

ERUA2

D 8.1. Communication and Dissemination Plan

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1. Purpose and framework of the Communication and Dissemination Plan

This communication and dissemination plan is aligned with ERUA's long-term strategy to create an innovative, reform-oriented network of European universities that will tackle the contemporary challenge that modern societies are facing. To do so ERUA needs to establish itself firmly as a “role model” for educational reform, to build an image of a socially impactful network and to expand its model to a growing number of future partnerships. This requires a strategic plan that will allow us not only to communicate our ideas, but to also promote the value and the impact they carry for specific individuals, communities and the society at large. To do so, the proper and targeted dissemination of the result from our work packages, becomes crucial for an impactful and sustainable contribution to addressing the modern challenges.

ERUA has been created as a network of reform-oriented universities that strive towards fostering critical thinking of the university community by reflecting upon, assessing and advancing alternatives to current models in higher education. During the last 3 years the work in the consortium has allowed us to build a community, promote our critical ideas and develop our sustainable concept of academia. Various mapping exercises in terms of research, projects, initiatives, potential cooperation fields and staff training mechanisms have also been achieved. Sharing of good practices (especially in some of the activities in the previous funding round) to identify and capitalise on best practices and approaches have also been successful.

Based on the assessment carried out and our shared understanding of the challenges facing Europe, ERUA has revised its mission, vision and values to develop our consortium as a reform alliance. By pooling our individual strengths and past achievements, we strive to increase our societal impact by creating a powerful academic hub for critical and innovative contribution to a free, more equitable and democratic Europe. We believe that to shape peaceful, just, and sustainable futures, higher education and research must be substantially transformed.

ERUA has strived to become a “role model” for other alliances in terms of diversity, inclusion and ethos on participation, but also to develop educational programmes and research projects geared towards societal impact. To do so our previous Communication Strategy has aimed to enhance the communication among the partners and to establish ERUA as a distinguished brand by raising awareness among the various target audiences about the existence of ERUA, and stimulating participation and engagement of the target groups in the activities organised by the partner universities within the different Alliance Working Packages.

As a continuation of these objectives and based on the internal and external evaluation of what has been achieved so far, this communication and dissemination plan will build upon and expands existing strategies, communication channels, networks and circles of influence of each partner, while setting up new goals with regard to the reframed mission and vision of ERUA.

During the course of the external review evaluation in the previous round of funding, our Alliance was recommended to strengthen our lines of internal communication, as well as alliance visibility beyond its borders. In response, this plan tries to create instruments and processes to leverage ERUA's communication and impact outreach to develop impactful communication tools for internal communication and external stakeholders' engagement, to increase the visibility of our Alliance beyond ERUA.

In meeting these objectives, the communication and dissemination plan will establish a new and enhanced communication structure to meet the demands of the reimagined governmental body of ERUA to contribute to better coordination, increase engagement and facilitate the communication among ERUA partners and encourage the internal stakeholders to become an active part in a new bottom-up and participatory process of co-creation, while facilitating a seamless inclusion of the new ERUA members.

In light of the enlarged ERUA network, the communication and dissemination plan will continue the work on fostering the "sense of belonging" by enhancing the process of common identity building and engagement towards the Alliance mission.

This communication and dissemination plan is aligned with ERUA's long-term strategy, closely coordinated with WP1, and will benefit from the expertise of the Communication Committee comprising professionals from all partner universities. To expand communication channels and effectively reach students, staff, and academics across partner universities, Local Coordinators will actively participate in this initiative. The evaluation of the ERUA communication and dissemination activities' impact will be conducted within the framework of ERUA's quality assurance plan centralised in WP1.

The communication plan will further aim to develop and promote the common ERUA brand, increasing the sustainability of the Alliance, by effectively communicating its activities and disseminating the results of our common endeavour. To foster visibility and increase the impact of ERUA the communication plan will build on and enhance the existing partnerships, while aiming to increase the level of engagement of the stakeholders. The plan also aims to further its outreach with the particular focus on regional and local stakeholders as a method of engaging local communities and establishing continuous working relationships, based on effective communication and wide participation and consultation of the various communities.

The communication and dissemination plan thus considers in-depth the following key issues:

- What we communicate - framing the mission
- The current state of affairs and Context and its impact
- Stakeholder and target audiences
- Goals, tasks and key messages
- Implementation, monitoring and review

2. ERUA's mission

ERUA's shared experience in the last 3 years has created a unique understanding of our assessment of who we are, what we excel at and the contemporary challenges facing Europe. We have revised and restated our mission, vision and values in order to better describe ourselves and bring us closer to achieving our common objectives.

Recognizing that we share a *large focus on social sciences, humanities and the arts and also an ability to cross these perspectives with those of science, technology, engineering and medicine* we endeavour to tackle challenges in contemporary Europe. We recognise that ERUA is unique among European Universities by being a reform alliance pushing to increase our societal impact.

Our vision is to develop a consortium around our foundational principles as a reform alliance, build on shared values, while embracing diversity:

Openness: we are open by default
A focus on students: we train tomorrow's citizens
Inclusiveness: we are deeply inclusive
Humanism: we foster wellbeing

In doing so and building on our individual strengths and past achievements, we will increase our societal impact by creating a *powerful academic hub for critical and innovative contribution to a free, more equitable and democratic Europe.*

What unites our mission and vision is our *belief that to shape peaceful, just, and sustainable futures, higher education and research must be substantially transformed. We need to communicate clearly that ERUA is determined to be "leading by example", providing not only the testing ground but also turning ourselves into a success story of inclusiveness, experimentation, innovation and creativity to change the lives of our students, and to solve the global challenges of our times.*

"Reform is making a difference" needs to be disseminated as a key to understanding ERUA. Being a "reform alliance" requires our communication and dissemination plan to establish firmly the foundations of what reform alliance means:

Reform is **being critical**
 Reform is **empowering students**
 Reform is **promoting initiative**

Reform is **being open**
 Reform is **making a difference**
 Reform is **fostering sustainability**

3. Current state of affairs and context analysis

In the last 3 years ERUA has re-imagined higher education and research, learning pathways to build an ERUA community and campus with 5 partners. This consortium has allowed us to build a community, promote our critical ideas and develop our sustainable concept of academia.

In this endeavour the alliance has already defined 10 joint strategies and policies that contribute to ERUA's long-term strategy. Previously, all governance, advisory bodies and operational structures have been set-up and stable working groups capable of shouldering operations have been formed.

There have been activities leading to community building and creating an identity of the alliance (such as teaching weeks, staff days, virtual and experimental event series). Physical, virtual and blended student mobilities have been implemented.

We have now grown our network from 5 to 8 reformist universities including founding members Université Paris 8 Vincennes Saint-Denis (UP8), New Bulgarian University (NBU), and University of the Aegean (UAEGEAN), and expanded to the East and South of Europe with our new partner universities SWPS University (USWPS), European University Viadrina Frankfurt (Oder) (EUV), Università Degli Studi Di Macerata (UNIMC), Universidad De Las Palmas De Gran Canaria (ULPGC), and Mykolas Romeris Universitetas (MRU). We have also seen important changes in the setup of our consortium with founding members Universität Konstanz (UKON, Germany) and Roskilde University (RUC, Denmark) having moved from being full partners to associate partners.

These changes provide both new challenges but also open new opportunities, by providing the alliance with unique perspectives beyond the Social Sciences and Humanities and expanding it to bring convergence of ERUA universities from Europe's East and West, North and South, and students from top and lower socio-economic deciles, from rural and urban, insular and mainland settings, local and global backgrounds. This creates opportunities to stand 'on a critical edge' both in terms of values, geography and social diversity closer to new stakeholders and communities.

The previous round of ERUA has focused on building the ERUA community, promoting our critical ideas and developing our sustainable concept of academia. We have undertaken various mapping exercises to outline prospects of collaborative activities in terms of research, projects, initiatives, potential cooperation fields and staff training mechanisms. These have outlined and we have later engaged in sharing good practices to identify and capitalise on them.

There have been activities leading to community building and creating an identity of the alliance (such as teaching weeks, staff weeks, virtual and experimental events). Although restricted by the Covid pandemic, ERUA has built physical, virtual and blended mobility formats. The Alliance facilitated 596 staff mobilities during the first phase of the project and we aim to build on these Alliance collaborations and push ERUA's physical and virtual exchanges towards a 50% threshold via our innovative learning pathways (WP2) and support for activities. The following communication plan will play a key role in this direction.

Based on our experience we view students as our main stakeholders and we want to put them in the centre of the University. We believe that students will be the actors of change in societies to come and that their voices will be essential in reimagining a new model of European higher education. Thus, we have created a separate student engagement strategy in order to listen to their needs, to have their perspective and contribution, and to engage them in a bottom-up, participatory process of co-creation.

It is also worth mentioning that we have been able to conduct a cumulative evaluation with external reviewers that has helped us to guide our Alliance, grow and respond to challenges. This evaluation has also identified specific deficits that we need to address both through our different working packages but also through our communication and dissemination plan.

Based on our observations and the insights from external reviewers outlined in our Quality Assessment Report, we can outline specific Strengths and Weaknesses that are related to our communication and dissemination activities.

SWOT-analysis

1. Strengths

- a. Expanded network of universities that share values based on openness, inclusiveness, focus on students and humanism;
- b. Diverse range of universities and disciplines, providing a rich pool of content for communication;
- c. Emphasis on experiential learning makes the diversity of geographical and cultural contexts we offer our students a crucial aspect of our initiative.
- d. Long-standing commitment to the internationalisation of higher education;
- e. An innovative and flexible curriculum which has the potential to be delivered at the inter-university level to empower students in developing their own customized programmes;
- f. Focus on high-performing digital education ecosystem, challenge-oriented research-based clusters with interdisciplinary and reformist approaches;
- g. Deployment of a virtual campus coupled with resources consolidation serves as a pedagogical innovation, and will help to enhance digital skills and competences for the digital transition;
- h. Enlarging the network and bringing it closer to new communities, increasing the possibility and potential range for social impact;
- i. Established network of stakeholder partnerships;
- j. A clearly observable shared common denominators among the new and remaining partners (as for example socially meaningful applied research and teaching);
- k. New reimagined Governmental structure - improved link between the institutional leadership and the operational management of ERUA
- l. Improved coordination and communication mechanism;
- m. Co-leadership in different packages to improve consistency and engagement in the Alliance but also with internal and external stake-holders;

- n. A system of discursive, open self-monitoring, which ERUA has created, allows for a comprehensive assessment and feedback with both internal and external stakeholders - ERUA Βαρόμετρο, for example;
- o. A new focus on value creation as a driver for achieving the goals of the Alliance;
- p. A core group of students who have participated in educational offers of the Alliance or are committed to the Alliance is emerging, which means we are witnessing a growing sense of shared identity;
- q. A growing membership, both individually and institutionally, as a sign of resilience and gaining a specific profile;
- r. More clear focus on 5 thematic areas to strengthen the external impact and the social anchoring of ERUA;
- s. A focus on 2-3 deliverables in each WP, with an emphasis on output deliverables rather than instrumental deliverables, to facilitate content creation focused on value, allowing better communication and dissemination impact;
- t. Establishing a separate student engagement strategy to structure students' participation in all our activities in order to better incorporate their needs, to have their perspective and contribution, and to engage them in a bottom-up, participatory process of co-creation;
- u. Multilingual language policy, focus on language training and cultural awareness programmes in each of the 8 languages and cultures at all partner universities;
- v. Much more accessible mobility, founded on short intensive study abroad programmes, which removes the obstacles of longer mobility and creates new possibilities, especially for students from lower socio-economic backgrounds;
- w. ERUA will open many channels for physical and virtual mobility, including short-term stays, virtual mobility through participation in distance learning courses, hybrid mobility or mobility at home in relation to academic staff mobility across partners.

2. Weaknesses¹

- a. A core and periphery dichotomy has been identified within the Alliance, which could hamper the development towards a consistent alliance
- b. Underdeveloped strategic exchange at governance level
- c. Inconsistent Communication: Variability exists in the frequency and format of communication across alliances, leading to potential confusion.
- d. Poor translation of ERUA's mission statement into specific narrative that connects the overarching goals and the specific work package goals - the review discovered that as a consequence project members had difficulty presenting ERUA's overall goals and the goals of their own work package, while the work package coordinators found it difficult to explain the coherence between the work packages.

¹ Based largely on the conclusion from: "Evaluation Report second evaluation step: ERUA's ability to implement" and "Openness to the world" under the constraint of the trilemma Evaluation Report". Part 2 and part 3 – Monitoring and Improvement, 2023

- e. As a result, partners and work coordinators could not relate the ERUA activities to what their academics and students see as the main challenges for their universities.
- f. Some alliance members face challenges in engaging effectively with students and faculty when it comes to ERUA related issues, which affects the dissemination of information.
- g. A mismatch between Goals and Work programme
- h. Overall perception and interpretation of WP2 Reimagining higher education and WP3 Reimagining learning pathways as mobility in general and short-term mobility, respectively.
- i. A need for more efficient IT systems - both a CMS system and a platform for holding online and hybrid meetings. A mismatch between what is expected to be delivered as an alliance and what each partner could deliver independently has been identified.
- j. Underdeveloped common identity. Members of the alliance bear stronger identification with their home universities and contexts, rather than with ERUA as a whole;
- k. Challenging coordination between WP leads to difficulties in management and implementation of goals and tasks;
- l. Vague understanding of ERUA as an initiative - an assessment discovered that the university communities see the Alliance as a project, which creates extra workload in addition to the regular tasks and duties. The goals and objectives of the project are viewed as additional and sometimes are not prioritised
- m. A gap between ERUA's articulated goals and the concrete activities.

3. Opportunities

- a. Being well placed to contribute to global challenges through innovative and interdisciplinary perspectives, Alliance partners need to use the ongoing national and EU level debates on reforming education, meeting contemporary challenges to further advance ERUA goals and meet the promise of changing the future of education, by providing a social impact;
- b. Assist in the objectives of Europe's Digital Education Action Plan (2021-2027)
- c. Focus on exploring opportunities to further support teachers, trainers and educational staff - special care needs to be put into the ongoing professional learning opportunities offered to this group. Aligned with this sentiment, ERUA acknowledges the importance of teaching quality and plans to join larger initiatives. These activities, addressed in WP2, will contribute to support favourable environments and conditions favouring the development of competences of teachers, trainers and educational staff.
- d. Expanding the network of partnership by creating and supporting (within WP5, specifically) inter-sectoral knowledge-creating teams, bridging academic and non-academic stakeholders with a specific but not exclusive emphasis on regional stakeholders;
- e. ERUA will establish an advocacy strategy in line with ERUA's strengths and expertise (both internal and external), as a means to influence policy-making and produce a societal impact in ERUA's thematic areas.

- f. the exchange between the teams of the individual work packages will be stimulated by regular meetings between the work package leaders and co-leaders in the management committee;
- g. Prioritising a sturdy, low-disruption efficient IT structure, to fully deploy the digital campus and make it a flagship initiative for ERUA.

4. Threats

- a. Coordination and communication problems among partner universities might lead to delays and lack of alignment, which could affect the achievement of the alliance goals;
- b. Limited capacity to engage with the wider research community to address societal challenges and to have a meaningful impact;
- c. Limited capacity to ensure active involvement of stakeholders (associated partners) in WP5 and project activities across the different work packages to guarantee a wider impact outside of ERUA;
- d. Low engagement from students would affect the overall success of ERUA as a student-centred alliance;

4. Stakeholder analysis

ERUA' revised vision and the emphasis on thematic areas will enable us to reach clearly defined target groups. We are firmly committed to promoting the needs of our students, academic staff, support staff and external stakeholders as a method of engaging these communities. We can most generally divide the stakeholders in two groups: internal and external stakeholders. Furthermore, this division can be enhanced by the levels of engagement we will strive to establish through our communication and dissemination activities with regard to the above-mentioned points.

Internal Stakeholders

Based on the experience of the previous round of ERUA, as well as on provided feedback and extended working relationship with both internal and external stakeholders, we will focus on reinforcing the involvement of internal stakeholders, in particular of students and academics in the alliance activities, aiming to increase the ERUA impact on those groups in the long-term.

Specifically, we see students and academics of ERUA to be our primary target groups for the following years. The following stakeholders stand out in terms of the goals of this plan:

ERUA students: Students are central to our understanding of ERUA and therefore, their involvement is required:

- in co-creating the ERUA community and educational programmes (represented in WP2, WP4 and WP7)
- in participating in our mobility programme (WP4),
- as agents of change for student Sustainable Development Goals (SDG) related initiatives (WP5),
- in governance bodies (WP1)
- and in the social entrepreneurship initiatives (WP6).

In order to foster this, the communication and dissemination activities will have to divide tasks to simultaneously inform, consult, involve and empower these students while turning them into active ambassadors of social impact and change.

ERUA academic staff: There is a need to better support our academic staff to prepare and apply for joint EU research projects under the umbrella of the ERUA alliance. Building a shared sense of belonging but also recognising the added value of being a member of the Consortium is a key objective. Continuing and expanding ERUA's good practice of engaging with academic staff is crucial. Active communication and dissemination need to focus on information and involvement based on:

- promoting excellence in research and the relevant capacity building endeavours via the development of the Research Support Network undertaken within Re:ERUA.
- promoting participation in shaping learning pathways and initiatives (WP2),
- engaging in research-based clusters (WP3) and community-based participatory research in science shops (WP5)
- while also consulting and empowering these stakeholders via participation in governance bodies (WP1).

In addition to focusing on these two groups of members, ERUA has also reviewed the needs of the other members of the ERUA community and have integrated tasks and activities in our work packages that would allow them to grow while being Alliance members:

ERUA technical and administrative staff: A key player in ERUA's endeavour to harmonise our digital systems, training, intercultural awareness activities and support in research activities between shared projects and foster institutional transformation in order to improve university efficiency and sustainability in the long-term. Disseminating good practices, focusing on shared sense of community, facilitating capacity building will be key in engaging these stakeholders.

ERUA associated partners: Our first round of activities has allowed us to build an extensive network that is focused on the need for shared benefits of ERUA for associated partners - sharing innovative approaches to knowledge co-creation, and research infrastructures with a view to reinforce scientific exchange, policy decision making and promoting scientific excellence (WP1-WP8).

ERUA's network of associated partners includes 35 associations of HEI (e.g., International Association of Universities and Mediterranean Universities Union), NGOs (e.g., Campus de la transition and Association Halage), public bodies (e.g., Plaine Commune and Municipality of Rhodes), non-profit organisation (e.g., Institute of Entrepreneurship Development and Lithuanian Social Innovation Cluster) and SMEs (e.g., Consulta Europa Projects and Innovation and Ekonominės Konsultacijos ir Tyrimas).

Ensuring close cooperation between our associated partners and ERUA will be one of the key objectives of the communication and dissemination plan. The goal is to ensure that via active engagement with our associated partners our focus and impact is directed towards real European societal needs with regard to our 5 thematic areas. We recognise strong added value and specific tasks with regard to these areas as follows:

Migration, exile and refugees: Réseau MENs is a network made up of French higher education institutions, civil society partners and public institutions. They have previously implemented programmes for the resumption of studies, training and professional integration of students in exile. This organisation may help ERUA develop relevant strategies and policies. Another example is Verbuendungshaus Fforst, an NGO, which is actively engaged in Frankfurt an der Oder's cultural landscape as well as issues of migration, anti-discrimination and social justice. They will help the Alliance host student-organised events to facilitate peer-to-peer exchange.

Environmental transition: Interactive Bulgaria Foundation is an NGO that will support ERUA in seminars, training and mentoring on social and environmental issues. Another associated partner is iGuzzini Illuminazione, a world-renowned joint-stock company that designs and provides lighting systems for various notable buildings internationally. They will be able to facilitate our Alliance's vocation to make our university increasingly aware of energy impact and the needed commitment to environmental sustainability.

Democracy & human rights, inclusion & gender equality: The Forum Transregionale Studien is an NGO that is in fact a research organisation that serves as a platform for international cooperation between scholars. They will participate in joint events and collaboration formats for early career researchers especially in the fields of human rights, democracy and migration. Additionally, the Centre for the Study of Democracy, a European public policy institute dedicated to the values of democracy and market economy, **will be supporting ERUA with dissemination and communication activities on this topic.**

Interculturality, multilingualism: Il Faro – Società cooperativa sociale is a social cooperative that provides welfare, health, and educational services to vulnerable populations such as children, youth and families amongst other groups of people. They will be supporting the development of ERUA's mobility policies. A second example is Ionian University who has developed initiatives such as the newly established Centre for Research and Innovation, a recently awarded UNESCO chair for threats in cultural heritage. They will be helping ERUA on teaching and training activities relevant to this thematic area.

Arts and edges: Bundesverband Soziokultur is an NGO which enables communities to participate in cultural and political life through the arts. They will be strengthening the discourse between the arts and culture, active citizenship and sustainability within ERUA. Another associated partner is Kunstgriff. e.V., which is an NGO born from EUV that organises art exhibitions and provides art workshops. They will help make a liaison between ERUA and the local art community in order to support students in the fields of arts and culture.

External Stakeholders

Other higher education institutions: With regard to ERUA's collaboration, we see the needs of other higher education institutions being involved in collaboration with our alliance. One of the crucial goals of the communication plan will be to increase awareness and build partnership in order to increase their capacity to disseminate knowledge. Focus on establishing ERUA as a role model in knowledge sharing will be through the use of joint events and collaborations with ERUA. We have in particular established strong relations with other

European University Alliances in terms of academic subjects and approaches such as EUT+ and EUniWell (see 1.3 for more information).

Local and regional communities: There is a need to achieve social change in campus, communities and regions of ERUA members. This will be developed through challenge-oriented research-based clusters (WP3), that engage directly with communities and regions. Facilitating the free and coordinated two-way flow of information will be crucial for the success of these tasks.

Furthermore, we will develop an open community based on a collaborative space for local communities and regions, science shops and a science cafe for community-based participatory research, civic ideathons and hackathons, interregional partnerships (WP5) and the social entrepreneurship initiative (WP6). Providing relevant information, focusing on context specific messages, initiatives, and channels of communication, while disseminating context aware content will be a pivotal part of communication and dissemination activities in that area.

5. Communication and dissemination

5.1 Goals, tasks and key messages

Communication and dissemination activities will be carried out both for internal and external audiences.

The goals of the plan are set accordingly:

→ **Establishing effective internal communication structure to enable and support transparent and efficient decision-making within the new governmental structure of the Alliance.**

- Adopting a clear and flexible procedures (communication channels will be created across the three governance levels under the supervision of the Secretary General in both directions (top-down and bottom-up), to ensure seamless flow of information among members of the governmental structure
- disseminate the decisions and the outcomes of the meetings in timely and effective fashion

→ **Enhance the alignment of ERUA strategies with the individual university strategies**

- Enabling the penetration of decision, outputs and deliverables via established internal channels of communication;
- Providing clear, comprehensible and shared narrative to foster common understanding of mutual goals;
- Linking outputs to the specific ERUA goals;

→ **Promotion of ERUA and the dissemination of its results and achievements;**

- Implementation and reinforcement of ERUA brand;
- Enhancing the visual identity via the introduction of new elements;

- Implementation and integration of visual identity and ERUA brand at university campuses;

→ ERUA website and social media promotion:

- Creating value-based awareness campaigns considering the needs of the internal stakeholders;
- Content and message generation based on value and specific benefits for the internal stakeholders;
- Developing campaigns around pivotal ERUA events as a communication and dissemination channel;
- Expanding scientific and cultural events club of ambassadors, and content for social media;

→ Community and identity building

- Improving internal community awareness, fostering sense of belonging and long-term productive engagement;
- Establishing a continuous feedback mechanism to ensure involvement and engagement of internal stakeholders, and recognition of their role in the final outputs;
- Increase of the rate and reach of mobility and capacity building opportunities as a dissemination activity;
- Creating a body of student ambassadors as an active tool of both community building and promotion of ERUA;

→ Increase of visibility and impact among external stakeholders

- Design specific communication campaigns aimed at giving visibility to the alliance flagships and key actions within the thematic areas;
- Enhance communication with external stakeholders via surveys and needs-assessment based communication;
- Targeted dissemination of the results of the WP 5 and WP 6 to ensure impact on regional communities and foster future partnerships;
- Set up advocacy groups as a means to influence policy-making and produce a societal impact in ERUA's thematic areas.

Communication is central to creating our vision of a truly integrated European university and we are dedicating a lot of effort to establish efficient communication at all levels. Effective dissemination is a support process through which sustainability and our long-term collaborations can be achieved. Regular physical and virtual meetings will ensure efficient communication between partners. Bilateral meetings between the coordinators and the partners are also regularly organised every 4 months, after each internal reporting period.

The key messages are the essence of what the ERUA Alliance wants to communicate to the target audiences as identified above. Developing and transferring concise key messages is crucial in order to achieve a successful communication.

The key messages, which will be disseminated among all target audiences, are connected with the main topics, which are in the focus of ERUA. These are related to the 5 thematic areas that we have identified as the real European societal needs, that we believe we can have an actual impact on: **migration, exile and refugees, environmental transition, democracy, human rights and gender inclusion; interculturality and multilingualism, arts and edges.**

The messages will be closely intertwined with the realisation and the outputs of the three main flagships initiatives of ERUA as an alliance. These flagships are the following:

Flagship 1:

- increasing mobility opportunities
- full deployment of virtual campus

Flagship 2:

- joint degrees
- deployment of academic innovation lab

Flagship 3:

- creating research-based clusters
- development of social entrepreneurship programme

5.2. Target audiences

When speaking about impact, we outlined the main stakeholders, which might be affected by the activities and events organised by ERUA. Our approach to impact is based on dialogue, as opposed to the paradigm of the generation of impact as an outward one-way road. This is why we place the involvement of our target groups at the heart of our impact strategy. In the context of our communication plan these stakeholders are regarded as target audiences, as they will be receiving messages created by the alliance. In other words, these are groups identified for the purpose of communication and engagement efforts.

Target audiences profile	Communication channels
Internal audiences	
ERUA students	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Instagram, TikTok, YouTube, Spotify - ERUA annual summits and events - Student's magazine - ERUA podcast - ERUA Virtual Campus - Digital campus - Print Materials - ERUA ambassadors
ERUA academic staff	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Facebook, LinkedIn, YouTube - ERUA annual summits and events - Intranet - Print Materials - ERUA ambassadors

ERUA technical and administrative staff	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Facebook, Instagram, LinkedIn, YouTube - ERUA annual summits and events - Intranet - Print Materials
ERUA governance bodies ²	<ul style="list-style-type: none"> - Intranet - Email - Online and offline meetings
Associated partners 35 associations ³	<ul style="list-style-type: none"> - ERUA Websites and member university websites - Intranet - ERUA social media channels: Facebook, LinkedIn, YouTube - ERUA annual summits and events - ERUA ambassadors
ERUA ambassadors	<ul style="list-style-type: none"> - ERUA Websites - ERUA social media channels - ERUA annual summits and events - Email - Online and offline meetings - Student's magazine
ERUA Advocacy group on democracy and human rights, inclusion, and gender equality	<ul style="list-style-type: none"> - ERUA Websites - ERUA social media channels - ERUA annual summits and events - Email - Online and offline meetings
External audiences	
Other higher education institutions	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Facebook, LinkedIn, YouTube, Media Relations (press releases, interviews, etc.)
Other Universities and other EUI Alliances	<ul style="list-style-type: none"> - Events organised by associated partners and other relevant networks - ERUA ambassadors
Local and regional communities	<ul style="list-style-type: none"> - ERUA newsletter and events held in all eight universities - Print materials - ERUA LinkedIn page - ERUA ambassadors
Local schools	<ul style="list-style-type: none"> - Interactive events, open to societies: #ERUAiDeaThons, #ERUAHackThons, Science Cafes, Biennale events, Open digital talks for crisis, ecology and safety - ERUA ambassadors
Student Councils at the partner universities	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Instagram, TikTok, YouTube, Spotify - ERUA events (Student conferences on campus) - Print Materials

² The governance bodies and figures of the Alliance are the Board of Rectors, the Steering Committee, the Management Committee, the Vice-Rectors Councils, the Participatory Council, the Student Board, the external Advisory Board, the Work package boards, the ERUA Joint Units and Task-forces, the Secretary General and the Local Coordinators. The internal communication within the alliance, including within and between the bodies of the Alliance will be defined in the Consortium Agreement of the Alliance, as well as in the Terms of reference, which each of the bodies approves. The role of the Communication Committee is outlined in a separate document - Terms of Reference for ERUA's Communication Committee

³ Grant agreement, Article 9 Other participants involved in the action, p.18-19

	<ul style="list-style-type: none"> - ERUA ambassadors
Students from universities, which are not part of ERUA (both within and outside of the EU)	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Instagram, TikTok, YouTube, Spotify - ERUA events (Student conferences on campus) - Print Materials - ERUA ambassadors
Alumni	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Facebook, LinkedIn, YouTube - ERUA annual summits and events - ERUA ambassadors
Public Media	<ul style="list-style-type: none"> - ERUA Websites and member university websites - Media Relations (press releases, interviews, etc.) - ERUA annual summits and events - ERUA ambassadors
Business companies	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Facebook, LinkedIn, YouTube, X - ERUA annual summits and events
NGOs	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Facebook, LinkedIn, YouTube, X - ERUA annual summits and events - ERUA ambassadors
Government bodies and policy makers	<ul style="list-style-type: none"> - ERUA Websites and member university websites - ERUA social media channels: Facebook, LinkedIn, YouTube, X (relevant for the public) - Events organised by associated partners and other relevant networks - ERUA annual summits and events - ERUA ambassadors
Think-tanks	<ul style="list-style-type: none"> - ERUA web-site and newsletter - ERUA LinkedIn page - ERUA events - Print materials

5.3 Communication Channels and KPIs

In this document we will focus mainly on public communication and the channels which will be available to various target audiences. The internal communication will be outlined in a more detailed way in the Terms of reference for the Communication Committee, which is the main body dealing with the communication flow within the alliance and outside.

Regarding communication tools, we are focusing on two different types of communication channels: **offline and online**. These activities are monitored using a set of quantitative and qualitative success indicators (KPIs). The evaluation of communication activities determines the degree to which the communication objectives have been reached, and the relationship between the outcomes and the efforts made to reach the goals. This analysis helps the project to better understand the facilitators and barriers for successful communication and serves to refine the communication activities accordingly.

Template implementation timetable for communication channels and a table with indicators for communication channels results (in Annex 2) are developed as instruments to monitor and evaluate the implementation of the communication and dissemination plan objectives

The ERUA website and Digital Campus

They are the main location where information about the Alliance is showcased. The virtual campus and website efficiency was underpinned by their usability, content updating and content suitability. We also developed the website to allow visitors to formalise their subscription to ERUA events and ERUA periodic newsletter.

KPIs for website

Item	Target Value
Web Site hits	Number of visitors (unique visits of the website of Erua) - 1000 per month on average Number of all visits throughout the whole period of the project (in total) - 50,000 Number of news published - 100 pieces of news (by the 4th year)

Newsletter

It informs on the Alliance's activities and results arising from projects every 3 months. By summarising the achievements and recent developments in line with ERUA objectives it reaffirms the main messages, while helping with the task of creating a cohesive image of ERUA to both internal community but to outside partners and communities, as well. These newsletters are released via email to registered subscribers. Thus far, one newsletter has been released paving the way for more to be published.

KPIs for E-newsletter

Item	Target Value
E-Newsletter (N. of)	1000 subscribers by the end of the 4th year
E-Newsletter (recipients)	2000 addresses in mailing lists by the end of the 4th year

Social media

Regarding social media, **Facebook, LinkedIn, Instagram, YouTube, TikTok, Spotify**, have been selected as the most appropriate social networks to promote the Alliance's achievements, news and outcomes. Previously, all dissemination activities reached more than 80 000 members of the target audiences in total. A significant proportion of these target audiences were reached via social media. Should we discover additional social media platforms that could enhance our overall communication impact, we will consider their inclusion in our communication activities. This decision will be accompanied by appropriate justification and the establishment of key performance indicators (KPIs).

Social Media	
Facebook	A comprehensive platform for sharing articles, event invitations, and fostering discussions among a diverse audience. Regular updates will maintain visibility and promote a sense of community.
LinkedIn	As a professional platform for showcasing research achievements, partnerships, and success stories, this channel will target academic and industry professionals, government officials, and potential collaborators.
YouTube	YouTube will be used mainly for long-form content such as webinars, virtual

	tours, and in-depth interviews with faculty and students will be uploaded to establish ERUA's authority and engage a broader audience.
Tik-Tok	TikTok will be mainly used for short-form, creative content. It will be employed to reach a younger demographic. Snippets of campus life, research highlights, and challenges will be shared in an engaging and relatable manner
Instagram	Visual content showcasing the vibrant academic and cultural life within ERUA, featuring stories, campus snapshots, and event highlights.
Spotify	Spotify will be used to disseminate the ERUA podcast, which will serve as a platform for in-depth discussions on academic topics, interviews with renowned researchers, and insights into ongoing projects. This audio format ensures accessibility for stakeholders who prefer on-the-go and immersive content consumption.

KPIs for social media

Social Media	Objective ⁴
Facebook	<ul style="list-style-type: none"> - 5 000 Subscribers by the 4th year - 6% Engagement rate by the end of the first year, 10% by the end of the 4th year of the project
Instagram	<ul style="list-style-type: none"> - 5 000 Audience reached by the 4th year of the project - 1000 Followers (1st year), 5000 followers (4th year) - 8% Engagement rate by the end of the first year, 10% by the end of the 4th year of the project
LinkedIn	<ul style="list-style-type: none"> - Grow the number of Impressions by 30% (1st year) and by another 30% by the 4th year - 3% Engagement rate (4th year)
YouTube	<ul style="list-style-type: none"> - 3% Engagement rate (4th year) - 500 views per video on average (4th year)
Tik-Tok	<ul style="list-style-type: none"> - 1500 average number of views per video - 5% Engagement rate (4th year)
Spotify	<ul style="list-style-type: none"> - 500 plays per episode on average (by the end of the 4th year) - 1000 audience (4th year)

Intranet

The platform is Nextcloud. It's very important to develop and use all of the platform's possibilities for communication with our internal audiences.

Nextcloud should cover all aspects of our internal communication needs (direct messages, group conversation, documents storage, video meetings).

Offline communication channels and events

In terms of offline communication channels, we are concentrating our efforts on print materials, offline events and PR. This includes the production of a number of brochures, posters and roll-ups that widen the public outreach and allow other potentially interesting stakeholders and the general public at the regional, national levels to be informed about ERUA's projects.

As an example, we previously hosted the second ERUA summit in Paris, November 2022, which was an in-person event with 270 participants. Additionally, a second example was our Critical Edge Alliance annual conference, that focused on green mobility initiatives led by ERUA students.

⁴ The growth will be measured in comparison to the statistics relevant for the end of October 2023 (Annex 1). If the channel is new and there are no previous statistics, the data will be presented in comparison to projected values.

Media coverage

Media coverage serves as a powerful tool for reaching diverse audiences. Positive media coverage can highlight the unique aspects and achievements of ERUA, effectively communicating its mission and vision to a wider audience.

Media publications contribute to shaping public perception and building a positive narrative around ERUA. As ERUA gains recognition through media channels, it builds a strong and distinctive brand identity, making it easier for the alliance to stand out in a highly competitive field.

KPIs for Media coverage

Item	Target Value
Media Coverage	At least 3 articles/ mentions of ERUA in traditional media outlets (both national and international)

Print materials - posters, brochure, flyers

This includes the production of a number of brochures, posters and roll-ups that widen the public outreach and allow other potentially interesting stakeholders and the general public at the regional, national levels to be informed about ERUA projects.

KPIs for Print Materials

Item	Target Value
Print materials	10 brochures, 15 posters and 10 roll-ups used during the 1st year. 30 brochures, 45 posters and 20 roll-ups by the end of the 4th year.

Event Strategy

ERUA events:

- Biannual teaching and learning forums
- ERUA Annual Summits
- Annual workshops on multilingualism
- Teaching and learning innovation forums
- Regional Smart specialisation conference
- Interactive events, open to societies:
 - #ERUAiDeaThons,
 - #ERUAHackThons,
 - Science Cafes,
 - Biennale events,
 - Open digital talks for crisis, ecology and safety
- Student conferences on campus

KPIs for Events

Item	Target Value
Events	30 events (summits, workshops, staff exchange weeks, etc.) during the 1st year; 80 events overall by the 4th year of the project
Participants in the events	The number of participants varies depending on the type of event. Target goal: 1000 people involved in ERUA events by the 1st year of the project. 5000 participants by the end of the 4th year.

A template implementation timetable (in Annex 2) is developed as instruments to monitor and evaluate the implementation of the communication and dissemination plan objectives

5.4 Developing the ERUA community

Based on the previous report, ERUA has already implemented physical and virtual student mobilities and staff mobilities during the first implementation period. We aim to continue to develop our community by following these steps:⁵

- **Increasing physical mobility between Alliance partners through:**
 - Exploring possibilities of sharing teaching and learning experiences through summer and winter schools, double degrees, or joint programmes.
 - Creating rotating thematic seminars, conferences and workshops within ERUA partners.
- **Fostering a sense of ERUA identity through:**
 - Establishing a yearly ERUA week across all partners to share new and innovative educational reform ideas
 - Composing an ERUA anthem
 - Creating and merchandising an ERUA coat of arms

5.5 Reporting and measuring results

The tables, which will be used to measure the results achieved for each year of the project are presented in Annex 2. They represent a dynamic tool for data collection. By regularly updating them, the project management can get insights into the effectiveness of the communication and dissemination activities, as well as identify areas of improvement. Data on the available indicators measured within the first financing round are presented in Annex 1.

6. Monitoring and evaluation: measuring the impact

In our Mission Statement, we state that “Reform is making a difference”. Following that principle, the generation of impact within and beyond our member institutions and academia as a whole is a core ambition of the project. Signals of success and impact indicators are at the core of our approach to steering the Alliance.

Our ambition is to generate impact in all of the following dimensions and areas:



⁵ Grant agreement, Communication, Dissemination and Visibility, p.47

Internal impact

The first dimension of impact is internal impact, where we see 3 areas in which we wish to initiate deep transitions.

1. Engagement – According to our commitment to a people-centred approach, the engagement of communities and individuals is our first key to generating impact. We consider our ability to truly engage staff and students so that they decide to put their energy, creativity and capacity at the service of the Alliance instead of directing it elsewhere, a key objective of our communication strategy. This deep engagement is needed to make the Alliance more aware and reactive to societal inputs and can only be achieved by a comprehensive needs assessment. After all, our students in particular are our most effective feelers and providers of input concerning shifts in societal needs.

ERUA has already conducted internal surveys of the "ERUA community" in the past, i.e., the people who have a connection to ERUA, whether they have organised or participated in offers. The personal, subjective commitment of this group to ERUA was measured directly. Together with the number of this group of people, this provides a reliable indicator for this dimension of impact and will be repeated in the future. The analysis of mobility data (students and employees) will also help us to assess engagement within the Alliance.

2. Content – This engagement will lead to the generation of new and improved content and input for the core activities of our member universities. In particular a strong engagement from students as well as external stakeholders will provide new ideas and impulses for internal reform of contents both in terms of teaching subjects and curricula, and in terms of research topics or approaches. In the short term, we will generate new ideas and new forms of content suitable on the one hand, to build our academic excellence and on the other, to further our cooperation with non-academic partners. Building on this basis, we aim in the mid-term to become a recognised partner for actors in teaching, research and service to society. An example would be to become a major actor in the development of the STEAM approach, which is best displayed by the idea to create interdisciplinary research-clusters to challenge complex societal issues and in the engagement with students and outside stakeholders to facilitate the communications of brilliant ideas. In the long-term, we will develop into a leading actor in several innovative academic topics and approaches, proposing a range of original competencies and contributions.

We will continue the practice of using quarterly review workshops of internal working groups and focus groups of external addressees to constantly reflect and develop our content and its impact.

3. Processes – The third area of impact we envision in terms of internal impact is the transformation of processes with the double aim of (1) triggering deep institutional transformation, which (2) will facilitate and foster talent circulation in the service of Europe's prosperity. The EUI provides an opportunity to deeply reimagine and reshape internal processes - its governance processes to move toward a more inclusive and diverse leadership; the integration of non-academic external stakeholders to maximise ERUA's potential as an agent of positive change in society; the support of transdisciplinary, challenge-based, and bottom-up initiatives and inputs to empower our communities to better serve society and contribute to the great challenges of our time.

In the short term, ERUA will provide a space for detailed comparison and benchmarking among our member institutions to inspire internal reform along the lines of international good practices. ERUA will facilitate this development and work towards a deeper strategic and operational alignment that simplifies talent circulation and inter-institutional as well as trans-sectoral collaboration. In the mid-term, this will develop into a greater harmonisation and capacity to act jointly and shape our common trajectory. In the long term, our alignment and strong common brand and identity will enable us to envision deeper forms of institutional integration both at the academic and administrative level.

To measure the impact of our work on member universities, we survey our experts. This is done in the same survey as the one used to measure engagement. The results of this quantitative survey are again discussed in a smaller circle of survey participants (e.g., WP1). Through this adapted Delphi method, we are able to assess our institutional transformation.

External impact

From the point of view of the generation of external impacts, the internal impacts are assets upon which to build.

1. Institutional – Here the first area of impact is the institutional impact we generate for the European University Initiative itself. This concerns essentially our capacity to act as a role model for other institutions. We work on five main levels:

- 1) legal form and our governance framework;
- 2) development of shared sense of purpose, identity and brand;
- (3) formats for academic cooperation;
- (4) approach to skills development;
- (5) concepts for mobility and talent circulation.

In all of these areas, we will develop relevant contributions that can help other universities to participate in the transformation the European University Initiative enables and to propose ourselves as a role model.

In terms of cooperation with institutions outside the network, ERUA is already actively engaged in collaborations with numerous associated partners and other European alliances on various pertinent topics such as quality assurance, multilingualism, community engagement, European identity, and student employability. These collaborations are a testament to our commitment to fostering partnerships beyond our immediate network.

In the short term, we draw on the internal impact on our experience with our governance model, our advancement on the conception of our legal framework and institutional development roadmap, and the identification of roadblocks along with ideas on how to overcome them. These will be communicated and fed into the dialog with interested peers and associations like the FOREU venues, entities providing inputs for the European University Initiative like the EUA, the JRC, or other relevant actors. In the mid-term our inputs will become increasingly valuable, leading to the recognition of ERUA as a strong partner for change for such entities. In the long run, ERUA will have continuously provided the Initiative with relevant impulses and helped shape it over time.

2. Systemic – The second area of external impact we wish to develop is systemic impact on the Higher Education, Research and Innovation landscape in Europe by contributing to its increased competitiveness via increasing the attractiveness of academic institutions and in particular their international standing. We plan to achieve this in three main respects. The first is our purpose driven and international approach to education, research and innovation with

the ambition to develop a European, people-centred answer to the revolution's academia is facing in terms of the growing importance of Higher Education in general and Lifelong Learning in particular in the age of the service- and knowledge-economy in a society with ever longer active lives. Beyond such concrete solutions, this area also includes more abstract systemic questions such as the role and autonomy of academic institutions as well as academic freedom more generally, answers to which shall foster European values, identity and resilience. The third aspect of systemic impact is of course impact at the level of regional development and the improvement of the university-region HEI ecosystem which our members are already part of.

In the short term, we will increase the attractiveness of our institution building on the community engagement, the novel content and the efficiency of processes that we have generated internally. This would be consolidated and developed in the mid-term and would lead to ERUA proposing relevant innovation for uptake by its peers. Building on this attractivity and increased reach of its brand, ERUA would in the long term in particular be driving the systemic shift of European universities from national to truly European institutions with an international and global ambition.

3. Societal – The third area of impact and the largest in scope is impact at the societal level. ERUA aims to become a key actor in the reform of the role universities are to play in tackling the great challenges of our time such as the digital and green revolutions. These challenges need relevant input from the Social Sciences and Arts to overcome their all too heavy focus on their technological aspects, and this is an aspect, where ERUA is very well placed to contribute. We claim that this aspect of a Social-Sciences-and- Arts-approach to societal change can be a key element of defining a European approach to the societal transitions we are currently facing. By fostering such an approach, ERUA significantly contributes to a European way of life and to a strong and meaningful European identity - facing both inwardly to engage Europe's citizens and outwardly, inspiring international economic, political and civic actors.

Overall, in terms of measurement, we will make this area the subject of an evaluation with external participation. The evaluation criteria will be:

- 1. Does ERUA succeed in making its specific content orientation so effective that an institutional impact on the European University Initiative is achieved?*
- 2. Does ERUA have a systemic impact on the Higher Education, Research and Innovation landscape in Europe by increasing the attractiveness of academic institutions and in particular their international standing?*
- 3. Does ERUA with its social sciences and arts approach contribute to social change and transition?*

The main aim is to identify "signals of success" that are worth pursuing and building on.

How communication and dissemination relate to impact

Overall, our dissemination plan includes identifying tools and channels we can use while designing a comprehensive set of communication and brand material promoting the Alliance as well as organising events and in workshops, conferences and international for promotion purposes. Dissemination activities will support all work packages ensuring maximum visibility, accessibility and impact of the Alliance activities and enabling successful circulation on the project results. The plan put in place will ensure that the dissemination of results and good practices will be charred openly and effectively to a wide range of stakeholders. It will be

regularly reviewed and updated to ensure that its objectives are met and ensure the overall sustainability of our alliance.⁶

Target Impact groups

Impact group	Communication motivations
ERUA students	Attract student talent through enhanced multilingual learning offer, engaging digital and on-campus experiences, real and virtual mobility, and challenge-based transnational student collaborations, joint and double programmes at programmes at BA/MA/PhD levels.
ERUA academic staff	Demonstrate and validate interdisciplinary convergence to study the challenges and issues arising from the thematic areas by the interdisciplinary approach of humanities, social sciences, the arts and STEM, and generate impact in education through the academic innovation laboratory.
ERUA non-academic staff	Promote new forms of inter-university resource sharing through mobilities, training and info-meetings.
ERUA associated partners	Promote educational reform and share the benefits learned that enables innovative forms of challenge-based pedagogy in-line with the Alliance objectives.
Other higher education institutions	Exemplify an inclusive, multi-stage, multi-actor and interdisciplinary integration and co-creation process that enhances universities' capacity for excellence in education and research and for attracting student talent from across Europe.
Local and regional communities	Pursue national/regional multi-actor collaborations in the development of future-oriented and transformative agendas in all thematic areas and policy areas related to college education, research, digital skills and digital transition.

7. Implementation and management

As communication leader, NBU coordinates the promotion of ERUA and the dissemination of its results and achievements at a consortium level.

Each partner university will commit its own human resources to the dissemination activities of ERUA and create a pool of student, academic and administrative ambassadors. The communication services will designate a contact person and facilitate the development of dissemination to raise awareness of the project within the university community.

A communication committee across the Alliance has been created by gathering communication professionals from all partner universities to align the communication and impact strategies. This includes an expert on CMS in charge of the development and updates of the virtual campus and website, a research coordinator developing and implementing the social media strategy. The formed Communication committee will develop its own comprehensive Terms of reference to further clarify all management and practical processes and issues regarding communication, dissemination and visibility activities.

This communication strategy comes into force after being approved first by all ERUA member universities and then finally voted by the Board of rectors. The Communication Strategy is

⁶ Grant agreement, Target impact groups, p. 159

accompanied by an Action Plan, which should also be approved by all ERUA member universities. The Action Plan contains more detailed information regarding the timeline, which will be used to conduct concrete activities, as well as the practical protocols and guidelines, which will be followed throughout the whole period of the project.

Since the visual identity of the project is to be altered and updated by WP4 by the end of the first year of the project, the new brand book and visual identity guidelines will be incorporated into the implementation of the strategy in the middle of 2024. Until that time the existing visual identity will be used and the existing guidelines will be in force.

Annex 1. Statistics on communication channels within ERUA (first phase, up to 31.10.2023)

The project undertook targeted dissemination and communication activities throughout its duration, addressing a diverse range of audiences, both internal and external to the alliance. These audiences encompassed associated partners, academic staff, research communities, students, alumni, administrative staff, external researchers, higher educational institutions, prospective students, other universities, and EUI Alliances, EU networks on SSH, critical thinking, reform, associated partners, government bodies, policy makers, and the broader public.

To achieve this, ERUA employed various formats, including web publications on the ERUA website, articles in electronic newsletters, and posts on social networking sites. ERUA established a social media presence on Facebook, Instagram, LinkedIn, YouTube, and TikTok. Specific statistics for each platform, along with links to social media accounts and the website, are available in the provided table. Additionally, merchandise such as fabric bags, glass bottles, pencil cases, backpacks, and reusable mugs were created and distributed during different ERUA events to enhance project visibility.

Type of activity	Number
Summits	3 summits organised in Sofia (virtually), Paris and Roskilde during the three years of the project
Conference in Roskilde	A scholarly conference, which was organised to discuss the challenges and innovations in higher education. It was held in Roskilde in October 2023.
Hackathons and Science Cafes	<p>Overall, more than 50 events were organised online and onsite, as hackathons, workshops, science and language cafés, staff weeks.</p> <p>31 events were organised in the frame of WP5:</p> <ul style="list-style-type: none"> Ø 10 Digital, (e science café, digital escape, master classes and bootcamps for hackathons) and Ø 20 physical in 6 different island campuses: 1 in Lemnos for students' engagement, 7 in Lesbos (Exiles, Posthumanism event in conference, summer schools and travelling seminars), 2 in Rhodes (travelling seminars), 3 in Syros (Digital Escape, summer school, PostDid), 5 in Chios (Entrepreneurial Days 2 workshops for academics and ECRs, Digital Escape, 2 events for Hackathons), 2 in Samos (Summer Schools) Ø 1 in Paris for the ERUA hackathon <p>More than one thousand people activated as applicants in calls, participants, experts, speakers in ERUA activities. 950 from ERUA Universities and 120 external actors (citizens, NGOs, Media, entrepreneurs, artists, policymakers, scientists, experts).</p> <p>2 Social media channels have been created, with 325 posts, 555 members, 74050 people reached and 6410 engaged.</p>
ERUA flyers and merchandise	Throughout the 3 years of the project, posters, flyers and merchandise were created to promote ERUA during summits and other events. The merchandise includes glass bottles, pencil cases, backpacks, reusable mugs, fabric bags, t-shirts, aprons, toques for hackathons, cups for events (Digital Escape, Exiles seminar), large tarps for hackathon, banners, small leaflets (for hackathons and summits), posters and agendas: 50*70 and 70*100)

Social media	<p>ERUA established accounts in YouTube, LinkedIn, Instagram and Facebook. Links to social media: https://www.facebook.com/WeAreERUA https://www.instagram.com/we_are_erua/ https://www.youtube.com/channel/UCRKcrKcVzq1-qTId2l84dew https://www.linkedin.com/company/80391810/admin/feed/posts/</p> <p>Here are some insights regarding the achieved results for each platform. ERUA Facebook Page Overview Reach: 552 848 Gained followers: 936 Page engagement: 12 664 Page visits: 11 511 Post reactions: 7 652 Link clicks: 5 187 Shares: 552 Page posts: 419</p> <p>ERUA Instagram Page Overview Reach: 267 435 Gained followers: 663 Page engagement: 10 768 Profile visits: 7 743 Stories: 464 Highlights: 148 Post likes: 1 083 Page posts: 210</p> <p>ERUA LinkedIn Page Overview: Total Impressions: 53 683 Engagement Rate: 11 862 Followers: 733 Reposts: 285 Unique visitors: 2 474 Page views: 4 780 Reactions: 3 581 Clicks: 2 083</p>
Website	<p>ERUA website is: https://erua-eui.eu ERUA Website overview: Visitors: 10 166 Users: 9 876 Engaged sessions: 13 910 Engagement rate: 73.82%</p>
Participation in activities organised jointly with other EU project(s)	<p>ERUA members participated in the II Forum of European Universities in Barcelona.</p>
ERUA newsletter	<p>ERUA published a trimestral newsletter, which included highlights about the events and activities in the alliance. The statistics regarding this channel are the following: ERUA Newsletter Overview: Subscribers: 362 № of editions: 7 Open rate: 58% Reach: 1 535</p>

Annex 2. Reporting and measuring results

The following implementation timetables are developed as instruments to monitor and evaluate the implementation of the communication and dissemination plan objectives. Gathering such data will be essential to monitor progress, assure meeting the planned objectives and facilitate the timely actualisation of the plan to better serve ERUA's strategy.

Timetable - Communication channels

Channel	Date/Month	Publication/Type	Title/Topic	Content type	Link	Comments
Website						
Newsletter						
Facebook						
LinkedIn						
YouTube						
Instagram						
Tik-Tok						
Podcast						

Timetable - Events

The list of events is indicative - it is neither comprehensive, nor exclusive. It is based on the commitments within the Grant Agreement.

Events/ Type	Date/ Month	Topic	WP	Location	Comments
ERUA Governance bodies meetings	On a regular basis	TbD	WP1	TbD	
Academic Innovation Workshop	12	TbD	WP2	TbD	Yearly event aimed at the dissemination of the identified innovative teaching and learning methods as well as the development of new techniques within the alliance
Travelling seminars	According to procedure in WP2	TbD	WP2	TbD	training programme based on the mobility of one teacher and their students to another ERUA university for a joint project embedded in the standard or elective offer
Summer and Winter Schools	According to procedure in WP2	TbD	WP2	TbD	a yearly winter and summer school offer rotating between alliance universities and delivered jointly by at least two alliance universities on topics relevant to the thematic areas of the alliance, similarly to the intensive modules, the winter and summer schools would be interdisciplinary courses focusing on practical applications
Social Innovations (SOCIN) conference	12	TbD	WP3	TbD	annual networking conference on social innovations focusing on ERUA societal challenge / thematic areas
Annual networking fair	yearly	TbD	WP4	TbD	annual networking fair devoted to plan the year's activities to foster staff's capacity building and generate ideas to reform processes
Alumni annual meeting	yearly	TbD	WP4	TbD	a specific in person and/or virtual event every year as a get-together for ERUA alumni taking advantage of the ERUA Digital Campus.
Science Cafés	every 2 months	TbD	WP5	TbD	Virtual events open to campuses, communities and

					societies, regions building a common scientific agenda for science shops
#ERUA iDeaThon	TbD	TbD	WP5	TbD	a digital competition open to campuses (for students, academics, staff) and external actors
Annual #ERUA HackThon	TbD	TbD	WP5	TbD	open to campuses for students and societies, based on regional needs
Open digital talks	every 3 months	TbD	WP5	TbD	seminars Crisis, Ecology & Safety
Workshop on relevant social challenges and business opportunities	M10	TbD	WP6	TbD	
Public presentations of social business plans responding to societal challenges by students	M30	TbD	WP6	TbD	
Young Forum for Action on Climate Change Era	M24	TbD	WP7	TbD	
Info days	On a regular basis	TbD	WP8	TbD	specific communication campaigns aimed at giving visibility to the alliance flagships and key actions within the thematic areas
Local campaigns	On a regular basis	TbD	WP8	TbD	specific communication campaigns aimed at giving visibility to the alliance flagships and key actions within the thematic areas
Annual summits	yearly	TbD	WP1, WP8	TbD	

Outlined below are the tables, which will be used to measure the results achieved for each year of the project. They represent a dynamic tool for data collection. By regularly updating them, the project management can get insights into the effectiveness of the communication and dissemination activities, as well as identify areas of improvement.

Indicators for reporting and measuring results

Category	Value November 2023	Value November 2024	Explanatory notes
Number of staff (academic and administrative) from each partner university involved in the activities of the Alliance			
Number of students from each partner university involved in the activities of the Alliance			
Number of non-alliance universities that are reached through alliance networks			

Number of web articles produced			News, events, calls, seminars, courses, etc.
Number of media used			
Number of languages used for communication			
Number of visitors			
Number of articles produced outside the Alliance			
Media interested in disseminate ERUA's content			qualitative indicator
Newsletter recipients per year			New Subscribers
Posts on third parties' social media			Facebook Instagram LinkedIn YouTube TikTok

Indicators for communication channels

Channels/ action	Indicator	Value November 2023	Value November 2024	Explanatory notes
Website	Number of visitors			
	Number of all visits			
	Number of news published			
Digital dissemination material	Number of pdf files on the website			
Multimedia	Number of new videos uploaded to the repository and YouTube			
	Views on YouTube			
	Number of new podcast episodes			
	Number of images			

Newsletter	Number of subscribers			
	New subscribers			
Social Media	Followers per network			
	Number of posts			
Online call for projects				
Press releases				
Media Coverage	Number of appearances on Radio, TV, Newspapers, etc.			
ERUA events	Number of events			
	Number of participants			
	Satisfaction of participants			
Output	Deliverables			

Annex 3. Communication and Dissemination Plan timetable

Goals				Activities	Channels	Schedule							Tasks and WP
						2024				2025	2026	2027	
						Q1	Q2	Q3	Q4				
Establishing effective internal communication structure to enable and support transparent and efficient decision-making within the new governmental structure of the Alliance	Adopting a clear and flexible procedures (communication channels will be created across the three governance levels under the supervision of the Secretary General in both directions (top-down and bottom-up) to	Ensure seamless flow of information among members of the governmental structure	Internal procedures for information dissemination	ERUA website and Digital Campus, Nextcloud								T8.1, T8.2, T8.4, WP1	
		Disseminate the decisions and the outcome of the meetings in timely and effective fashion	Regular physical and virtual meetings - vice-rector meetings, coordination of communication teams and governmental bodies, internal communication flow	ERUA website and Digital Campus, Newsletter, Nextcloud						T8.2, WP1			
			Terms of reference for the Communication Committee	Nextcloud						T8.1			
Enhance the alignment of ERUA strategies with the individual university strategies	Enabling the penetration of decision, outputs and deliverables via established internal channels of communication		Regular physical and virtual meetings of local coordinators, communication and ERUA teams	Nextcloud, physical meetings								T8.2, WP1	
	Providing clear, comprehensible and shared narrative to foster common understanding of mutual goals		Framing decision with the local needs and context in mind	Video explainers, communication campaigns, printed materials, visuals, social media integration and reach, Newsletter								T8.2	
			Selecting appropriate communication channels	Internal all university forums, academic councils, departmental events							T8.2, T8.6		
			Design of feedback questionnaires and surveys	ERUA Barometer, ERUA events							T8.2		
	Linking outputs to the specific ERUA goals		Creating a clear timeframe with the ERUA outputs and major events and their impact on ERUA member Universities and individual stakeholders	Specifically designed communication campaigns, social media integration and reach							T8.2, T8.3		
			Generating content framing outputs to specifically explain value and the milestone they represent	Printed materials, visuals							T8.2, T8.6		
Promotion of ERUA and the dissemination of its results and achievements	Implementation and reinforcement of ERUA brand	Enhancing the visual identity via the introduction of new elements;	Creating and merchandising an ERUA coat of arms	Social media, printed materials, visuals and video content								T8.2, T8.3	
		Implementation and integration of visual identity and ERUA brand in university campuses;									T8.2, T8.3		
		ERUA website and social media promotion;	Advertisement and content generation								T8.2, T8.3		
	Creating value-based awareness campaigns	Content and message generation based on value and specific benefits for the internal stakeholders;	Identification of key messages and content generation	Newsletter, Social media, ERUA events, ERUA ambassadors, printed materials, video content (explainers, etc.)							T8.2		

	considering the needs of the internal stakeholders	Developing campaigns around pivotal ERUA events as a communication and dissemination channel;	Campaign message development, channels selection, content generation and timeframe	Newsletter, Social media, video content, printed materials, ERUA ambassadors														T8.2
		Expanding scientific and cultural events, club of ambassadors, and content for social media;	Content generation and dissemination	Social media, video content, printed materials, ERUA ambassadors, video content,														T8.2
	Community and identity building	Improving internal community awareness, fostering sense of belonging and long-term productive engagement	Exploring possibilities of sharing teaching and learning experiences through summer and winter schools, double degrees, or joint programmes	Newsletter, Social media														T8.2, T8.6
			Creating rotating thematic seminars, conferences and workshops within the ERUA's partners.	Social media, ERUA events, printed materials														WP2, WP3, WP6, WP7
			Composing an ERUA anthem	Social media, video content, ERUA ambassadors														WP4, WP7
			Creating and merchandising an ERUA coat of arms	Social media, printed materials, video content														WP4
		Establishing a continuous feedback mechanism to ensure involvement and engagement of internal stakeholders, and recognition of their role in the final outputs	Surveys and questionnaires	ERUA Barometer, ERUA events, Social media														T8.2, T8.6
		Increase of the rate and reach of mobility and capacity building opportunities as a dissemination activity	Establishing a yearly ERUA week across all partners to share new and innovative educational reform ideas	Newsletter, Social media														T8.2
		Creating a body of student ambassadors as active instrument of both community building and promotion of ERUA	Specific communication narrative generated by ambassadors	Social media, video content, printed materials, ERUA ambassadors														T8.6, WP1, WP7
			Design and implementation of external events - stakeholders, teaching seminars (for example local schools), ERUA on wheels, etc.	Social media, physical meetings, media outlets, video explainers														T8.3, WP7
			Adoption and implementation of student's communication strategy	Social media, video content, printed materials, ERUA ambassadors, video content,														T8.2, WP7
	Increase of visibility and impact among external stakeholders	Design specific communication campaigns aimed at giving visibility to the alliance flagships and key actions within the thematic areas	Theme based content generation	Social media, ERUA ambassadors, Printed materials, value based and specifically targeted explainers,														T8.3
			Special events and creation of networking opportunities	ERUA events, ERUA ambassadors, printed materials, video content														T8.3
			Joint ERUA and stakeholders' campaigns	ERUA events, , printed materials, video content, social media, ERUA ambassadors,														T8.3, WP3, WP6, WP7
		Enhance communication with external stake-holders via surveys and needs-assessment based communication	Thematic based questionnaires and surveys	ERUA Barometer														T8.2, T8.3
		Targeted dissemination of the results of the WP 5 and WP 6 to ensure impact on regional communities and foster future partnerships		Newsletter, Social media, ERUA ambassadors,														T8.3, WP5, WP6
		Set up advocacy groups as a means to influence policy-making and produce a societal impact in ERUA's thematic areas	Framing issues and networking	ERUA ambassadors, ERUA events, printed materials														T8.3, WP1, WP7