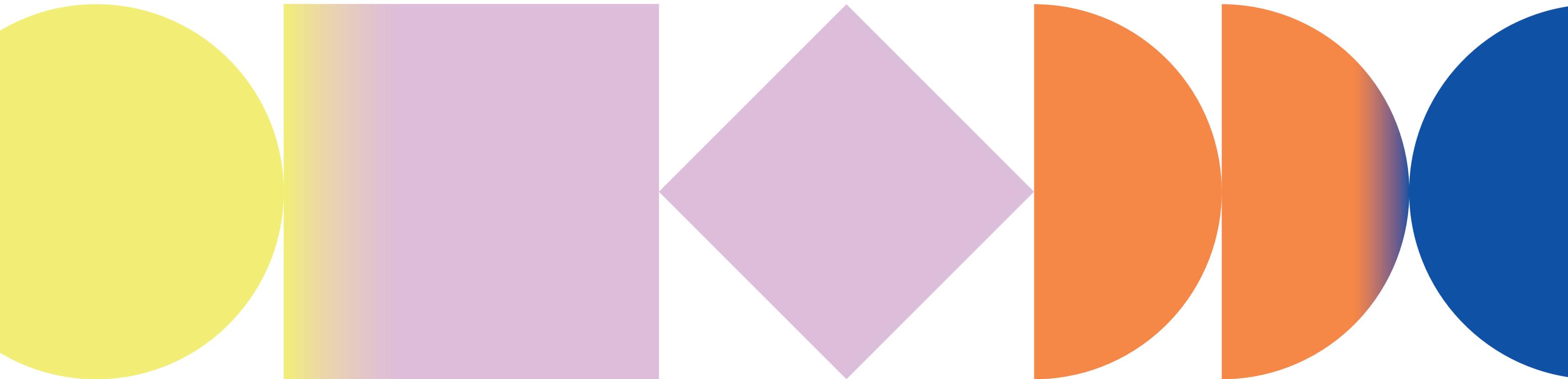


Una Europa 2030 Strategy



Shaping our shared future for the better



Contents

Introduction 3

2030 Strategy at a glance 5

Our Institutional Drivers 6

Our Strategic Pillars 10





Introduction

- + Freie Universität Berlin
- + Alma Mater Studiorum - Università di Bologna
- + University College Dublin/An Coláiste Ollscoile Baile Átha Cliath
- + The University of Edinburgh
- + Helsingin yliopisto/Helsingfors universitet
- + Uniwersytet Jagielloński w Krakowie
- + Universiteit Leiden
- + KU Leuven
- + Universidad Complutense de Madrid
- + Université Paris 1 Panthéon-Sorbonne
- + Universität Zürich

We are Una Europa.

Una Europa is an alliance of 11 leading research-intensive universities from all corners of Europe. Together, we are forging a new path for education and research in Europe and beyond to shape our shared future for the better.

Since Una Europa was established in 2019, we have grown in number and in understanding. With this growth, our vision has evolved. The 2030 Strategy is the culmination of a year-long consultation with our community of students, academics and professional staff to set our course for the future, together. Rooted in our [Manifesto](#), this Strategy sharpens our collective focus on the opportunities and challenges that matter most as we move through the decade ahead.

The Strategy builds on the strong foundation of our pilot phase. In just three short years, Una Europa universities have overcome huge challenges, transcending boundaries of discipline, institution, and country to achieve genuine international collaboration. Together, we have succeeded in pioneering [Europe's first truly joint bachelor's degree](#), we have taken concrete steps in driving more transdisciplinary doctoral education, and we have advanced challenge-based, flexible and inclusive pathways to higher education for learners from all backgrounds.



As an alliance, we will continue to pioneer innovative solutions to tackle existing barriers at all levels – both in education and research. Whether it concerns the complexities around the development of joint degree programmes or the sharing and management of research data, we are committing to finding new pathways to seamless transnational collaboration together.

The Una Europa 2030 Strategy sets out a framework for shaping the future of the alliance over the next decade:

- Our **six Institutional Drivers** will further our development as an alliance, enhancing our connection to our values, our collaborative activities locally and globally, and our sustainability as an institution.

- Our **three Strategic Pillars** will advance our ambition of creating a truly inter-university and pan-European campus, shaped by universities' universal and fundamentally interwoven obligations to society: research and innovation, teaching and learning, and societal outreach. Underpinning each Driver and Strategic Pillar are clear commitments that establish a framework for practical delivery.

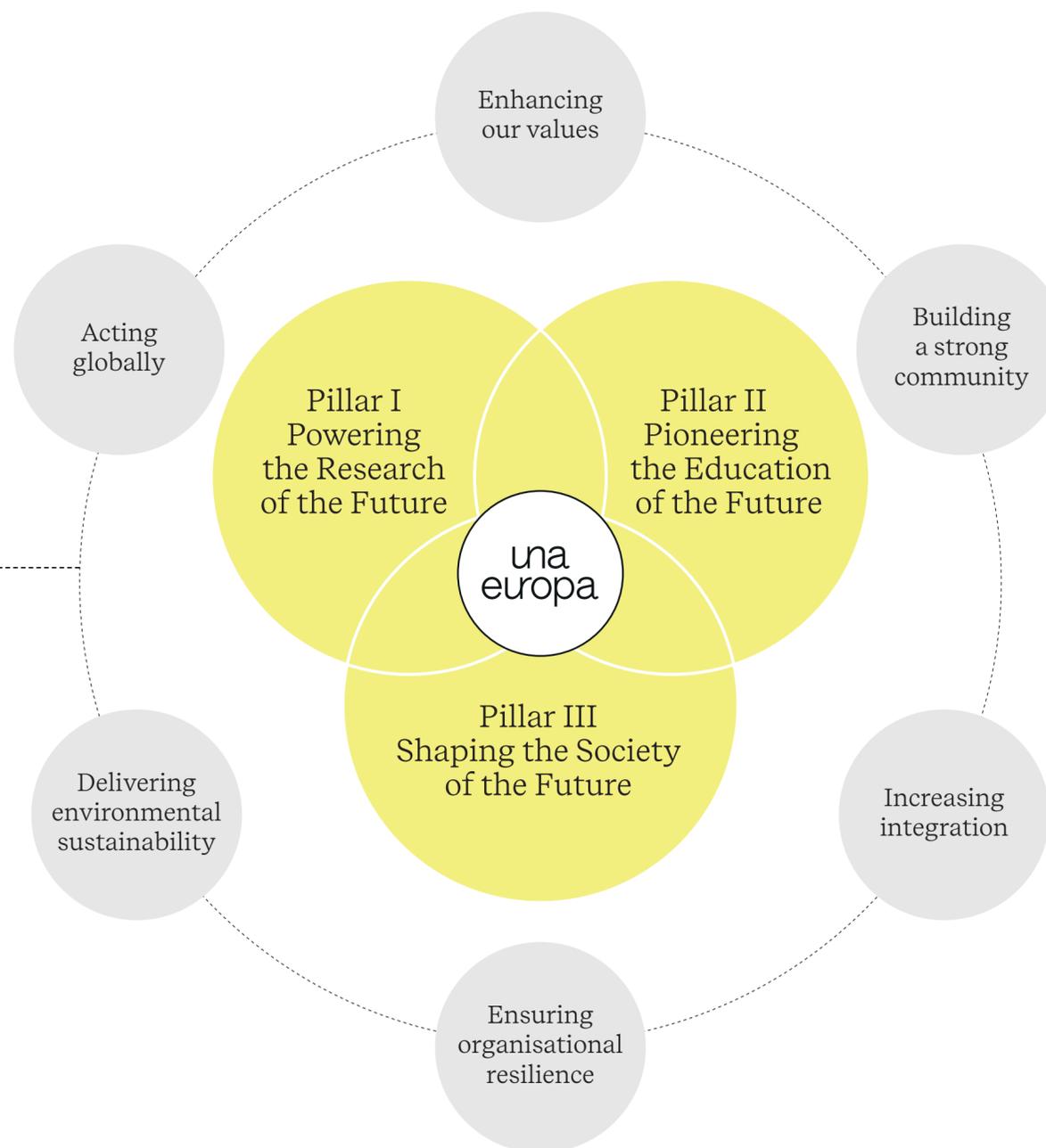
Una Europa is driven by our shared values – diversity and human dignity; academic freedom; individual well-being – and we are committed to protecting and advancing the broader European values from which these stem. With our shared values at our core, united in diversity, we will rise to meet the challenges of the decade before us and work together to shape our shared future for the better.



2030 Strategy at a glance

Institutional Drivers

Our collective institutional motivators that shape our overall development



Strategic Pillar I

- Enhancing collaboration in research and innovation
- Offering multidisciplinary research opportunities and networks
- Opening up research and data infrastructures

Strategic Pillar II

- Consolidating a future education model based on challenges, research, and interdisciplinarity
- Fostering a multilingual and inclusive European community through education

Strategic Pillar III

- Promoting innovative science communication and strengthening public engagement
- Transforming the European Higher Education Area, European Research Area and shaping policy





Our Institutional Drivers



Six Institutional Drivers will serve as guiding principles that shape Una Europa's evolution as an alliance as we look to the future.

1. Enhancing our values

Una Europa is a values-driven European University. This is not merely a declaration, but a commitment.

Three values are at the core of our work: diversity and human dignity, academic freedom, and individual well-being.

Una Europa will...

- Develop a space for reflecting on our values to understand how we can embed them in our strategic endeavors and daily actions.
- Create formats for reflecting on, promoting and protecting our shared cultural heritage and the values of equality, rule of law and democracy.
- Pursue research activities, knowledge-transfer mechanisms and societal outreach formats to safeguard and enhance our values in the digital sphere.
- Design a plan to mainstream diversity across our activities and develop evidence-based actions to promote diversity for all.



2. Building a strong community

Our community embraces more than 600,000 students, researchers, teachers and professional staff, bringing to Una Europa their different backgrounds, expertise, enthusiasm – and their hopes and fears.

We aim to develop an inclusive Una Europa community, which empowers students, academics and professional staff to act as active contributors and co-creators, while creating a common sense of belonging.

Una Europa will...

- Pioneer new communication formats with and for our community to nurture vibrant professional relationships.
- Develop and invest in digital infrastructure for smooth internal cooperation.
- Invest in large-scale mobility pathways for students that are more inclusive, more digital, and greener.
- Design a joint framework for the mobility of our academic and professional staff, as a key element of continuous professional development.
- Create opportunities for student engagement at all levels of the alliance, inviting and encouraging them to contribute creatively to the development of our European University of the Future.

3. Increasing integration

A truly inter-university and pan-European campus demands an unprecedented level of integration between partner universities.

Una Europa is committed to developing an integrated framework embracing the institutional and cultural diversity of its partner universities and transforming it into a powerful driving force behind joint actions and a common European identity.

Una Europa will...

- Further develop a common governance framework, with joint structures, common standards and sharing best practices, adopting a whole-institution approach.
- Implement an expanded but lean decision-making and quality-assurance mechanism grounded in international best practice and inherent trust.
- Develop and implement joint signature projects such as joint degrees, international research teams and institutions, as well as business partnerships and societal engagement formats.
- Spearhead mechanisms to enable and encourage 'bottom-up' initiatives – including the extension of our Seed Funding scheme.



4. Ensuring organisational resilience

Una Europa is committed to creating an integrated collaboration structure that is sustainable at all levels - with adequate resources, efficient quality assurance structures and sustainable joint strategies.

Not only will we go beyond existing forms of collaboration, we aim to build an institution that will become an important actor in the future of European research, technological and social innovation, and higher education.

Una Europa will...

- Encourage and actively support researchers to apply for project funding from across Europe, particularly EU schemes.
- Develop mechanisms for securing increased funding from national and supranational agencies, private sponsors and grant-making foundations, and corporate partnerships.
- Continue to develop ties and close collaboration with academic and non-academic actors from local, national, and global environments, to become an institution which is firmly rooted in a rich ecosystem, enabling us to secure the resources, adapt to changing conditions and truly contribute to social development.

5. Delivering environmental sustainability

Sustainable development and climate protection are among the biggest global challenges of the twenty-first century and will remain focal points of academic research and university life in the decades to come.

We are committed to playing a decisive role in delivering transformational change by addressing challenges to sustainability such as the climate crisis, biodiversity loss, as well as contributing to solutions like the energy transition, awareness raising, and behavioural change.

Una Europa will...

- Continue to advance our Sustainability and Climate Protection Strategy and develop a comprehensive implementation and reporting process with key commitments at the level of each Una Europa institution.
- Focus on facilitating peer-to-peer exchange among partner institutions to foster inter-institutional learning and innovation.
- Use our Sustainability and Climate Protection Strategy as a basis for developing educational, research and engagement formats.
- Develop an ambitious common Una Europa policy for business travel.



6. Acting globally

Our partner universities come from all corners of Europe. They are among the largest in their respective countries and share languages, cultures, locations, regions and local ecosystems. Each has a substantial network of partners and a portfolio of activities across different regions of Europe and the world.

To contribute meaningfully to tackling global challenges, Una Europa must take one step further and build on those activities and establish multi-lateral global partnerships to the benefit of all, responsibly engaging the best global talent.

Una Europa will...

- Embed a global perspective in all our activities, including research and innovation, teaching and learning, and societal engagement, with the aim of contributing to a rich and diverse global knowledge base.
- Engage with Africa and other priority regions on activities that enable an equitable and decolonised approach to collaboration across research, education as well as in outreach and community-building.
- Within Europe, explore collaboration with higher education institutions and research performing organisations in countries such as those who aspire to become members of the EU – to help them unlock their potential, share standards and best practices, and learn from them and their historical and cultural experiences.





Our Strategic Pillars



Our three Strategic Pillars articulate Una Europa's ambition to build a truly inter-university, pan-European campus.

Each Pillar is complemented by a set of Priorities, which detail the specific impact we intend to achieve in the decade ahead.



Pillar I:

Powering the Research of the Future



Enhancing collaboration in research and innovation

Una Europa aims to create an efficient and flexible framework for collaboration in research and innovation that will both broaden the scope and increase the density of cooperation between our partner universities. We will leverage the pivotal role of our partner universities in their respective local ecosystems to strengthen an entrepreneurial spirit, transversal skills and an innovation-friendly culture across Europe.

Ultimately, we will create a practically barrier-free R&I ecosystem, grounded in established practices and mutual trust, which enables long-term collaboration that transcends the lifecycle of individual projects or grants.

Una Europa will...

- Develop a dedicated R&I strategy and action plan that includes recommendations for a joint research ecosystem, sharing infrastructures and resources, and developing Una Europa's human capital.
- Create a research environment that will support projects with participation of all member institutions but also excellent smaller multilateral research projects within the alliance and with academic and non-academic partners outside of the alliance.
- Support our partner universities to strengthen their own innovation structures by jointly offering training, job exchanges and development for non-academic and academic staff.
- Explore how our partner universities can make their specific ecosystems accessible to and connected with other Una Europa partners.
- Create more fellowships and secondment opportunities across the alliance, especially targeting early career researchers, via a joint Institute for Advanced Studies.



Offering multidisciplinary research opportunities and networks

Una Europa will focus on connecting complementary research strengths, concentrating our collaboration on the following multidisciplinary focus areas: Cultural Heritage, Sustainability, Data Science and Artificial Intelligence, Europe and the World, One Health and Future Materials.

Within these fields, we will place a strong emphasis on opportunities for early career researchers who have the greatest need and interest in developing new networks.

Una Europa will...

- Design mechanisms, such as meeting spaces and thematic networks, to identify further joint strategic research themes.
- Create Europe-wide networking and training opportunities for young researchers through Una Europa graduate schools and programmes.
- Explore pilot projects for double affiliation so that researchers can easily collaborate with teams or institutes at Una Europa partner universities.

Opening up research and data infrastructures

Research Infrastructures and Resources (RIRs) are pivotal for collaborative research and the development of joint innovation structures. Una Europa will promote a culture that will provide our researchers with easy access to the world-class facilities and infrastructures of our partner universities.

Reflecting a Europe-wide need for enhancing processes for storing, sharing and accessing data, Una Europa will provide opportunities to facilitate these processes and develop transnational pilot projects to collect, store and share data across our partner universities.

Una Europa will...

- Develop an action plan and promote common guidelines for sharing RIRs across partner universities.
- Test joint virtual and physical laboratories as pilot projects in this respect.
- Develop innovative models in digital learning and research cooperation where open data and open research practices will be key.



Pillar II:

Pioneering the Education of the Future

Consolidating a future education model based on challenges, research, and interdisciplinarity

The education of future European citizens is vital in facing major societal challenges. Universities are uniquely positioned to play a key role in this endeavour.

Una Europa is committed to delivering education that is challenge-based, interdisciplinary and strongly linked with state-of-the-art research through innovative pedagogy. We will educate students as European citizens as the way to embrace future challenges, attain high employment rates and innovation at scale, and protect democracy.

Una Europa will...

- Pool resources, facilitate automatic recognition and create flexible pathways to high quality higher education, such as via interdisciplinary micro-credential courses and programmes.
- Strive to integrate research and education more broadly and at all levels of education and set up joint research initiation modules for all students, including at bachelor level.
- Enhance its focus on soft, transversal and transferable skills.
- Develop joint internship programmes, for instance through the creation of a digital platform to pool internship proposals from our laboratories and ecosystems.
- Sponsor service-based learning, challenge-based competitions and intercultural training to prepare students for real-life challenges.
- Una Europa will strive to develop entrepreneurship activities and reinforce links between education and the private and public sectors.



Fostering a multilingual and inclusive European community through education

One of Una Europa's key strengths is the diversity offered by our partner institutions. The creation of a European university community includes embracing new languages and encountering new cultures. This diversity of languages and cultures is anchored in a common foundation of European values and should revivify the spirit of freedom and democracy of the European citizens whom we educate.

We will equip students with language skills and multicultural competences and make it possible for all to benefit from international experiences during the course of their studies and beyond.

Una Europa will...

- Develop and implement multilingual pedagogies harnessing students' diverse language backgrounds to support learning, while simultaneously strengthening their language competencies and appreciation of linguistic diversity
- Enable a framework for our partner universities to open up their study offers to the other partners in the alliance, ensuring that educational and administrative resources are shared and exploring synergies to make education more open, inclusive and accessible to all.
- Encourage peer-learning and develop mentoring programmes and tutoring support across our institutions.
- Share language courses across institutions, develop language tandems, and provide the opportunity for students to take courses in different languages from their home countries through virtual mobility and via academic staff mobility.





Pillar III:

Shaping the Society of the Future

Promoting innovative science communication and strengthening public engagement

Una Europa will engage students and researchers in dialogue with the wider public. We will showcase the alliance's research-related achievements accessibly and, through open dialogue, invite the benefit of insights from diverse stakeholders and the wider public into our work.

We will work with local, regional, national and global stakeholders and share best practice regarding wider community engagement within Una Europa.

Una Europa will...

- Continue to expand our network of organisations across our regions, developing cooperation and synergies. We will jointly create visibility of our programmes and activities and develop opportunities for the involvement of further partners within and outside our existing ecosystem.
- Identify project themes in which the alliance's knowledge, expertise and exploration match the needs of our ecosystems. We will engage with society and diverse stakeholders, identify challenges at local, regional and global levels, and co-design and co-create joint initiatives working towards solutions to real life problems.
- Bring the work of the alliance closer to citizens and engage them in a consultation process on the projects and activities of the alliance that concern them.



Transforming the European Higher Education Area, European Research Area and shaping policy

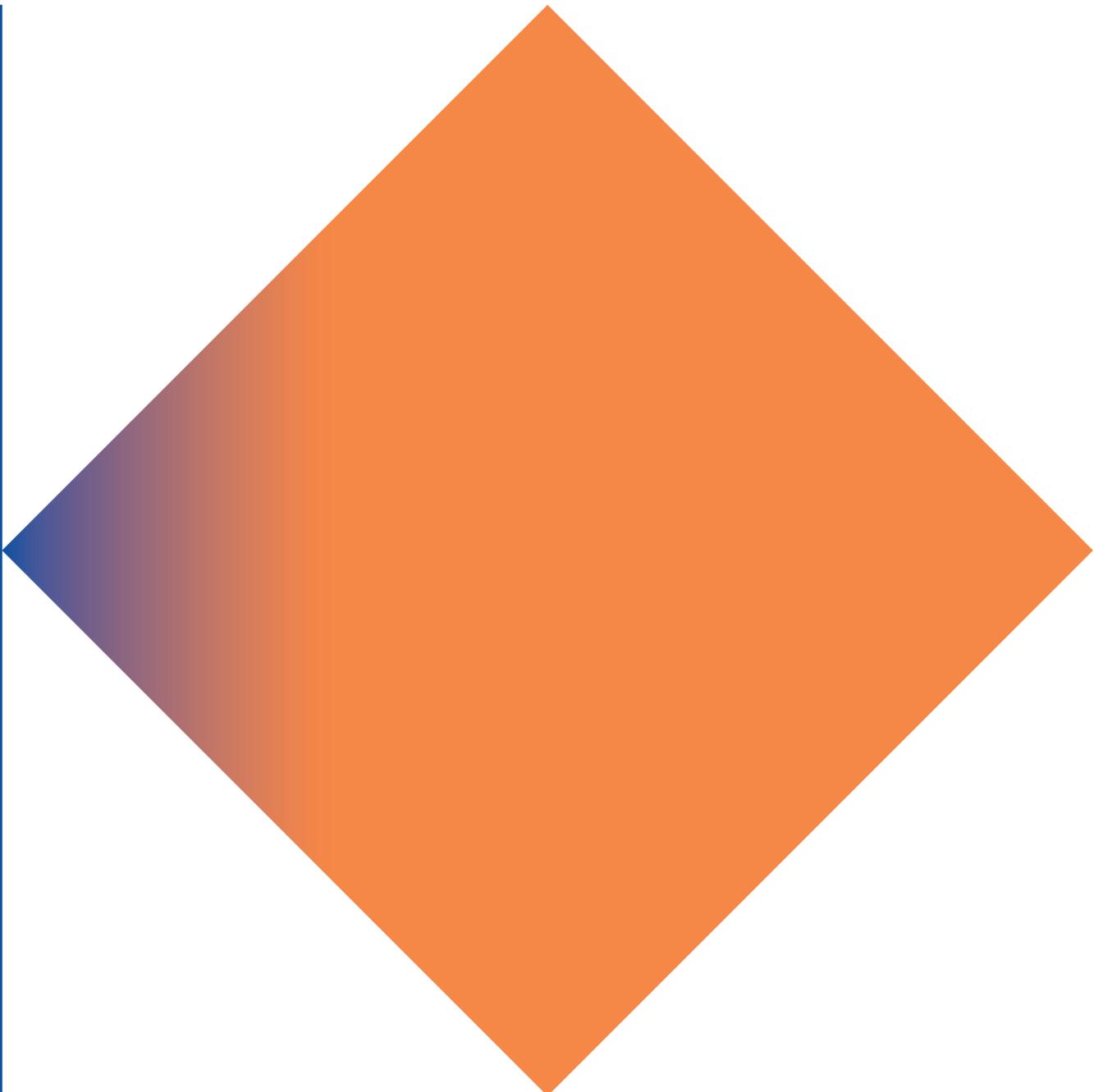
The future of Europe depends on our ability to work together and to pool our resources and approaches – to seek the common good beyond particular interests. This approach also applies to European higher education.

We aim to contribute to national and European policies and to act as a role model for the benefit of the European Higher Education Area (EHEA), making it more united, cooperative, attractive and competitive. We will contribute to the strategic objectives of both the European Research Area (ERA) and European Education Area, advocating for a holistic vision of European Universities.

Una Europa will...

- Support the full roll-out of the European Student Card and associated policies, including Erasmus Without Paper.
- Create pan-European joint educational programs and degrees and share formats for scaling up further among university partners and with other partners in Europe and beyond.
- Work on synergies and exchange of best practice with other alliances and universities to develop concrete solutions and ideas to further advance the EHEA.
- Develop our Future UniLab as a laboratory of ideas that will produce concept papers, in-depth analytical reports, and position papers on societal and educational issues of interest for the Una Europa community and the general public.





Una Europa vzw
KU Leuven Campus Brussels
Warmoesberg 26
1000 Brussels
Belgium
© Una Europa vzw, 2023

info@una-europa.eu ↗
www.una-europa.eu ↗

Stay up to date with Una Europa.
Register to receive our newsletter:

