started its operations on December 2024.

This community brings together all sixty-four **European Universities alliances**, including representatives of the **EULiST Alliance**, and other higher education stakeholders, like student organisations and university associations.

Its two main objectives are strengthening collaboration by facilitating peer learning and knowledge sharing between European Universities alliances, enabling them to leverage each other's strengths and expertise; and sharing best practices by increasing the dissemination of transferable results and models within the higher education sector to allow their wider use.



EULiST Student Conference

1ST EULiST STUDENT CONFERENCE (VIENNA, 2024)

This first **EULiST** Student Conference, organised by the Student Board, the Alliance's student representative body, was held in Vienna from 30th June to 4th July 2024. The event's main objective was to bring together students from **EULiST** to connect on a professional level. Undergraduate, master's, and doctoral students presenting their projects and attending various workshops where they had the opportunity to learn about a range of **multidisciplinary topics**, from health sciences, technology, and physics to business and socioeconomics, sustainability, and social impact. The program included the schedule of the sessions offered, as well as information about the speakers.

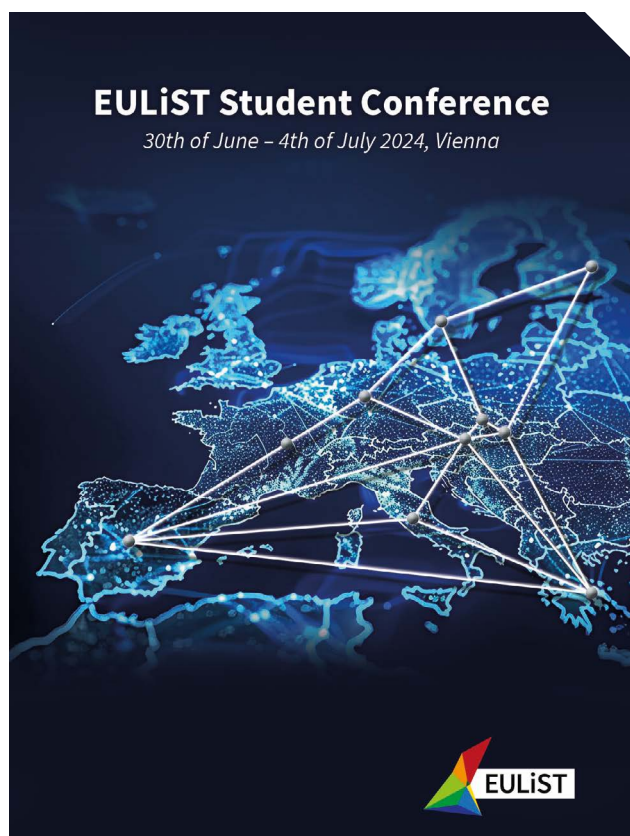
This great networking opportunity was an absolute success in terms of participation. In addition, it included two lectures, the first by Mr. Frank Piplat, Head of European Parliament Liaison, on the **European Parliament**; and a speech on projects related to urban planning, architecture and interior design presented by Peter Lorenz, a specialist in the field.

A total of 19 students from the URJC assisted, of which two of them, Aitana Velasco Muñoz and Luis Fanjul Simancas, collaborated in the organisation as members of the Student Board, consisting of two students from each member university. This initiative is a further step in **EULiST's journey as a European Alliance**, following its first goal of bringing technology closer to society, making it accessible and understandable to all.

Link to
Document



To commemorate this milestone, the URJC has edited the proceedings of **the first EULiST Student Conference**. This publication highlights the vibrant student engagement within **EULiST** and their crucial role in shaping our shared vision for European higher education.





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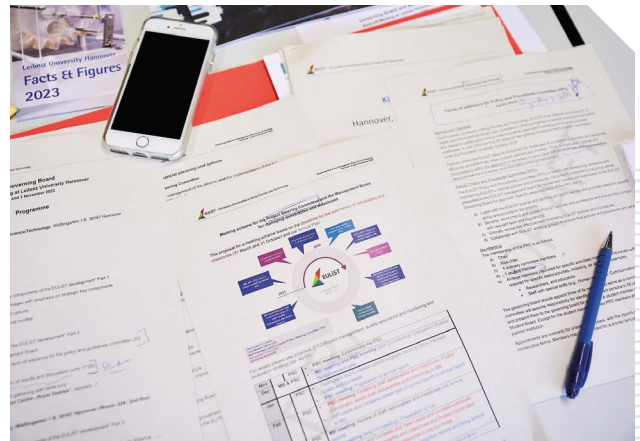
Reception/Visit of EULiST Delegations & Meetings in Person

EULiST KICK-OFF MEETING AT LUH (HANNOVER, 2023)

November 2nd and 3rd, 2023, were decisive days in the path of the **EULiST Alliance**, as the kick-off meeting was held at the Leibniz University Hannover (LUH), attended by the rectors and vice rectors of the ten allied universities. For URJC, the Spanish delegation was led by our Rector Javier Ramos and Pablo T. Salvadores Alonso, Director of Internationalization.

This meeting was vital for the development of the project because it represented a step forward to achieve the objectives set after receiving funding from the **European Commission**. Once the rectors that make up the governing board and the vice rectors that are part of the management board met, the members of the Advisor Council were proposed as part of the strategic key components of the EULiST development. In the case of the **Rey Juan Carlos University**, the mayor of Fuenlabrada in Madrid, Francisco Javier Ayala, who is now part of the **EULiST team**, was elected.



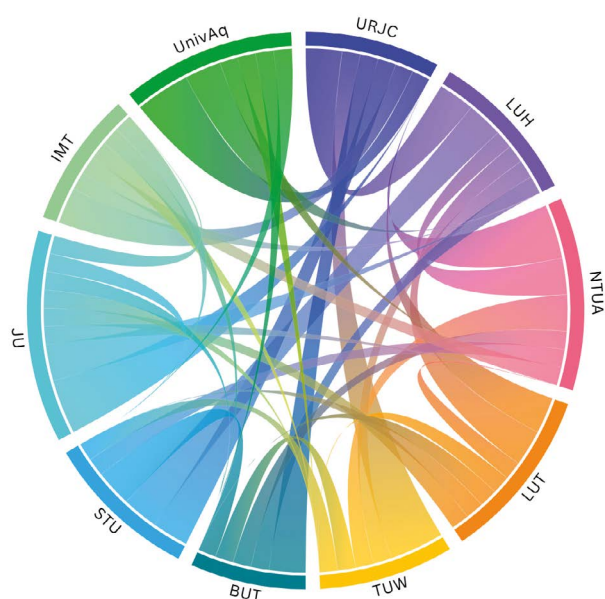


EULiST BILATERAL MEETINGS

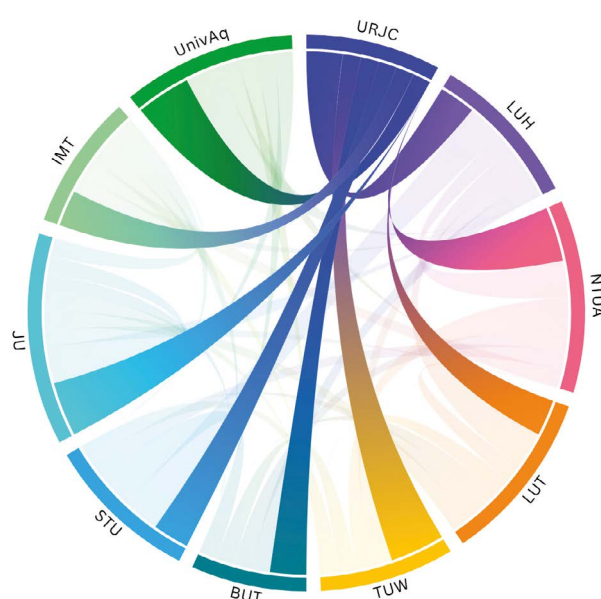
In the context of the **EULiST Alliance**, the significance of in-person meetings cannot be overstated. While digital communication tools have revolutionized the way we collaborate, face-to-face interactions remain indispensable for fostering genuine collaboration and trust among members. In-person meetings provide a unique platform for participants to engage in spontaneous and dynamic discussions, which often lead to innovative ideas and solutions. The physical presence of team members enhances non-verbal communication, allowing for better understanding and interpretation of nuanced messages. This is particularly crucial in a diverse alliance like **EULiST**, where cultural and linguistic differences can pose challenges.

Moreover, while virtual meetings offer convenience, the irreplaceable benefits of in-person interactions make them essential for the **success of the EULiST Alliance**. By prioritizing presential meetings, it can be ensured a robust collaboration, an enhanced communication, and a stronger sense of unity within the Alliance.

The following chord diagram represents the number of meetings between the different members of the **EULiST Alliance**. The data was generated included bilateral meetings (delegation visits and receptions), and the current number of General Assemblies, International Staff Weeks, and 2024 Student Conference.



Chord diagram of the number of meetings in the EULiST Alliance.



Chord diagram of the number of meetings of URJC with members of the EULiST Alliance.

Presential meetings facilitate the building of strong interpersonal relationships, which are the foundation of effective teamwork. **URJC** has been hosting delegations of different members of the Alliance in their facilities in Alcorcón, Aranjuez, Fuenlabrada, Madrid and Móstoles. Additionally, **URJC delegates** have travelled to other countries to meet some of the **EULiST** partners in-person and strengthen cooperation. The opportunity to interact informally during breaks and social events helps to create a sense of camaraderie and mutual respect among members. This, in turn, fosters a collaborative environment where individuals feel valued and motivated to contribute their best efforts.

Some examples of the relationships between URJC within the EULiST network include the following:

- Meeting of URJC with IMT (Palaiseau, 2023)

Vice Rector of International Relations María Luisa Humanes Humanes, Director of Internationalization Pablo T. Salvadores Alonso, and EULiST Local Coordinator at URJC Juan Manuel García Camús, attended a two-days meeting on November 14th and 15th held at the Institut Mines-Télécom (IMT) in Palaiseau, France. The purpose of this meeting was to discuss several aspects related to the progressive development of the EULiST project. The French team was represented by Prof. Dr. Vicent Charvillat, Prof. Dr. Frédérique Vincent, Dr. Jean-Christophe Baudet, Dr. Olivier Epinette as Director of International Affairs, Marc Delage (Co-Lead WP5) and Antoinette Humeau (IMT EULiST Local Coordinator).

The first day was dedicated to such important topics as business incubators or the cooperation between **URJC and IMT** in research, which counted with the participation of the Vice Rectorate of Research, Innovation and Transfer in addition to the three **URJC** engineering schools: Telecommunication Engineering School of Fuenlabrada, The Higher School of Science and Technology (ESCET) and The Higher Technical School of Computer Engineering (ETSII). Also of great relevance was the discussion held about the mobility and education between both universities. The following day was devoted entirely to work on the Work Package 5: Outreach, Engagement and Transfer, of which the URJC is the leader, and it is co-led by IMT.



- Meeting of TUW Student Board with URJC (Madrid, 2023)

Gregor Fischer, member of the Student Board, part of incoming services of the International Office, and TUW Local Coordination, were in Madrid and visited the International Relations Office of the **Rey Juan Carlos University (URJC)** and the **EULiST** Office. The delegation of our Alliance at URJC gave him a warm welcome on the campus in Móstoles.



After an informal meeting, he was introduced to the university facilities followed by a team lunch. Throughout the morning, several topics were discussed related to our **European University** such as sustainability, focused on the aspect of mobilities, especially short stays and external communication related to students. Providing his personal point of view, Gregor's experience was found very useful to hear an opinion closer to the alumni. They also addressed subjects more related to the organizational structure of **EULiST** and the project that is being developed divided into different work packages. Furthermore, he had the opportunity to clarify some questions regarding the division of tasks of the **EULiST Office** at the **URJC**, complementing our website.

- Meeting of Leibniz Language Centre (LLC) with URJC (Madrid, 2024)

V. Morgade Cuña, F. García Manrique (LUH LLC Spanish Department) and M. Schelm (LUH LLC Tandem Department) arranged an **Erasmus+ mobility** visit to Madrid within the framework of the joint e-tandem project between the Hannover Leibniz Language Centre (LUH LLC) and the **URJC** in Madrid. The e-tandem project, envisioned as an integral part of the Spanish courses, commenced in the 2022/2023 semester.

During the meeting with the colleagues M. A. Cano Linares, T.T. Klinge and J. Dadey from **URJC**, the results of the latest e-tandem between the two institutions were analysed with a view to jointly setting educational goals aimed at optimization of the project within the **EULiST** framework. A round table session organized by the **URJC** provided the opportunity to discuss the development, results, and academic recognition of the e-tandem project between the LLC and the **URJC**. The **EULiST** Central Coordinator at the time, Markus Auditor, and the LLC director, Klaus Schwienhorst, as well as experts in face-to-face, online-digital and tandem foreign language teaching from other Spanish and German universities, participated in the session.



- Meeting of URJC with LUH (Hannover, 2024)

On December 10th, 2024, the **EULiST** team led by María Luisa Humanes Humanes, Vice Rector for International Relations and WP5 Leader accompanied a delegation from the Faculty of Political and Legal Sciences, headed by the Dean María Enciso Alonso-Muñumer.

The primary objectives of this visit were to strengthen collaboration in the fields of political and legal sciences, as well as to engage in meaningful discussions with project coordinators aimed at enhancing the overall management and coordination of ongoing initiatives, ensuring that all partners are aligned in their goals and strategies for future collaboration. On behalf of the **URJC Team**, Juan Manuel García Camús attended the visit as the **EULiST Local Coordinator at URJC**, along with professors Vicente Garrido, Vice Dean of Research and International Relations, and Antonio Serrano, Digitization, Innovation and Communication Coordinator of this faculty.

The meeting was highly successful, during which discussions were held with representatives from LUH's Law School, as well as with the Vice President of International Relations, along with other key members of the **EULiST Alliance** Management team in Hannover.

This visit has enabled deeper strategic discussions that will significantly enhance the long-term objectives of our academic partnership.



- Meeting of JU with URJC (Madrid, 2024)

Jönköping University has visited our institution with the aim of strengthening collaboration in various fields between both universities and also within **EULiST Alliance**.

The delegation, consisting of fifteen representatives from Jönköping University, was led by its President, Professor Agneta Marell, who was welcomed by Rector Javier Ramos, who led the **URJC** representation. In addition to the **EULiST** participants, led by the Vice Rector for International Relations, María Luisa Humanes Humanes, members of different vice rectorships, faculties and schools of the **URJC** also took part.

During the morning, our Swedish partners had the opportunity to get to know the Faculty of Health Sciences, which was presented in detail by its Dean, Professor Carlos Goicoechea. Afterwards, they were received by the Director of the University Clinic, where they visited the facilities and laboratories. Simultaneously, parallel meetings were held with representatives of the Faculty of Economics and Business Sciences, the Vice Rectorate for Research, Innovation and Transfer, as well as the Vice Rectorate for Digital Transformation and Education and the Information Technologies Area.

In the afternoon, the delegation travelled to the Fuenlabrada **Campus from URJC**, where they had the opportunity to visit Laboratory VI at the Fuenlabrada School of Engineering and Laboratory I, which included the sets and radio studios of the Faculty of Communication Sciences. Parallel meetings were also held with representatives of the Faculty of Education and Sport Sciences and Interdisciplinary Studies, as well as the International Doctoral School.

In words of the two rectors, this visit has not only strengthened the bond between Jönköping University and the URJC but has also laid the foundations for future collaborations within the **EULiST Alliance** in the academic and research fields, which will allow all members of the university communities to achieve excellence.



- Meeting of NTUA with URJC (Madrid, 2024)

Nektaria Takou (Head of Project Monitoring Department) and Vasiliki Katsari (Financial & Administrative Support Unit) from the National Technical University of Athens (NTUA) within the program “Erasmus+ Staff Mobility for training” visited **EULiST Office** and Vice Rectorate for Research, Innovation and Transfer of the **Rey Juan Carlos University (URJC)**, between September 9th to 12th, 2024.

The objectives were manifold: common learning about the institution's practices and initiatives, gaining insights into practical strategies for increasing productivity, and receive an introduction to the University's mission and vision. Additionally, the visit covered study opportunities, student life, learning environments, and research initiatives, offering a comprehensive understanding of the project management, particularly regarding the **EULiST** project.

This visit was valuable for both institutions. They learned about different ways of working and enhanced the synergies created through the **EULiST** programme.



- Meeting of URJC with UnivAQ (L'Aquila, 2024)

A delegation from the **Rey Juan Carlos University (URJC)**, headed by the Vice Rector for International Relations, María Luisa Humanes Humanes, has visited the University of L'Aquila (UnivAQ) in Italy with the aim of meeting their counterparts and assessing opportunities for collaboration in the fields of teaching and research. The delegation included the Director of Internationalization and Chair of EULiST Management Board, Pablo T. Salvadores Alonso, as well as the **EULiST** Local Coordinator at **URJC**, Juan Manuel García Camús, together with deans, school directors and other representatives of the **URJC** centres.

The visit, which lasted two days, was warmly welcomed by the **Rector of UnivAQ**, Edoardo Alesse, and the General Director, Pietro Di Benedetto. In addition, the presentation of the Italian university was attended by Bruno Rubino, Vice Rector for International Affairs; Alessandra Continenza, Vice Rector for Teaching; and Maria Benedetta Mattei, Vice Rector for Research, together with representatives of the seven academic departments of the University. During the bilateral meetings, the teams from both universities discussed possible areas of cooperation in teaching and research projects, with the aim of establishing a long-term collaboration.



- Ambassadors from Countries with Universities in EULiST Visit the URJC (Madrid, 2024)

In September 2024, a working breakfast chaired by the Vice Rector for International Relations, María Luisa Humanes Humanes, was held with ambassadors and representatives of the diplomatic corps of the countries that have a university within the **EULiST European University Alliance**.

The aim of the meeting was to study the opportunities and challenges of this European Commission initiative and how **EULiST** actions can be implemented in the ten countries of the Alliance, with the collaboration of the embassies.

The meeting was attended by Enno Dofrenik, Ambassador of Austria in the Kingdom of Spain, the Ambassador of Finland, Sari Rautio; and the Ambassador of Slovakia, Juraj Tomaga, as well as the First Counsellor of the Embassy of Greece, Petros Tsarouchis, and the Attaché for Scientific and University Cooperation of the Embassy of France, Christelle Grouzis.

The Vice Rector for International Relations presented the **Rey Juan Carlos University (URJC)** and its commitment to internationalization and the efforts made to bring research and innovation closer to society.

Afterwards, Pablo T. Salvadores Alonso, Director of Internationalization of the **URJC**, and Chair of the **EULiST** Management Board, presented the European Universities Initiative and the **EULiST Alliance**, emphasising its development, the activity carried out and the first results obtained, as well as the upcoming plans for the development of joint research and future opportunities for the 200,000 students who are part of **EULiST** through the ten universities that make it up.

The attending ambassadors and members of the different embassies expressed their interest in collaborating with **EULiST**, and praised the work carried out, as well as the success of the initiatives implemented.



- President Board Meeting in TUW (Vienna, 2025)

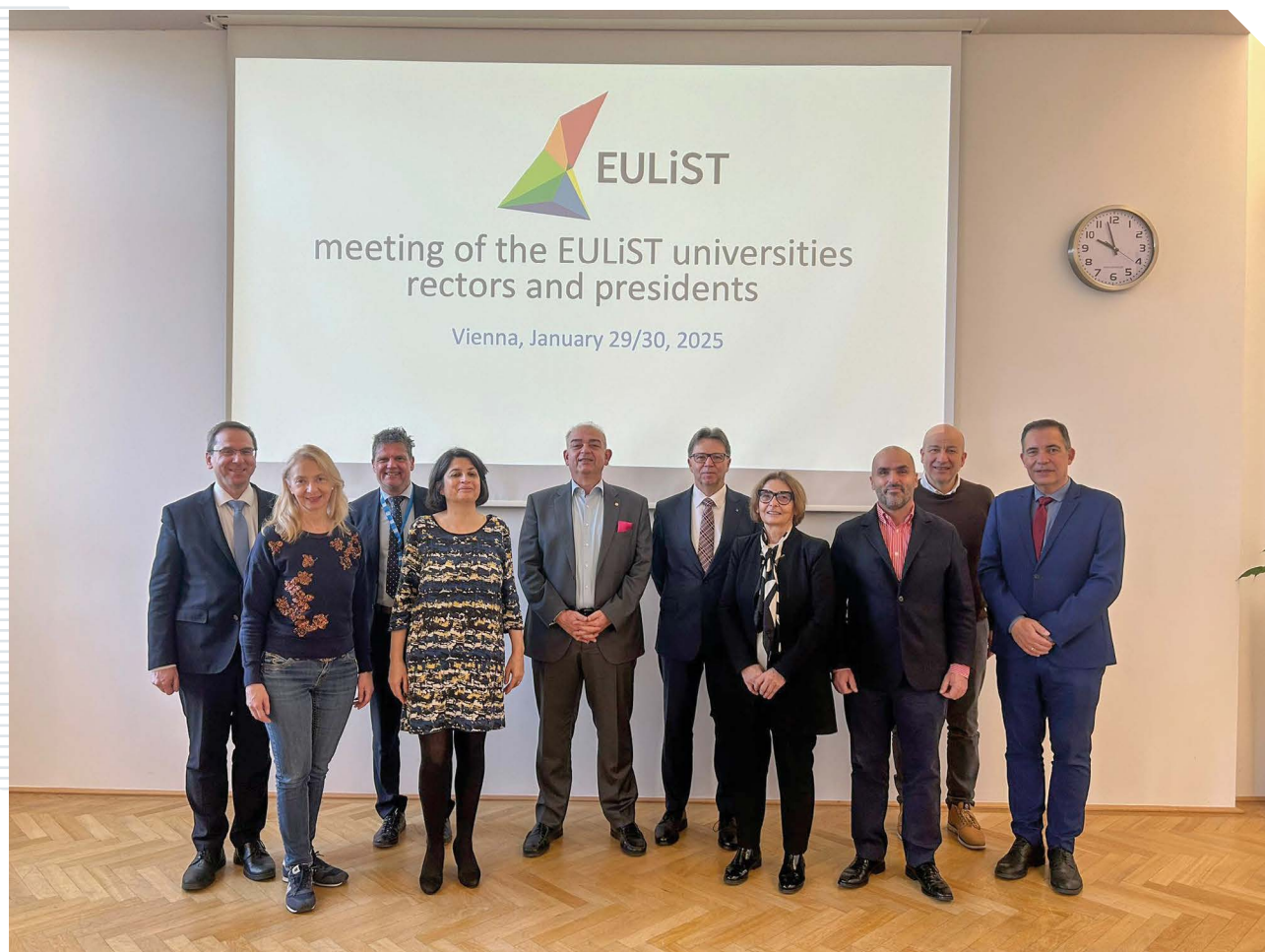
In January 2025, a meeting was held in Vienna to assess the status of the **EULiST Alliance** and initiate preparations for the upcoming General Assembly, scheduled for April 2025.

Key representatives from member universities, including the Rector of **Rey Juan Carlos University (URJC)**, Javier Ramos, as well as the Director of Internationalization and Chair of the **EULiST** Management Board, Pablo T. Salvadores Alonso, participated in this gathering.

The meeting focused on two main objectives: primarily, evaluating the Alliance's present situation. Subsequently, starting preparations for the General Assembly, set to take place in L'Aquila, Italy.

One of the key takeaways, as Salvadores explained, was the decision to continue growing and expanding the project by seeking new funding sources. In this regard, **EULiST** is exploring the possibility of expanding its partnership by incorporating non-European universities.

Furthermore, the meeting, chaired by the Rector of Brno University of Technology (BUT), and Chair of **EULiST**, Ladislav Janíček, served to prepare for the other major event that **EULiST** plans to hold this semester: the Student Board. This gathering of **EULiST** students will take place in Douai (France) and will bring together more than 200 students from across Europe. The conference was scheduled for June 30th to July 4th, 2025.



- WP3 Meeting in TUW (Vienna, 2025)

On February 3rd and 4th, 2025, the Technische Universität Wien (TUW) hosted the workshop for the EULiST Teaching & Learning task group (WP3) of the EULiST project, in Vienna.

Along these days, there were made important steps towards the creation of the **EULiST** Agora for Education, one of the flagship initiatives of the project and umbrella for the manifold activities in this core field of teaching and life-long learning methodologies.

This meeting was an opportunity for the members of the WP3 to share their progress on the ongoing activities, and to hold bilateral sessions between the different task groups. On these bilateral sessions, it was discussed the strategies to follow the implementation of the **EULiST** challenge-based learning course catalogue, use of Artificial Intelligence (AI) tools for teaching/learning purposes, interaction with lifelong learners (LLL) and inclusiveness of non-traditional learners (NTL), recognition framework among all the universities of the Alliance, and many other topics.

Rey Juan Carlos University (URJC) was represented by Alejandro Navarro Galiano, as **EULiST Officer at URJC**; Juan Manuel Dévora, IT Director and co-leader of the TG3.5 on the recognition framework; and Santiago Campano, IT Officer.



- Meeting of UnivAQ with URJC (Madrid, 2025)

Rey Juan Carlos University (URJC) hosted a visit from the delegation of Università degli Studi dell'Aquila (UnivAQ) on February 26th and 27th, 2025. This meeting marked an important milestone in international collaboration between the two institutions.

The Italian delegation consisted of 20 professors and staff members, led by Bruno Rubino, Vice Rector for International Affairs, and Alessandra Continenza, Vice Rector for Teaching. This high-level representation underscored the importance of the visit and the commitment to strengthening ties between **URJC** and UnivAQ.

The two-day event featured intensive working sessions that resulted in substantial advances for the Alliance. The program included presentations by **UnivAQ and URJC**, parallel meetings across different **URJC** campuses (Móstoles, Alcorcón, and Fuenlabrada); and tours of key facilities including the Móstoles Campus Library, Technology Support Centre (CAT), and the Academic Content Production Unit (UPCA).





To Students

INTERNATIONALIZATION CONFERENCES AT URJC (MADRID)

Internationalization conferences serve as crucial platforms for universities to broaden their global reach, foster academic collaboration, and enrich the educational experience. **Rey Juan Carlos University (URJC)** recognises the importance of these conferences in achieving their strategic objectives and offering its students and faculty a diverse academic environment. These conferences aim to build global partnerships, facilitate exchange programs, and promote joint research projects. They also provide opportunities for cultural exchange, preparing students and faculty for a globalised world.

URJC has been organising the Internationalization Conference at the International Doctoral School (EID) since 2021, being the most recent one the IV Internationalization Conference hosted on December 2024. On this latest edition, around 200 doctoral students from different doctoral programs, attending in person and remotely, were able to share inspiring experiences of internationalization of research during the pre- and post-doctoral stage.

From the **EULiST Alliance's** perspective, internationalization conferences are essential to creating a unified European educational space. They provide a venue for discussing policies, sharing best practices, and developing cohesive academic programs that transcend national boundaries. These conferences advance collaborative research initiatives, promote innovation, and encourage academic and professional growth. By bringing together experts from various fields, these events foster an environment to exchange ideas and drive technological advancements. Through these conferences, both **URJC** and **EULiST** are better positioned to achieve their vision of a connected, innovative, and inclusive academic world.



[Link to Recordings](#)

Check the recordings of the previous Internationalization Conferences!

NTUA UNIQUE DAY (ATHENS, 2023)

On May 6th, 2023, **EULiST** was featured at the NTUA UNiQue Day, which was organized by the Greek NGO Unique Minds to guide high school students through the process of applying to universities and choosing their future career.

At the **EULiST** booth, NTUA students, as well as high school students who aspire to study at NTUA and their parents, had the opportunity to get informed about the **EULiST** vision, the conceptual idea of a European University, the current achievements and the opportunities arising from **EULiST** future innovative actions.



OPEN CULTURE CONFERENCE AT URJC (MADRID, 2023)

EULiST participated in the conference on Open Culture held at the Fuenlabrada campus on March 29th and 30th. **EULiST** had the opportunity to present the importance of free culture for **EULiST**, and how the alliance of universities addresses this issue, in a conference with activities such as workshops, lectures and talks, with special guests. It was defined in how to create free content, deepening in free software and open publications and data.

The event was attended by Anne Vuorema from Lappeenranta-Lahti University of Technology (LUT), and, as **representatives of URJC**, Maria Luisa Humanes Humanes and Juan Manuel García Camús.



INTERNATIONAL MOBILITY FAIR AT URJC (MADRID, 2023)

The **EULiST** team at URJC attended on November 22nd, 2023, the International Mobility Fair organized by the Internationalization **Area of URJC**.

The goal of this event was the promotion of mobility among the universities which are part of the **EULiST Alliance** and to encourage **URJC** students to study within this network of European universities.

1ST EULiST DAY AT BUT (BRNO, 2024)

On November 28th, 2024, the Brno University of Technology (BUT) hosted the first **EULiST Day**, focusing on communicating the ideas and goals of the **European University Alliance EULiST**. The event aimed to introduce the opportunities offered by the Alliance to the BUT academic community and to demonstrate how it can actively contribute to fostering cooperation with the other nine member universities across Europe.



OUTGOING WEEK AT LUH (HANNOVER, 2024)

The “Outgoing Week - Around the World with Leibniz” event occurred on November 18th to 22nd, 2024 at LUH. Along this week, talks were hosted about exchange programmes, tips and tricks, funding opportunities and stories of former outgoing students. This event included an info session about **EULiST** entitled “Together Towards the Future: Information Event on the European University Alliance - ‘European Universities Linking Society and Technology’ (EULiST)”, sharing the many opportunities through the Alliance.



EULIST SYMPOSIUM “CLIMATE-NEUTRAL AND CLIMATE-RESILIENT CITIES AND UNIVERSITIES IN EUROPE” (HANNOVER, 2024)

On December 2nd and 3rd, 2024, Leibniz University Hannover (LUH) hosted the EULIST Symposium “**Climate-Neutral and Climate-Resilient Cities and Universities in Europe**”. The Symposium explored how European cities and universities could achieve climate neutrality and resilience by integrating societal and technological innovations, addressing challenges such as heatwaves, flooding, and sustainable urban transformation. It fostered cross-border collaboration to design urban spaces and academic institutions for a sustainable future.

The two-day event was co-organised with the City of Hannover, the National Technical University of Athens (NTUA) and the Technical University of Vienna (TUW). It brought together over 80 participants, including professors, researchers, and students from across Europe as well as representatives from city government. Special guests included esteemed organisations such as the Deutscher Wetterdienst, Urban Innovation Vienna, and the deputy mayor of Athens for environment and climate matters. The event was made possible by a grant funded by the DAAD and BMBF.

Keynote speeches were delivered by professors from the three **EULIST** member universities as well as by mayors or deputy mayors of the cities of the partner universities.

This collaboration strengthens efforts to shape urban spaces that respond to contemporary climate and social challenges, while enhancing dialogue between science and society. This unity between research and administrative entities is key to implementing initiatives that promote climate neutrality and resilience, establishing a shared foundation for a sustainable future.



[Link to Programme](#)



[Symposium Programme](#)

STU TEACHING & LEARNING FORUM (BRATISLAVA, 2024)

On November 7th, 2024, the Slovak University of Technology in Bratislava (STU) hosted the STU Learning & Teaching Forum, focusing on the evolving landscape of technical education amid current domestic and global changes. The conference emphasized the critical role of engineering education in driving economic growth and enhancing quality of life, highlighting the necessity for graduates to deliver economically, environmentally, and socially sustainable solutions. A notable highlight was the participation of Nobel Laureate and recent STU Honorary Doctorate recipient, Professor Dan Shechtman, who engaged with university scientists and educators. The forum also featured expert speakers from EULiST partner universities, including:

- **Shabnam Michèle Tauböck**, Head of the Centre for Strategic Development in Education at the Technical University of Vienna (TUW), who introduced a new seal of excellence for outstanding courses, currently in its pilot phase, aimed at increasing transparency in teaching quality.
- **Marjaana Kareinen**, Manager for Educational Technology LUT University Finland, who discussed the integration of artificial intelligence in higher education, emphasizing the importance of critical thinking and the understanding of data accuracy.
- **Jari Hämäläinen**, Vice President for Research and Innovation at LUT University and EULiST Management Board Member, who addressed talent management in universities, focusing on fostering excellence among researchers, teachers, and professors.

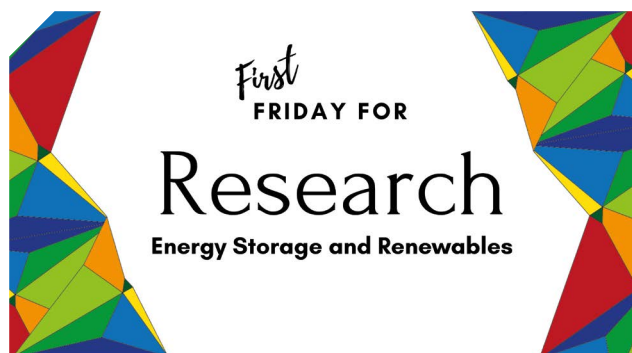
The conference also included a panel discussion titled “What EULiST will Enable?” featuring Jari Hämäläinen (LUT), Shabnam Michèle Tauböck (TUW), and Ioannis Golias (Rector of National Technical University of Athens, NTUA), moderated by STU Vice Rector Ľubica Vitková, a member of the EULiST Management Board.

The forum provided a platform for in depth discussions on adapting engineering education to meet future challenges, the role of artificial intelligence in higher education, effective talent management in universities, and the impact of academic rankings. These discussions underscored the importance of evolving technical education to align with contemporary societal needs and technological advancements.



EULiST Fridays for Research

1ST FRIDAYS FOR RESEARCH - “ENERGY STORAGE AND RENEWABLES”



The 1st EULiST “Fridays for Research” event was successfully held on March 1st, 2024, as a joint online meeting among the Alliance members. Over 80 participants from **EULiST** member universities attended to exchange ideas, promote scientific excellence, and strengthen innovation capacity.

The inaugural theme focused on “Energy Storage and Renewables,” with a particular emphasis on “Hydrogen Production and Utilisation in Energy Systems.” Discussions covered a wide range of topics, including new solutions for the

hydrogen economy, hydrogen storage materials, fuel cells and electrolyser materials, electricity market, hydrogen storage, underground hydrogen storage, the social impact of the hydrogen economy, hydrogen carriers, LCA, and other relevant topics.

The event began with a presentation on the philosophy of “Fridays for Research” by NTUA Professor Sotirios Karellas (WP4 lead), followed by an outline of MSCA call requirements and regulations by Marc Delage from IMT. Representatives from all ten **EULiST** universities showcased their research activities and achievements related to the issue via dedicated presentations, ultimately aiming to establish common ground for synergistic collaboration. These highlighted robust expertise across the entire hydrogen value chain—from production and materials engineering to end-use applications and advanced energy system modelling.

The event concluded with a commitment from Alliance members to pursue further collaborations. This first session marked an important step in fostering interdisciplinary research and innovation within the **EULiST** network.

2ND FRIDAYS FOR RESEARCH - “MATERIAL SCIENCE AND MANUFACTURING”



The 2nd EULiST “Fridays for Research” event was held on April 5th, 2024, from 12:00 to 15:00 CET via Webex. This session focused on “Material Science and Manufacturing,” providing a platform for researchers from **EULiST** member universities to share expertise, foster collaboration, and generate ideas for future research projects.

The event covered a wide range of topics, including advanced manufacturing techniques such as conventional and non-conventional machining, hybrid machining, additive manufacturing, and micro machining. Other areas of focus included surface modification processes,

green and smart manufacturing, advanced materials, Industry 4.0, and modelling and simulation in manufacturing. Participants were also encouraged to propose additional relevant topics.

This meeting successfully facilitated knowledge exchange among participants and established the basis for future collaborative initiatives within the framework of **EULiST’s interdisciplinary** research agenda.

3RD FRIDAYS FOR RESEARCH - “BIOENGINEERING AND BIOTECHNOLOGY”



The 3rd EULIST “Fridays for Research” event took place on May 17th, 2024, from 12:00 to 15:00 CET via Webex. This session focused on “Bioengineering and Biotechnology,” providing a platform for researchers from **EULIST** member universities to share expertise, foster collaboration, and generate ideas for future research projects.

The event covered a wide range of topics, including industrial biotechnology, biocatalysis, bioinformatics, environmental biotechnology, engineered organisms for chemical and pharmaceutical manufacturing, neurotechnology, robotics, metabolic engineering, biomolecular engineering, systems biology, biomechanics, biofluids, bionics, rehabilitation engineering, orthopedic bioengineering, biomedical engineering, biomechatronics, biosystems, bioinstrumentation, medical imaging, biomaterials, bioinspired engineering, cell and tissue engineering, wearable devices, and bio-machines.

The session began with two keynote presentations. Prof. Sotirios Karellas from NTUA discussed “**The Philosophy of Fridays for Research in EULIST**,” followed by an Associate Professor’s keynote on Bioengineering & Biotechnology. Representatives from member universities then delivered concise five-minute presentations, followed by ten-minute discussions, focusing on research ideas and expertise related to the topic.

The event aimed to promote scientific excellence and innovation capacity building. The meeting concluded with a thirty-minute summary of outcomes and future steps, presented by a rapporteur and the chair. This session successfully facilitated knowledge exchange among participants and set the stage for future collaborative initiatives within the framework of **EULIST’s interdisciplinary** research agenda in bioengineering and biotechnology.

4TH FRIDAYS FOR RESEARCH - “ENVIRONMENTAL RESEARCH & CLIMATE CHANGE”



The 4th “Fridays for Research” event, held on Friday, October 4th, from 12:00 to 15:00 CET, centred on “Environmental Research and Climate Change.” This online meeting brought together members of the **EULIST** European University network. It featured concise presentations that highlighted the institutions’ expertise in environmental and climate change research.

Topics discussed included climate change and water-related disasters, extreme weather events, health and economic impacts of climate change, societal consequences such as environmental refugees, biodiversity loss, ecosystem resilience, adaptation and mitigation strategies, disaster risk reduction, sustainable urbanisation, and deforestation.

The event began with two keynote presentations by NTUA professors. Professor Sotirios Karellas from the School of Mechanical Engineering spoke about the “**Philosophy of Fridays for Research in EULIST**”, while Assistant Professor Ioannis Papoutsis from the School of Rural, Surveying and Geoinformatics Engineering presented on “Monitoring and Managing Climate Change Impacts”. Following the presentations, participants engaged in discussions aimed at fostering collaborations and identifying potential research projects.

5TH FRIDAYS FOR RESEARCH - “SMART CITIES”



The 5th EULIST “Fridays for Research” event, held on Friday, November 8th, from 12:00 to 15:00 CET, focused on the theme of “Smart Cities.” This joint online meeting brought together members of the **EULIST** European University network to present and discuss innovative research contributions to smart city development.

The event featured concise five-minute presentations showcasing institutional expertise on topics such as sustainable infrastructure, efficient transportation systems, climate-neutral and resilient cities and universities, smart mobility, water management, smart governance and citizen engagement, data-driven resource management, advanced public safety and emergency response, accessible healthcare, smart education systems, and high-speed digital connectivity.

Following the presentations, participants engaged in discussions aimed at fostering synergies and exploring potential collaborative research projects. This event highlighted **EULIST’s commitment** to advancing interdisciplinary solutions for urban challenges through collaborative research and innovation.

6TH FRIDAYS FOR RESEARCH - “INNOVATIVE SOCIAL SCIENCES FOR A SUSTAINABLE BRIDGE BETWEEN TECHNOLOGY AND SOCIETY”

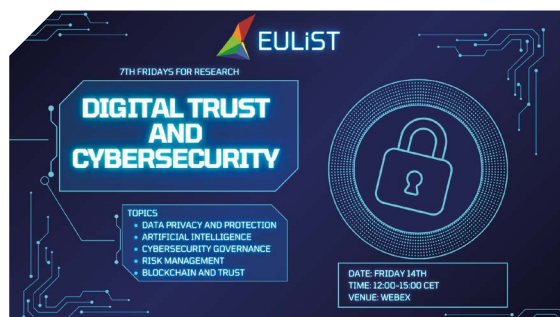


The 6th EULIST “Fridays for Research” event, held on Friday, December 13th, from 12:00 to 15:00 CET, focused on the topic “Innovative Social Sciences for a Sustainable Bridge between Technology and Society.” This joint online meeting began with two keynote presentations: “The Philosophy of Fridays for Research in EULIST” and “Economics of Sustainability: Uniting Economic Theory and Policy”.

Following the keynotes, representatives from **EULIST** member universities delivered concise five-minute presentations covering diverse topics, including social innovation and technology, climate change and social resilience, digital transition and social cohesion, health and well-being, education and lifelong learning, cultural heritage and identity, urbanisation and rural development, governance and democracy, economic and social inequality, migration and integration, gender studies and equality, peace and conflict studies, aging and society, media and communication, legal studies and human rights, as well as the role of social sciences in conflict resolution.

The event concluded with a ten-minute open discussion aimed at fostering further research collaborations. A summary of key outcomes was presented alongside future steps to strengthen interdisciplinary cooperation within the **EULIST network**.

7TH FRIDAYS FOR RESEARCH - “DIGITAL TRUST AND CYBERSECURITY”



The 7th EULiST “Fridays for Research” event took place on Friday, February 14th, from 12:00 to 15:00 CET, focusing on the theme of “Digital Trust and Cybersecurity.” This joint online meeting featured concise five-minute presentations by representatives from **EULiST** member universities, showcasing their expertise in various aspects of digital trust and cybersecurity.

Topics addressed included data privacy and protection, GDPR and NIS2 compliance, data encryption, identity and access management (IAM), biometrics, cybersecurity governance and risk management, threat detection and prevention, blockchain and secure transactions, cloud security, artificial intelligence and machine learning in cybersecurity, cryptography and zero-trust architecture, IoT security, digital forensics, post-quantum cryptography, privacy-enhancing technologies (PETs), and diversity and inclusion in cybersecurity.

The event included a ten-minute open discussion to encourage collaboration on future research projects. It concluded with a summary of key outcomes and a presentation of the next steps for advancing research within the **EULiST network**.

Other Events for Civil Society & Higher Education

EULiST EUROPE DAY 2023

The “EULiST Europe Day” event was organized by the **EULiST** Alliance, which included Leibniz University of Hannover (LUH), National Technical University of Athens (NTUA), and **Rey Juan Carlos University (URJC)**. This event took place on May 9th, 2023, and featured participation from students, universities, and representatives of European institutions. The main goal of the event was to provide information about internship opportunities within European institutions. There were roundtable discussions with students who have completed or are currently undertaking internships in the European Union, sharing their experiences and advice. Additionally, the event highlighted the importance of internships as a tool for gaining work experience and developing new skills.



[Link to Agenda](#)



[Presentations and agenda](#)

EAIE ANNUAL INTERNATIONAL CONFERENCE AND EXHIBITION (ROTTERDAM, 2023)

EULiST members attended to the **EAIE Annual International Education Conference and Exhibition**, which was held from September 26th to 29th, 2023, in Rotterdam (The Netherlands).

This participation marked a significant milestone for the Alliance. This event provided a vital platform for **EULiST** to engage with a global audience, showcase their innovative initiatives, and forge strategic partnerships with academic leaders and institutions. Events like the EAIE conference are crucial as they offer exceptional opportunities for networking, knowledge exchange, and collaboration, enabling educational alliances like **EULiST** to advance their goals of fostering a sustainable, inclusive, and technologically advanced future for higher education.



FRENCH-SPANISH CONFERENCE ON EUROPEAN UNIVERSITIES ALLIANCES (MADRID, 2023).

Rey Juan Carlos University (URJC) participated in the meeting organized by the French Embassy in Spain on European University Alliances with Spanish and French partners, including Institut Mines-Télécom (IMT). This event served as a valuable platform for collaboration, exchange, and strengthening ties between institutions from both countries within the European higher education framework. **URJC** recognizes the significance of international partnerships and the mutual benefits they bring. By participating in this meeting, **URJC** aimed to foster closer relationships with French universities and explore opportunities for joint initiatives, academic exchanges, and research collaborations. The meeting offered an opportunity to share experiences, best practices, and innovative approaches to education and research within the context of **European University Alliances**.

Collaboration with French partners aligns with **URJC's commitment** to internationalization, diversity, and excellence in education. It opens the door for **URJC** students and researchers to engage in cross-cultural experiences, broaden



their perspectives, and deepen their understanding of European cooperation. The meeting facilitates the establishment of new connections and networks that can further enhance the quality of education, research, and innovation at URJC. Furthermore, this meeting organized by the French Embassy provided a platform for discussing common challenges and exploring solutions in the context of European University Alliances.

ANNUAL CONFERENCE & EXPO AT NAFSA (WASHINGTON, 2023)

Representatives from JU, LUH, IMT, STU and URJC, all partners of the **EULIST University Alliance**, met at the Annual Conference & Expo at NAFSA, held in Washington between May 30th and June 2nd, 2023.

NAFSA, Association of International Educators, is the world's largest non-profit association dedicated to international education and exchange. NAFSA serves the needs of more than 10,000 members and international educators worldwide at more than 3,500 institutions, in more than 160 countries.

At the conference forum, **EULIST** representatives had the opportunity to discuss the major challenges facing **EULIST**, such as student mobility, new forms of education, and advance policies and practices that build global citizens with the knowledge and skills they need to succeed in today's interconnected world. One of the major challenges for **EULIST** is promoting and facilitating student mobility within the European Union and beyond. This involves addressing issues such as administrative barriers, recognition of qualifications, language barriers, cultural integration, and financial support for students.

By processes optimisation, providing adequate support systems, and fostering collaboration among educational institutions, **EULIST** can enhance student mobility and promote a more inclusive and diverse learning experience.



EUROPEAN YEAR OF THE SKILLS FORUM (2023)

The European Union commemorated 2023 as the **European Year of Skills**. The European Year of Skills 2023 aimed to give a fresh impetus to lifelong learning, empowering people and companies to contribute to the green and digital transitions, supporting innovation and competitiveness. The European Year of Skills put skills centre-stage. Helping people get the right skills for quality jobs and helping companies, small and medium enterprises, address skills shortages in the EU is what this Year was all about.

Experts from the sector and Members of the European Parliament (MEPs) participated in the Forum organised by Grupo Prestomedia through its media Aquí Europa and Canal Europa, with the collaboration of the **Rey Juan Carlos University (URJC)** and Finnova. This Forum was the starting point for the celebration in October 2023 of the 1st International Talent Congress: the European Year of Skills Festival.

The Forum was attended by María Luisa Humanes Humanes, Vice Rector for International Relations of the URJC; Alicia Homs, Vice Chairwoman of the European Parliament Committee on Employment and Social Affairs Social Affairs Committee from the Group of the Progressive Alliance of Socialists and Democrats; Rosa Estaràs, MEP on Employment and Social Affairs from the Group of the European People's Party; María Teresa Pagazaurtundúa, MEP on Renew Europe group as an independent member of Citizens Europe-Party of the Citizenry; Marcos Ros Sempere, MEP on Group of the Progressive Alliance of Socialists and Democrats in the European Parliament; Patricia Tejada, responsible for Vocational Training, Erasmus+ and Training and Youth at Finnova; and Pablo Barrios responsible for the area of projects in the fields of Cultural and Diplomatic Relations at Finnova.



CELAC-EU CIVIL SOCIETY FORUM (MADRID, 2023)

On July 11th, 2023, the CELAC-EU Civil Society Forum was inaugurated at the Fundación Ortega Marañón by Professor Javier Ramos, Rector of **Rey Juan Carlos University (URJC)**. The Forum brought together key actors involved in the relations between Latin America and the EU, and it included representatives from **EULiST Alliance**.

The first panel discussion of the CELAC-EU Forum was centred around the topic of “Digitalisation as a Generator of Common Knowledge.” Participating in this panel were Professor Paolo Budroni from the Technical University of Vienna (TUW), and Alberto Sanchez, the Vice Rector for Digitalisation at URJC. They shared insights on how digitalisation can foster the creation and sharing of knowledge between the CELAC and the EU.

Following the panel discussion, a round table debate on “Strengthening the International Network: Necessity, Convenience, or Fashion” took place. This engaging discussion featured Professor María Luisa Humanes Humanes, Vice Rector of International Relations at **URJC**, along with Allen Sellers, Ambassador of Panama in Spain, and Ramón Jáuregui, President of the Euroamerica Foundation. The round table explored the significance and benefits of enhancing international networks, discussing whether it is a necessity, a matter of convenience, or simply a current trend.

EULiST is thus opening up to one of its priority objectives, the Global South, and specifically to the Community of Latin American and Caribbean States (CELAC). The objectives of CELAC are aligned with those of **EULiST**, such as responding to the need to make efforts among Latin American and Caribbean states to advance unity and political, economic, social and cultural integration; increase social welfare, quality of life, economic growth in the region, and promote independent and sustainable development, based on democracy, equity and the broadest social justice.



II FORUM OF EUROPEAN UNIVERSITIES ALLIANCES (BARCELONA, 2023)

The **II Forum of European University Alliances** was celebrated on September 14th to 15th, 2023, in Barcelona, promoted by the Spanish Presidency of the Council. The goal was to open a space for dialogue and exchange of ideas around the most important issues currently affecting European alliances.

This event was attended on behalf of **EULiST** by María Luisa Humanes Humanes, as the Vice Rector of International Relations at URJC; Pablo T. Salvadores Alonso, as the Director of Internationalization at URJC; Christina von Haaren (LUH), and Markus Auditor (former EULiST Central Coordinator).



EUROPEAN QUALITY ASSURANCE FORUM (AVEIRO, 2023)

At the end of November 2023, the University of Aveiro (Portugal) held the **European Quality Assurance Forum (EQAF)**, whose purpose was to provide panel discussions and exchange experiences among the main stakeholders involved in internationalization of higher education in terms of quality assurance and assess new trends and challenges. The event occurred under the topic of “Internationalization in a Changing World”.

EQAF 2023 was attended by Juan Manuel García Camús, as the **EULiST** Local Coordinator at URJC, together with other three colleagues, representing EULiST members of the Alliance: Martina Reháková (STU), and Markus Reismann and Christina Kroneder (TUV).



EUA-CDE ANNUAL MEETING (LAPPEENRANTA, 2023)

The 2023 **EUA-CDE Annual Meeting** (European University Association - Council for Doctoral Education), hosted by the Lappeenranta-Lahti University of Technology (LUT), was held from June 14th to 16th, 2023. The event focused on the different dimensions of communication in doctoral education and developing comprehensive approaches to including communication in doctoral education strategy and practices.

The event was a success of attendance where very interesting topics were discussed such as Strategic Communication in Doctoral Education or the new approaches to the modern doctorate, considering the “skillfication” of the doctorate, and the bottom-up process leading to the reform of doctoral education in Europe. Through workshops and sessions in various formats, participants have explored the topic of communication as an integral part of the doctoral candidate’s journey. At the same time, they will discuss communication skills as valuable assets for several career paths, inside and outside of academia, as well as how doctoral candidates can better communicate their competencies to the broader public.

On behalf of the URJC, Professor Brezo Díaz-Caneja Martínez (Deputy Director of Internationalization of the International Doctoral School) and Juan Manuel García Camús (**EULiST Local Coordinator at URJC**) attended the event. In addition to the lessons learned and the relationships established with other universities, the representatives of URJC held meetings with our Finnish partners of EULiST to strengthen cooperation both in terms of doctoral studies (co-supervision, mobility, etc.), as well as other departments and units. In this regard, the support and involvement of the Vice Rector for Research and Innovation of LUT, Professor Jari Hämäläinen, was remarkable.



APAIE 2023 (BANGKOK, 2023)

The Asia-Pacific Association for International Education **APAIE 2023 Conference and Exhibition** was celebrated on March 13th to 17th, 2023, in Bangkok (Thailand).

The APAIE 2023 conference offers delegates from around the world the opportunity to share best practices towards a sustainable future for international education in the Asia Pacific. Pablo T. Salvadores Alonso attended the meeting on behalf of URJC, along with representatives from BUT, LUH, IMT and STU.



EAIE ANNUAL INTERNATIONAL CONFERENCE AND EXHIBITION (TOULOUSE, 2024)



EULiST made its debut with its own booth, at the **EAIE Annual International Education Conference and Exhibition**, which was held from September 17th to 20th, 2024, in Toulouse (France).

This marked a significant milestone for the Alliance, as it was their first participation in such a prestigious international event dedicated to education. **EULiST** had its own booth (number B02), where representatives engaged with visitors, presenting the Alliance's main objectives and innovative activities. The conference provided an invaluable opportunity for **EULiST** to strengthen partnerships with academic leaders and showcase its vision for a sustainable, inclusive, and technologically advanced future for higher education.

In addition to their booth, **EULiST** participated in the FOR-EU side event titled “Internationalization of European Universities Alliances: The New Frontiers” on September 17th, 2024. This event served as a key platform to discuss the future of European University alliances and explore ways to foster international collaboration. Furthermore, the IMT Global Partners Forum, held on September 16th-17th, 2024, at IMT Mines Albi near Toulouse, offered another great opportunity for partners to connect, exchange ideas, and gain insights into the **European Alliance**.



[Link to Video](#)



[EULiST Promotional Video at EAIE](#)

IMT GLOBAL PARTNERS FORUM (ALBI, 2024)

The **IMT Global Partners Forum** was held on September 16th and 17th, 2024, at the IMT Mines Albi, conveniently located near Toulouse, just prior to the EAIE Annual International Education Conference and Exhibition. Many **EULiST** members were invited and participated in this engaging event, representing the alliance and actively promoting its objectives and initiatives to fellow European and international partners of IMT.

The forum offered a unique opportunity for participants to connect with IMT's diverse network, exchange ideas, engage in fruitful discussions, and gain valuable insights into **EULiST European Alliance**.



24TH MEETING OF PUBLIC AND INTERNATIONAL RELATIONS DEPARTMENTS & OFFICES OF EUROPEAN PROGRAMMES/ERASMUS (HERAKLION, 2024)

The Group of Departments/Offices of International & Public Relations and European Educational Programs (DDISEEP) of the Hellenic Universities organised its annual meeting in Heraklion (Greece). The event was hosted by the Hellenic Mediterranean University (HMU) on May 23rd and 24th, 2024.

National Technical University of Athens (NTUA), as part of DDISEEP of the Hellenic Universities, participated in this event, sharing their experience as part of the **EULiST Alliance**. Their participation underscored the importance of fostering collaboration among European universities and highlighted the role of NTUA in promoting educational and research opportunities within the Alliance.

GREEK UNIVERSITIES AND EUROPEAN UNIVERSITIES ALLIANCES: OPPORTUNITIES AND CHALLENGES (ATHENS, 2024)

“Opportunities and Challenges” on June 18th, 2024, at the Ceremonial Hall of the Central Administration Building of NTUA's Zografou Campus. The workshop focused on discussions about the main opportunities and challenges faced by the ten Greek universities already participating in **European universities alliances** since 2019, in cooperation with the Ministry of Education, Religious Affairs, and Sports, and the Hellenic Authority for Higher Education (HAHE).

The event was honoured by the presence of key officers, including the General Secretary of Higher Education at the Ministry of Education, Prof. Emeritus Odysseas-Ioannis Zoras, and the General Director of HAHE, Dra Christina Besta. Representatives, including Rectors, Vice Rectors, Professors, and others, from the Greek Universities that are members in European universities alliances also participated.



@ Photo credited to Paterahi Nih

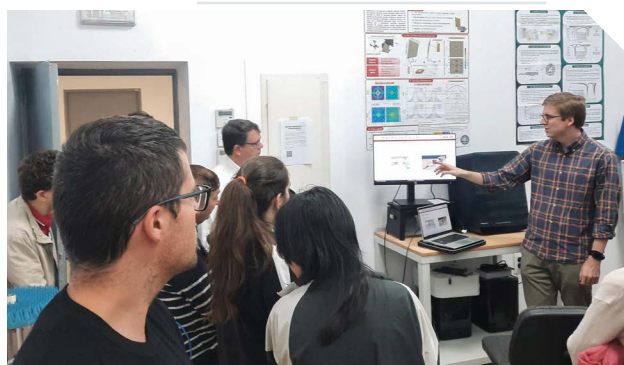
EUROPEAN RESEARCHERS' NIGHT (2024)



2024 edition was entitled “Engineering, the application of Science”. The ten activities organised by **URJC** were held at the Campus of Fuenlabrada, located in the southern part of the Community of Madrid.

Throughout the event, **URJC** scientific community have shown different lines of research in areas such as telecommunications, aerospace, biomedical or robotics engineering, data science and engineering, architecture, urban planning and landscaping.

Most of the activities have been aimed at a general public, including children and their families, as well as high school students. They were developed dynamic workshops, experiments and demonstrations in the laboratory or viewing of film fragments.



9TH GREEK RAW MATERIALS COMMUNITY DIALOGUE (ATHENS, 2024)

National Technical University of Athens (NTUA) participated in the 9th Greek Raw Materials Community Dialogue organised by EIT Raw Materials Regional Innovation Scheme (RIS) Hub Greece, which took place on November 24th, 2024, in Athens (Greece).

Prof. Emeritus Katerina Adam (NTUA) participated with a presentation entitled “The Growing Need for Innovative Educational Programmes in the Raw Materials Sector”. It took place in a session whose goal was to discuss the link between education, sustainability reporting, accessibility to information, and community engagement, demonstrating how these factors can collectively contribute to a more positive public perception and effective regulatory processes in the raw materials sector.



Download
Presentation



Presentation

ANNUAL CONFERENCE & EXPO AT NAFSA (NEW ORLEANS, 2024)

Representatives from LUH, JU, BUT, STU and URJC, all partners of the **EULiST University Alliance**, met at the Annual Conference & Expo at NAFSA, held in New Orleans between May 28th to 31st, 2024.



ONE YEAR OF EULIST AT NTUA (ATHENS, 2024)

National Technical University of Athens (NTUA) hosted an anniversary event titled **“One Year of EULIST”** on November 28th, 2024, marking one year since the launch of the **European University Alliance EULIST project**. The event took place in the Event Hall of the Administration Building at the Zografou Campus, with the participation of Deans and representatives from all NTUA Schools, as well as numerous members of the NTUA community. Dr. E. Tsouparopoulou, the representative of the Hellenic State Scholarship Foundation (IKY) in charge of European University Alliances, also attended the event.

NTUA’s participation in this strategic alliance enhances the quality of the academic environment while boosting the institution’s international visibility and recognition. Aligned with the vision of connecting society and technology, the aim is to leverage the knowledge and innovation generated within **EULIST** to promote the sustainable development of the local community.



ERASMUS+ 2025 SESSIONS (MADRID, 2024)

On December 18th, 2024, Pablo T. Salvadores Alonso, Director of Internationalization at URJC, and Chair of **EULiST Management Board**, presented in the context of the Erasmus+ 2025 information sessions the experience of **Rey Juan Carlos University (URJC) and EULiST** in the field of internationalization and their collaboration. This session was hosted by the Spanish Service for the Internationalization of Education (SEPIE).

During his presentation, Pablo highlighted the benefits of these mobility programs, such as flexibility in management and talent attraction, as well as the challenges faced by the university, including the complexity of payment management and the annual application process.



This presentation concluded with the announcement of an **EULiST** scientific conference titled “EULiST Global Conference 2025: Co-creating Sustainable Solutions for Climate-Resilient Societies” to be held on the Aranjuez campus of Rey Juan Carlos University. This event, focused on climate change and technology, will bring together prominent experts and academics from various parts of the world.

This event not only proved the university’s ongoing commitment to global challenges, but also highlighted how URJC and the **EULiST Alliance** take advantage of the unique opportunities offered by Erasmus+ to promote international collaboration. This program is a fundamental tool for institutional growth and transforming students’ futures, preparing them to face global challenges.

GLOBAL ENGINEERING DEANS’ COUNCIL INDUSTRY FORUM

The GEDC Industry Forum focuses on developing socially conscious engineering innovators, experts, and leaders. It includes sessions on navigating the impact of AI on the workforce, scaling work-based and immersive learning, and exploring innovation ecosystems.

The participation of the **EULiST Alliance** in such forums highlights their commitment to fostering collaboration and innovation in engineering education.

SWEDISH EUI NETWORK MEETING

The Swedish network EUI, organised by the Swedish National Union of Students (SFS), is a meeting for student representatives in European university alliances, where the focus is on exchanging experiences and getting an overview of how student influence looks, or can look, in different alliances.

Jönköping University (JU), as part of the **EULiST Alliance**, encourages its students to take part into the opportunities that the EUI network offers.

EULiST Courses Offered by URJC to the Alliance

Committed with continuous education and skill enhancement, **the EULiST Office at URJC** has developed a series of courses for EULiST staff members designed to enhance professional growth and development. These courses have included so far:

- ▶ **2023** - “Dissemination, Exploitation and Innovation in Horizon Europe proposals and running projects”. **(7 h)**
- ▶ **2023** - “Lump Sum proposals and projects in Horizon Europe: How do they work in practice?”. **(4 h)**
- ▶ **2024** - “Project Management: PMI of PMBOK and Scrum”. **(16 h)**
- ▶ **2024** - “Practical Overview of the Horizon Europe Program and Key Guidelines for Writing a Proposal”. **(8 h)**
- ▶ **2024** - “Communication and Dissemination for European Projects”. **(16 h)**
- ▶ **2024** - “Preparing R&D+i Projects in Horizon Europe”. **(16 h)**
- ▶ **2025** - “Management and Justification of European Projects”. **(8 h)**

EULiST Submitted Project Proposals

The **EULiST Alliance** has been actively involved in submitting several project proposals to various European funding agencies. For a proposal to be considered an **“EULiST Project,”** it must strategically involve at least three Alliance partners, ensuring collaboration and strengthening the Alliance’s position in securing funding.

Year	Programme/Call/ topic	Proposal title	Partners Involved	Coordinator
2024	Horizon Europe HORIZON-WIDERA- 2024-ERA-02	BISCARE – Building Inclusive and Sustainable Research Careers in Europe	STU, JU, LUT, NTUA, URJC, BUT, IMT, UnivAQ	STU
2024	Horizon Europe EIT HEI Initiative Call for Proposals 2024	Innopath	STU, NTUA, JU, URJC	STU
2024	ERASMUS+ ERASMUS-EDU-2024- POL-EXP	HiFlex	LUH, STU, BUT	LUH
2025	ERASMUS+ Capacity Building for Higher Education	DISCAM – Digital Innovation in Carbon Footprint for Sustainable Climate Action in the Mediterranean	URJC, LUH, NTUA	URJC
2025	ERASMUS+ KA220-HED	CARED – Implementation of Digital Training Platforms for Higher Education in Environmental Policies and Certification in European Companies: Aligning with the Objectives of the Green Deal	URJC, NTUA, LUH	URJC
2025	ERASMUS+ Capacity Building for Higher Education	GG-RAIN – Global Gateway principles for sustainable RAINforest management in Latin America	UnivAQ, URJC, NTUA	UnivAQ
2025	ERASMUS+ Capacity Building for Higher Education	RESET – Resilient Entrepreneurship and Systems Education for Tomorrow	URJC, IMT, NTUA, LUT	URJC
2025	ERASMUS+ KA220-SCH	AIEDUyou – Generative Artificial Intelligence for STEM Education: Design and training for sustainable and interdisciplinary teaching practices	URJC, STU, NTUA, UnivAQ	URJC

“Our Present, Your Future”

As we embark on the concluding chapter of our journey, it is with great anticipation that we present the vision and future steps of the **EULiST Alliance**. The motto, “**Our Present, Your Future,**” encapsulates the very essence of our mission: to bridge the present achievements with a forward-looking strategy that paves the way for the coming generations. This chapter serves not just as a conclusion, but as a lighthouse guiding us through the path ahead.

The **EULiST Alliance** has always been committed to fostering collaboration, innovation, and sustainable growth within the European academic landscape. Our roadmap for the next years is designed to build on this foundation, ensuring that our collective efforts today translate into impactful outcomes tomorrow. Through a series of targeted initiatives, strategic partnerships, and international engagements, the **EULiST Alliance** aims to solidify its position as a leading force in higher education and research.

EULiST 4th General Assembly (L’Aquila, 2025)



The 4th EULiST General Assembly will take place in L’Aquila (Italy) between March 31st to April 2nd, 2025, hosted by UnivAQ. The General Assembly will include meetings of the Coordination Office, the Student Board, the Management Board and the Governing Board of the **EULiST project and Alliance**, which will serve as a critical moment for assessing past achievements and plan future efforts.

This gathering will be coincident with UnivAQ’s academic year opening ceremony, an event which will highlight the collaboration and shared achievements within the **EULiST Alliance**, bringing together faculty, students, and partners to celebrate and plan for the future.

In addition, the 4th EULiST General Assembly will be the first event to formally introduce the upcoming **EULiST Global Conference 2025 within the Alliance**.

1st EULiST Global Conference (Aranjuez, 2025)



Aligned with one of EULiST's Key Performance Indicators (KPIs), **EULiST** and its Beyond Europe partners are actively collaborating. As a result, **Rey Juan Carlos University (URJC)** will host the first **EULiST Global Conference**. Organised by task group 5.3 “EULiST Beyond Europe”, led by URJC and co-led by NTUA, this significant event will be held from November 20th to 21st, 2025, at URJC's Aranjuez campus. The conference, titled “Co-creating Sustainable Solutions for Climate-Resilient Societies”, aims to foster international cooperation and sustainable innovation.

This conference aims to facilitate global knowledge exchange and collaboration, strengthen partnerships between European and non-European institutions, and promote discussions on major challenges and global scientific cooperation.

The EULiST Global Conference 2025 will be structured onto two main blocks: parallel sessions to explore different areas in depth; and plenary sessions for joint discussions among all participants. Several topics are being considered, including:

- Knowledge Through Research.
- Industrial Partners as Vectors of Transformation.
- Cities Adaptation (Urban Resilience And Climate Neutrality).
- Information and Society.
- Pre-conference for doctorate students (November 19th).



*The website for the event is on
eulistglobalconference.com*

TG2.1 Meeting in NTUA (Athens, 2025)

From March 26th to 28th, 2025, the Task Group 2.1 “Digital Campus Infrastructure” will hold a meeting in NTUA Campus (Athens, Greece). Along those days, several sessions will be held regarding the status of the **EULiST** Digital Campus, architecture and other requirements.

URJC visits NTUA (Athens, 2025)



NATIONAL TECHNICAL
UNIVERSITY OF ATHENS

Rey Juan Carlos University (URJC) has been invited to visit the National Technical University of Athens (NTUA) from May 6th to 8th, 2025. This visit aims to strengthen the collaborative ties between the two institutions, fostering a deeper understanding and cooperation. As the Chair and Co-Chair of the Management Board of the **EULiST Alliance** respectively, **URJC** and NTUA play pivotal roles in guiding the direction and initiatives of the Alliance.

The visit will include a series of meetings and discussions focused on enhancing the partnership between the universities, sharing best practices, and exploring new avenues for joint research and educational projects. This cooperation is expected to lead to significant advancements in academic and scientific efforts, benefiting both institutions and their broader academic communities.

URJC and NTUA visit LUH (Hannover, 2025)



NATIONAL TECHNICAL
UNIVERSITY OF ATHENS



Leibniz
Universität
Hannover

Representatives from **EULiST** members **Rey Juan Carlos University (URJC)** and National Technical University of Athens (NTUA) will be travelling to Leibniz University Hannover (LUH) in November 2025 as a tripartite delegation visit.

EAIE Annual International Conference and Exhibition (Gothenburg, 2025)



The **EULiST Alliance** is ready to continue its strong presence at the EAIE Annual International Conference and Exhibition, further strengthening its position as a key player in higher education. Following the success of previous participations, the Alliance is already preparing for the next edition, scheduled for September 2025 in Gothenburg (Sweden).

This event will provide a platform for **EULiST** to showcase its latest initiatives, foster new collaborations, and engage with a global audience on pressing academic and research issues. By participating in EAIE, the **EULiST Alliance** reaffirms its commitment to internationalization and excellence, ensuring that its vision for the future is shared and supported by the broader academic community.

2nd EULiST Student Conference (Douai, 2025)



The second edition of the **EULiST Student Conference** will take place in Douai (France) hosted by IMT Nord Europe, from June 30th to July 4th, 2025. The **EULiST Student Conference** is a student-led event that unites students from the ten universities within the EULiST Alliance. The objective of the conference is to facilitate the exchange of ideas, promote collaboration, and stimulate innovation among participants from various academic disciplines. Additionally, the program includes numerous social activities, such as a cultural evening, opportunities for pitching ideas, a group excursion, and a language tandem session.

5th International Staff Week (Bratislava, 2025)



The Slovak University of Technology (STU) is hosting the **5th International Staff Week (ISW)**, which will take place from April 7th to 11th, 2025, in Bratislava (Slovakia).

EULiST 5th General Assembly in LUT (Lappeenranta, 2026)



The **5th EULiST General Assembly** is already being planned for May 2026. It will be hosted by Lappeenranta-Lahti University of Technology (LUT) in Finland.



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