



# **MISSION STATEMENT**

# The ENLIGHT Student Experience

Imagine you were a student in any one of the 9 ENLIGHT universities and could automatically gain lifelong access to the best courses and teachers across all 9 institutions, across disciplines, and lifelong. In each of these 9 universities, you would be guided along a wide range of opportunities in a digitally interconnected campus. Together with ENLIGHT top-academics and regional actors, you would be involved in solving some of the most complex societal issues facing Europe and the world today (such as climate change, social inequalities, threats to health and well-being, renewable energy supply, the digital revolution) and empowered to become an engaged global citizen. You would be supported by a large variety of mobility schemes to move between countries, and you could take part in sessions transferred around the globe in real-time.

During your studies, you would work closely with international peers, acquiring first-hand experience of developments in the broader research world, guided by leading scientists and experts from across Europe. You would be supported to engage into impactful, innovative mission-oriented research and to develop leadership and entrepreneurial skills. Soon after you started you would obtain a first micro-degree, and later on, a joint ENLIGHT degree highly valued by international employers that would make you proud to be an ENLIGHT alumnus and would stimulate you to come back for further learning experiences throughout your life.

## ENLIGHT External Advisory Board

- **Irina Bokova**, former director general of UNESCO
- **Elisabeth Dahlin**, former Secretary-General of Save the Children in Sweden
- **David Donoghue**, former Irish Ambassador to the UN who co-facilitated the major negotiations that led to agreement on the SDGs and the 2030 Agenda
- **Monika Froehler**, CEO of the Ban Ki-Moon Centre for Global Citizens
- **Betty Leask**, Centre for International Higher Education, Boston College, Professor Emerita, Internationalisation of Higher Education - La Trobe University
- **Herman Van Rompuy**, former president of the European Council

## ENLIGHT partners



# European university Network to promote equitable quality of Life, sustainability and Global engagement through Higher education Transformation

## *Shaping our Future Cities and Communities*

### ■ THE ENLIGHT AMBITION

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Today's societies face major ecological, social and economic challenges that demand immediate, yet sustainable solutions to ensure globally equitable well-being. Our health is jeopardized by a number of factors ranging from pollution or diet to demographic and epidemiological shifts and unequal access to healthcare (1); the digital revolution and artificial intelligence are transforming the way we live and work (2); our ecosystems are threatened by climate change (3); our resources and energy supplies will have to sustain 10 billion people by the middle of this century (4); and our societies are increasingly polarized and lacking in resilience (5).

How will this affect the way we live? What choices must we make to reach and sustain an equitable quality of life across the globe? How can we transform challenges into new opportunities? The European university network **ENLIGHT will address these five challenges which are a cause of fundamental societal transitions.**

Indeed, higher education institutions (HEIs) are regional, national and global innovators that have an important role to play in preparing society for transformation through translational research and technological transfer and by training our learners, the future agents of change. ENLIGHT proposes to **jointly conduct the educational transformation** to establish knowledge, skills, and innovation potential that will **empower learners across Europe to become globally**

**engaged citizens, able to address societal challenges and promote quality of life and sustainability in our future cities and communities and beyond.** ENLIGHT students will thus be well prepared for a global labour market which needs adaptive change-agents from diverse backgrounds, skilled in critical thinking and societal perspectives.

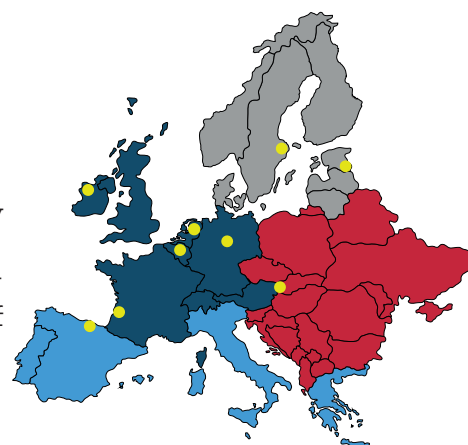
The network will act in **close cooperation with our socio-economic environment** and will respond to the multifaceted challenges we face: first of all, locally in our cities and surrounding territories, and then as a role model contributing more broadly to **transformation of HE in Europe.** Through a careful selection of our partners worldwide, we will ensure that engagement and impact on the transition of HE is also reached on a **global scale.** We will set up ambitious, flexible alliance-wide teaching curricula rooted in our existing cutting-edge research activities and focused on innovation. These will be designed to accelerate the rise of a new generation of dynamic European citizens with deep knowledge, visionary ideas, strong values, responsible practice, and an acute sense of community responsibility. We will leverage the unique diversity and multicultural identity of our network, as well as our global partnerships, to promote and spread positive European values. We want to ensure inclusiveness and equal opportunity to allow more learners to benefit from ENLIGHT teaching and training opportunities.

# THE ENLIGHT NETWORK: WHO WE ARE

## ENLIGHT PARTNERS

ENLIGHT brings together **9 comprehensive, research-intensive, new flagship universities**<sup>1</sup> with a strong reputation: Ghent University, University of Bordeaux, Comenius University Bratislava, National University of Ireland Galway, University of Göttingen, University of the Basque Country, University of Groningen, University of Tartu, Uppsala University (Table 1).

We share a deep commitment to our social responsibility and a readiness to respond to the threats to our quality of life. We have a long history of successful collaborations in research projects promoting sustainability and the aforementioned five global challenges (with 74 common H2020 projects related to these challenges involving 2 or more ENLIGHT universities). ENLIGHT includes **9 European countries covering the 4 EuroVoc regions**, thereby integrating a *breadth of perspectives on and approaches to sustainability*. Spanning from East to West and from North to South, ENLIGHT incorporates hot, moderate and cold climates, coastal and continental areas, mountainous and flat terrain. It encompasses densely populated metropolitan and shrinking rural environments competing with strong rural culture and tradition, political hubs as well as structurally developing regions. ENLIGHT ranges from Europe's more prosperous to emerging economies and from centrally situated to cross-border regions. This diversity equips ENLIGHT with a breadth of perspectives on the five flagship challenges detailed below, on educational innovation and internationalisation.



1. Douglass, 2016

→ Table 1: ENLIGHT partner key statistics

	Country	Staff & students (2017-2018)			Population City Reach Agglomerat°	Startup Blink 2019		ARWU 2019		H2020 Funding			Erasmus+	
		N° Staff	N° Students	% Int. Students		Global / 1028	Natl	Global	Natl	Total M€ Contri- bution	Rank Natl	ERC N°	Total Projects	Rank Natl
Ghent Univ.	Belgium	15 000	46 054	13,6%	375 626	131	2 <sup>nd</sup>	66	1 <sup>st</sup>	152	2 <sup>nd</sup>	45	44	2 <sup>nd</sup>
Univ. Tartu	Estonia	2 394	13 395	12,0%	103 865	226	2 <sup>nd</sup>	301-400	1 <sup>st</sup>	51	1 <sup>st</sup>	4	32	1 <sup>st</sup>
Univ. Bordeaux	France	5 900	54 965	13,0%	916 569	209	4 <sup>th</sup>	201-300	10-13	52 <sup>(4)</sup>	3 <sup>rd</sup>	27 <sup>(4)</sup>	11	9 <sup>th</sup>
Gottingen Univ.*	Germany	12 781	31 654	13,0%	328 074	NC	NC	101-150	5-7	53	19 <sup>th</sup>	22	18	NC
NUI Galway	Ireland	2 680	18 747	19,0%	179 390	227	3 <sup>rd</sup>	501-600	4 <sup>th</sup>	67	4 <sup>rd</sup>	10	28	NC
Groningen Univ.*	Netherlands	3 015	31 598	21,7%	583 990	355	6 <sup>th</sup>	65	2 <sup>nd</sup>	154	10 <sup>th</sup>	40	16	2 <sup>nd</sup>
Comenius Univ.	Slovakia	4 430	22 536	12,7%	659 598 <sup>(1)</sup>	118 <sup>(1)</sup>	1 <sup>st</sup> (1)	801-900	1 <sup>st</sup>	6	2 <sup>nd</sup>	0	6	1 <sup>st</sup>
Univ. Basque Country	Spain	4 415	42 391	4,7%	2 199 088 <sup>(2)</sup>	224 <sup>(3)</sup>	3 <sup>rd</sup> (3)	401-500	8-13	30	7 <sup>th</sup>	6	18	NC
Uppsala Univ.	Sweden	7 108	43 910	15,0%	376 354	432	5 <sup>th</sup>	62	2 <sup>nd</sup>	110	5 <sup>th</sup>	34	24	2 <sup>nd</sup>

\* Includes UMCG for Groningen University and UMG for Gottingen University; All data under "Startup Blink 2019" is provided by Startup Ecosystem Cities Global Ranking Report 2019 (<https://report.startupblink.com/>); All data under "ARWU 2019" is provided by Academic Ranking of World Universities 2019; All data under "H2020 Funding" is provided by the Horizon2020 dashboard (Last data loading by EC: January 20, 2020); (1) Bratislava Agglomerate; (2) País Vasco (Euskal Herriko) [Basque Country]; (3) Bilbao; (4) Includes joint venture ERC grants between Univ. Bordeaux and CNRS or INSERM or INRIA

## OUR ADVANTAGE: A PRODUCTIVE, WIDESPREAD, AND DIVERSE EUROPEAN NETWORK

**Outstanding research capacity.** Each of the nine partners is a top-ranking comprehensive institution in their country. Together, the partner universities have obtained 564 M€ of H2020 funding, securing 166 ERCs and 158 Erasmus+ projects, with high rankings in terms of innovation. As **lead institutions in their countries**, ENLIGHT universities include both young and centuries-old institutions which differ substantially in their percentage of international students, their international ranking, their ability to raise funds and attract highly competitive researchers. This offers high potential for joint development, based on our successful track record of collaboration (Table 2).

**Successful collaboration across Europe's diverse geographical regions.** ENLIGHT embodies the geographical, cultural, and linguistic diversity in Europe. In total, our network represents 11 official languages, reflecting **strong intercultural diversity**. ENLIGHT not only benefits from strong pre-existing collaborations between individual partners, but also leverages longstanding successful cooperation in university alliances, such as the **U4Society** and **Euskampus**, which pioneered innovative collaboration. It also strongly benefits from the participation of 2 universities from New Europe, in two countries that are not part of any European university network funded in the first call (Estonia and Slovakia), and Ireland, a partner from the westernmost coast of Europe.

**A wide population reach.** Together, ENLIGHT universities train over 300,000 students per year, with a wide range in size (14,000 to 55,000 students). They serve as the main HEI for more than 2 million inhabitants in 12 European cities, or nearly 6 million inhabitants in our broader metropolitan areas. The network represents several large cities of over 250,000 inhabitants surrounded by metropolitan areas approaching a million inhabitants, as well as small cities of fewer than 100,000 inhabitants surrounded by rural areas. All ENLIGHT universities share a strong commitment to placing students at the centre of what they do and to working in close interaction with their cities and regions.

→ Table 2: ENLIGHT co-publications and common European Commission funded projects

	Ghent		Tartu		Bordeaux		Gottingen		Galway		Groningen		Comenius		Basque Ctry		Uppsala	
Ghent Univ.			174	9	166	6	241	8	117	3	784	18	102	1	101	6	452	19
Univ. Tartu	174	9			65	1	97	8	44	3	248	5	55	3	36	2	656	17
Univ. Bordeaux	166	6	65	1			86	1	49	1	236	5	73	1	309	6	193	6
Gottingen Univ.*	241	8	97	8	86	1			32	1	235	8	930	4	112	0	1285	8
NUI Galway	117	3	44	3	49	1	32	1			103	3	13	3	26	1	53	9
Groningen Univ.*	784	18	248	5	236	5	235	8	103	3			87	3	120	4	715	18
Comenius Univ.	102	1	55	3	73	1	930	4	13	3	87	3			20	3	1081	2
Univ. Basque Country	101	6	36	2	309	6	112	0	26	1	120	4	20	3			88	3
Uppsala Univ.	452	19	656	17	193	6	1285	8	53	9	715	18	1081	2	88	3		

1<sup>st</sup> Column/Uni.: Co-publications are extracted from "Scopus - Advanced Search";

2<sup>nd</sup> Column/Uni.: Common European Commission funded projects are extracted from European Commission Single Electronic Data Interchange Area (SEDIA) under "Main collaboration partners" (3HP, CIP, EPLUS, FP7, H2020 & REC);

\* Includes UMCG for Groningen University and UMG for Gottingen University

## ■ OUR MISSION

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**ENLIGHT** will embark on a research-oriented and challenge-based transformation of our university education, fostering a strong commitment to positive European values and global awareness. We will develop study content matching the five core challenges described below, transform our curricula to deliver key qualifications, promote ecologically sustainable mobility measures, devise collegiate governance structures to guarantee success, launch strong quality assurance and impact assessment measures across the network. Through this in-depth educational transformation, in close interaction with the local actors of cities and communities, we will create new capacity for tackling major societal transitions and develop mission-oriented research and innovation.

**We will explore and establish the foundation for a common European University System to expand and synergize** the nine partners' research, education and innovation potential, while addressing the complex challenges facing societies. Specifically, we will:

- Propose a streamlined offer of joint, internationalized research-based teaching curricula encompassing a broad range of disciplines and innovative pedagogical approaches. The offer will provide learners with the multidisciplinary competencies to shape future cities and communities, centred around five flagship challenges, and to act as responsible change agents throughout their potential 60 years of active life<sup>2</sup> ;
- Establish an efficient societal partnership structure with local governments, industries, research centres, civil society organizations, NGOs;
- Collaborate with this multi-axis network to jointly determine priorities in education, research, innovation and to maximize our global impact.
- Establish a shared operational model to jointly issue degrees.

**We will prepare learners with the necessary knowledge, skills, autonomy, and responsibility**, in an international research-based and inclusive education context, to become globally engaged citizens. Specifically, we will:

- Enhance and diversify student, teaching and administrative staff mobility, offering flexible learning paths to remove mobility barriers;
- Leverage our geographic and cultural diversity to strengthen development of multilingual and intercultural skills;
- Empower learners to become globally engaged citizens and interact with societal stakeholders in their environments;

This agenda will place our network in a leading role as a **game-changer in transforming our institutions** and **contributing to transformation of higher-education institutions in Europe and beyond**.

<sup>2</sup> [https://evollution.com/revenue-streams/professional\\_development/the-60-year-curriculum-developing-new-educational-models-to-serve-the-agile-labor-market/](https://evollution.com/revenue-streams/professional_development/the-60-year-curriculum-developing-new-educational-models-to-serve-the-agile-labor-market/)



## ■ 5 CHALLENGES BRING US TOGETHER

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Our shared agenda on education, research, and innovation is based on **five flagship challenges**, which are key determinants of societal well-being and sustainability in future cities and communities. These pertain to at least 10 of the United Nations' 17 sustainable development goals (SDGs), with a particular focus on sustainable cities and communities (SDG11), contributing through quality education (SDG4), local and global partnerships (SDG17), good health and well-being (SDG3), affordable and clean energy (SDG7), responsible consumption and production (SDG12), climate action (SDG13), and reduced inequalities (SDG10). The ENLIGHT partners have a strong scientific background in these challenges and will use them as test beds for innovative learning and research experiences for our students and staff. ENLIGHT aims to transform the way we address these global challenges by embedding a societal view into state-of-the-art research and education. Our action is also in line with the major European Union policy priorities, i.e. the European Green deal; an economy that works for people; a Europe fit for the digital age; promoting the European way of life; a stronger Europe in the world.

### Challenge 1 Health and well-being

**KEY THEMES:** Urban Health with a special focus on (i) the impact of aging populations especially on brain, mental and social health, (ii) the impact of environmental changes and health disparities, and (iii) opportunities for future cities through precision medicine, digital public health, data-driven prevention, and evidence based health in all policies.

### Challenge 2 Digital revolution and impact of digitization

**KEY THEMES:** Data science for better living in our cities and communities, with a special focus on data-driven decision-making, AI in health services, AI for sustainability.

### Challenge 3 Climate change

**KEY THEMES:** Climate change and urban development with a special focus on: (i) impact of climate change on biodiversity and land use, socio-ecosystems, relation between cities and surrounding rural areas, (ii) mitigation through improved environmental impact assessment, intersectoral initiatives for climate neutrality.

### Challenge 4 Energy use and the circular economy

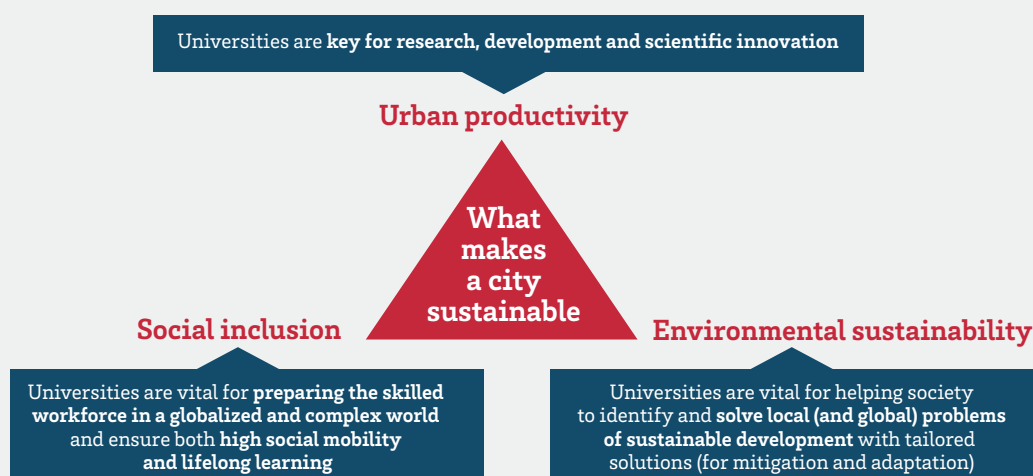
**KEY THEMES:** Energy conversion and transition in future cities and communities with a special focus on multidisciplinary approaches to (i) energy transition, (ii) circularity, and (iii) raw material value chain.

### Challenge 5 Equity

**KEY THEMES:** Addressing polarization in our cities and communities, with a special focus on (i) urban development and marginalization, (ii) access and equity in future cities for long-term sustainability, (iii) sustainable heritage and polarization

## ■ A SPECIAL FOCUS ON FUTURE CITIES AND COMMUNITIES

Whatever their size, cities are the focal point crystallizing many of the aforementioned five flagship challenges. Our dedication to cities and communities also reflects the EU Commission's recognition of the increasing importance of urban areas, the rapid pace of urbanization being matched only by population aging as the most important current demographic shift. The Missions for Horizon Europe highlight that "more than half of the world's population now lives in urban areas. This is expected to reach 80% by 2050. Cities and metropolitan areas are centres of economic activity, knowledge generation, innovation and new technologies... they are major contributors to global challenges"<sup>3</sup>. Growing urbanization in turn affects the rural communities who face depopulation and often insufficient infrastructure, which can lead to social polarization. The ENLIGHT partners represent both large metropolitan areas and small cities with a strong urban-rural interface, and all are closely interacting with their surrounding territories. ENLIGHT will help participating universities scale up their societal impact by analysing and addressing global societal challenges in their local environment, engaging with local actors to implement our institutional transformation. The best practices we establish will then be channeled towards societal challenges beyond our local environments. Indeed, by exploring the issues facing our cities and communities, such as continued urban expansion and stressors such as climate change, resource depletion, digitalization, and polarized societies, we will prepare to address the most pressing local and global sustainability challenges.



→ **Figure 1: Role of Universities in achieving sustainable and healthy cities and communities**

Universities can play an important role in achieving sustainable and healthy cities and environments (Figure 1). First, universities are vital in helping society identify and solve local and global problems related to sustainable urban growth. Second, they are key actors for research, development, and scientific innovation, and are therefore major contributors to urban productivity and a cornerstone of urban sustainability and well-being. Third, universities are vital for preparing the skilled workforce in globalized and complex environments, and for ensuring high social mobility and lifelong learning. However, in future these roles can be efficiently fulfilled only if we transform our institutions to maximize the societal impact of HEIs. This transformation is best achieved in an international network leveraging each partner's strengths and capacities.

Our network will create a new model for addressing complex global challenges amplified by urban growth, through educational transformation. We will set an example that supports replication in partner institutions within Europe and in regions where the exponential pace of urban expansion is both a major threat and an opportunity, such as in Africa and Asia.

<sup>3</sup> From Implementing Horizon Europe: Strategic Planning. Mission Area: Climate-Neutral and Smart Cities.



# ■ 6 ACTIONS TO IMPLEMENT OUR JOINT AGENDA

We will bring together our complementary expertise to address these five flagship challenges in our local environments and globally. We will establish joint research-based teaching curricula, and launch innovative mobility schemes and initiatives to empower our learners and staff for global engagement. In the first three years ENLIGHT will pilot six concrete actions:

## #1

### A COMMON QUALITY APPROACH

We will develop a common Quality Approach enabling certification of ENLIGHT courses and degrees and automatic recognition of study periods across ENLIGHT. Under this action, we will:

- Set up an internal **ENLIGHT QUALITY ASSURANCE (QA) TASKFORCE**:
  - › Provide automated QA reports to inform ENLIGHT governance and adopt adjustive measures if required;
  - › Apply the Plan Do Check Act (PDCA) methodology as a basis for a joint quality approach;
  - › Conduct surveys and semi-structured interviews among contributors, stakeholders and beneficiaries.
- Develop a **common ENLIGHT QUALITY APPROACH**, to ensure comparable quality, mutually accepted institutional practices and similar degree and learning path value for all nine partner universities:
  - › Develop a roadmap towards a joint ENLIGHT Quality Approach (analysis of the existing, development of common principles, shifting to an overarching quality approach leveraging experience from EUniQ<sup>4</sup>);
  - › Set up an ENLIGHT certification system for individual courses/modules based on clear descriptions of the learning outcomes and on technical standards of the European student card initiative to assure full automatic recognition between partners.



→ **Figure 2: ENLIGHT Actions and Flagship challenges**

4. EUniQ, the Erasmus+ KA3-project Developing a European Approach for Comprehensive QA of (European) University Networks coordinated by the Ministry of Education and Training, Belgium/Flemish Community

# #2

## KNOWLEDGE CREATION

We expect that ENLIGHT will have a major structuring impact on all partner universities, and a systemic impact on our socio-economic environments: (i) We will develop and scale up international **research-driven and challenge-based learning and teaching**, piloted in our 5 flagship areas; (ii) We will scale up our **innovative methodology** to transform the way we address sustainability challenges. Under this action, we will:

### → Establish the ENLIGHT THINK TANK

bringing together the key experts, resources and state of the art research experience and practice of the 9 universities on how knowledge co-creation can be set up within a regional context, primarily in the fields of the 5 flagship challenges in which this will be piloted:

- › Define the specificities of each challenge to develop new methodologies and approaches for challenge-driven education, which are relevant to the field through co-creation (HEIs + regional stakeholders), developing the necessary knowledge and competences learners need to tackle the challenges defined;
- › Map and connect existing learning opportunities across the 9 universities, as well as research & innovation projects that are relevant for the fields of the 5 flagship challenges to feed the teaching and training offer;
- › Embody the connection between the nine ENLIGHT Regional Academies (ACTION 5).

### → Develop ENLIGHT LIVING LABS:

- › Challenge-based ENLIGHT Living Lab workshops will be organised in ENLIGHT Regional Academies, bringing together interdisciplinary groups of students, academics, governments, citizens, businesses (ACTION 5)
- › The ENLIGHT Living Labs will also engage bachelor, master & PhD students to work in close interaction with local public and private stakeholders to develop sustainable solutions around one of the five flagship challenges.

### → Design ENLIGHT PROGRAMMES and NETWORKS:

- › The ENLIGHT Think Tank, organized into Core Groups for each challenge, will design and test one pilot ENLIGHT FLAGSHIP SHORT PROGRAMME per challenge, devised on the summer school model;
- › Create a Network-wide European doctoral community, the ENLIGHT DOCTORAL NETWORK.

### → Transfer learning formats:

- › Embed the ENLIGHT Living Labs, Short-Programmes, and online resources into the ENLIGHT competence framework for ENLIGHTable curricula;
- › Develop 1 ENLIGHT JOINT DEGREE per flagship domain on the basis of commonly agreed learning outcomes;
- › Valorise the shared transnational research expertise and capacity into **new mission-oriented research and innovation synergies and projects** that match the European research agenda and propose SEED FUNDING.

# #3

## BROADER COMPETENCIES

To address our flagship challenges on a global scale and make ENLIGHT graduates highly attractive for employers, we will foster intercultural skills and global citizenship values and promote inclusive leadership. The global labour market needs adaptive change-agents from diverse backgrounds, skilled in critical thinking, communication, and social perspectives. Under this action, we will:

- **Promote global citizenship values** and **offer training in global** engagement, an unmet need across Europe:
  - › Define **ENLIGHT GLOBAL ENGAGEMENT competences** and embed these in the learning outcomes of all our programmes to empower learners with academic knowledge to address challenges from different perspectives, global citizenship skills, autonomy, and responsibility, to apply what they have learned in their local and in a global context. The proposed approach will follow the principles of Global Citizenship Education.
- **Establish teaching & learning cycles and conferences** for enhancing the ability of academic teachers and administrative staff **to transfer generic competences to learners, along three thematic lines:**
  - › Multilingualism: set up an **ENLIGHT MULTILINGUALISM NETWORK**, integrate foreign language study in flexible learning paths; initiate research about effects and impact of multilingualism.
  - › **Diversity and Inclusion:** map & disseminate course offer in European history, studies and cultures; map initiatives for gender equality and diversity and exchange best practice; develop learning materials.
  - › **Leadership and entrepreneurship:** develop a Young Leadership cycle oriented towards inclusive leadership; promote entrepreneurship through coaching material, a map of internship possibilities across ENLIGHT regions, a supportive structure for business ideas.
- **Launch the ENLIGHT teacher education network**, training future teachers to seed European values:
  - › Initiate an ENLIGHT Teacher Education exchange programme;
  - › Initiate pilot research projects in educational science turned towards inclusiveness and global citizenship.

# #4

## INNOVATIVE TOOLS AND POLICIES

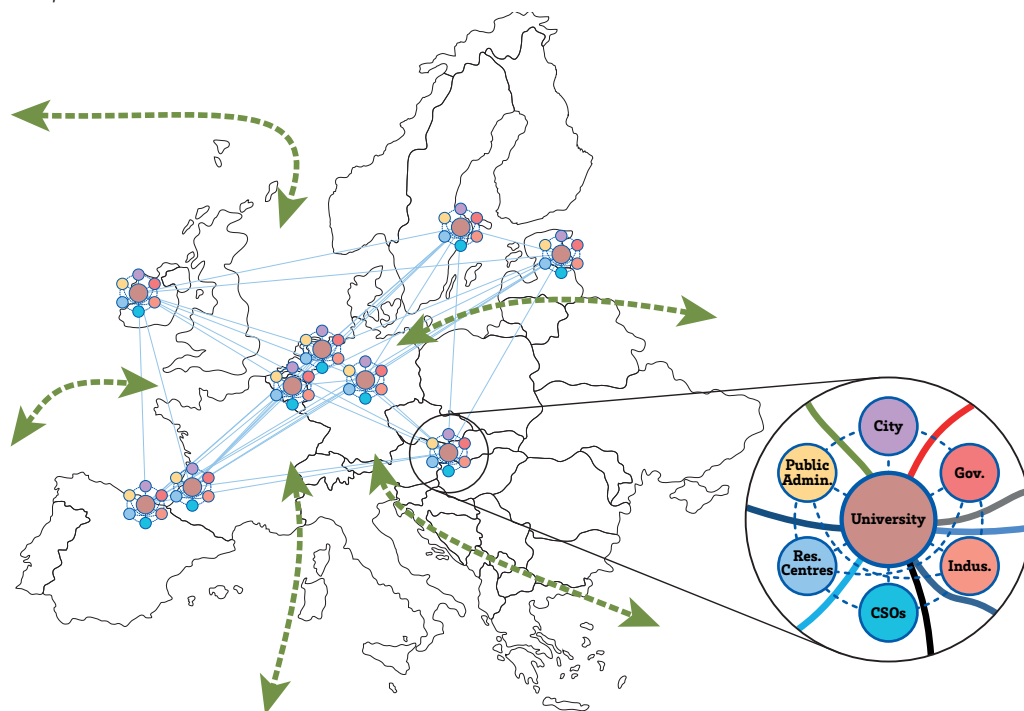
We will jointly define policies and develop the structural and technical framework for inclusive, seamless and green mobility, and provide the tools for flexible learning, focusing in priority on the five challenges. Under this action, we will:

- **Boost and diversify mobility** at all levels of the institution:
  - › Increase international learning by establishing and expanding a **catalogue of flexible mobility schemes**, promoted along a STEPPING STONE PATHWAY, ranging from low-threshold intercultural internationalisation at home e.g. by means of physical/virtual teacher exchange or Cooperative Online International Learning (COIL) and other forms of virtual mobility, through short-term mobility programmes, towards semester exchanges and eventually joint degree mobility;
  - › Throughout all these steps, set GREEN MOBILITY SCHEMES, aiming to keep emissions low, in the short-term as climate-neutral, in the long-term by establishing models to substantially lower emissions in HEI;
  - › Design the **ENLIGHT Competence Framework**, defining the learning outcomes of the ENLIGHTable curricula and the modalities for obtaining credits, and eventually **ENLIGHT joint degrees**; open these learning formats to a broader group of **(lifelong) learners** by developing a framework for **micro-credentials**;
- › **Widen mobility access for underrepresented groups**, who currently do not consider mobility as an option within their studies (due to disabilities, less favorable socio-economic backgrounds, familial responsibilities, etc.) by enhanced dissemination and guidance on mobility offers and tailored solutions.
- **Set up an ENLIGHT INTER-CONNECTED DIGITAL CAMPUS** by developing connections and exchange between existing infrastructures and educational technologies (student administrative systems, academic services, digital learning environments, recognition procedures, research infrastructure catalogues):
  - › Conduct a process review and standardization, accounting for legal and programmatic constraints;
  - › Develop a common data exchange layer to allow for a secure exchange of available data;
  - › Create new interfaces via the ENLIGHT WEBSITE. The latter will host ENLIGHT interactive platforms and serve as the most important medium of public relations in connection with social media.

# #5

## GLOBAL OUTREACH

ENLIGHT emerges from a network of European regional university-centred hubs connecting learners, researchers and staff with regional stakeholders. Within ENLIGHT, each partner university will serve as a gateway out and into its region. Our goal is to establish an impactful efficient partnership structure with stakeholders in our socio-economic environment and with strategic European and non-European partners to maximise our global impact (Figure 3). In this multi-axis network, we will work together to determine priorities in education, research, and innovation. Under this action we will:



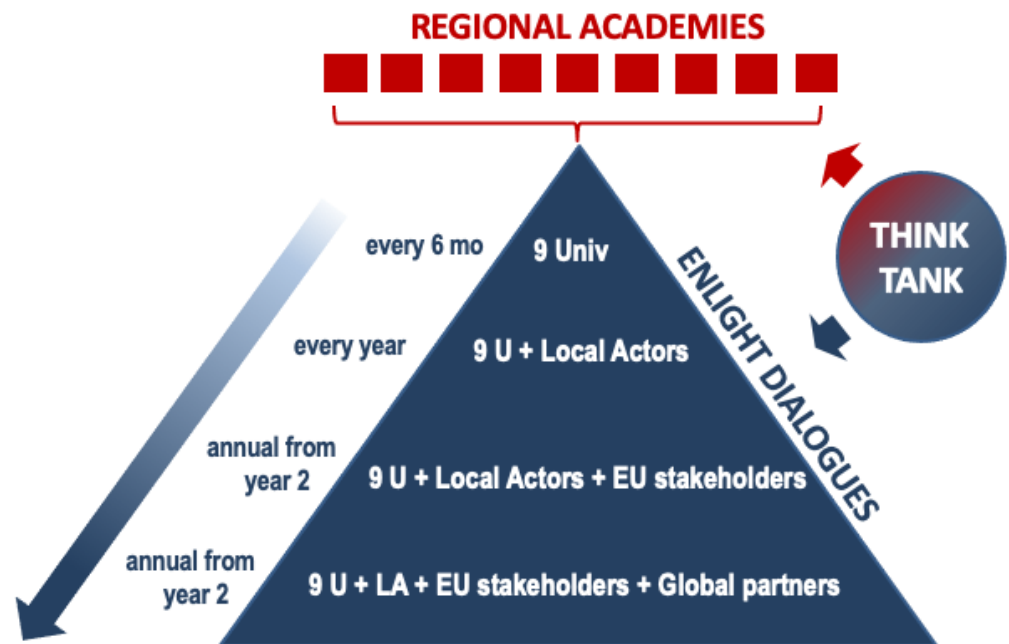
→ *Figure 3: Multi-scale approach with university-centered hubs*

→ **Engage relevant non-HEI partners within our socioeconomic environment** (local governments, industries, research centres, civil society organizations, and NGOs) and:

- › Build an innovative partnership model with the local community based on co-creation and shared value as part of the **ENLIGHT REGIONAL ACADEMIES**, meeting twice a year, including regional demonstration days once a year to showcase the work to a broader public and enhance participation of citizens;
- › **REGIONAL ACADEMIES** will give local input to the THINK-TANK Core Groups for designing the learning formats through identifying actual local challenges and defining the complex dynamics behind the challenges as well as their trans-disciplinarity

→ **From local to global:** expand our outreach activities in Europe, beyond our regional socio-economic environment, and outside Europe

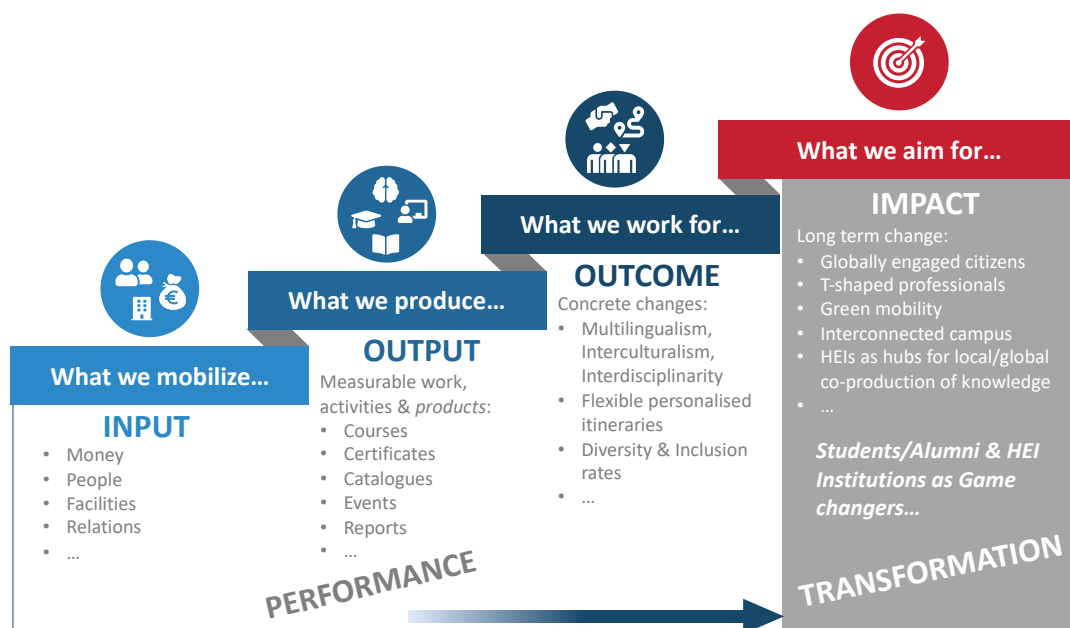
- › Organize **ENLIGHT EUROPEAN DIALOGUES**, gathering the ENLIGHT REGIONAL ACADEMIES and the THINK TANK in the first place, and further establishing a dialogue with other key stakeholders across Europe (cities, regions, NGO's, industry, other European Universities, networks);
- › Organize **ENLIGHT GLOBAL DIALOGUES** in key regions outside Europe (e.g. Sub-Saharan Africa, South/East Asia) through student-driven and student-centred conferences, focused on the flagship challenges. Issue **ENLIGHT GLOBAL CITIZENSHIP AWARDS** to the most innovative global dialogue student teams.



→ Figure 4: Sequence between Regional Academies and European & Global Dialogues

## #6 IMPACT ASSESSMENT

Deliverables are usually assessed in terms of performance and quality assurance (Action 1) to ensure efficiency of process and effective delivery of results. ENLIGHT will go further than this, asking a different question: do the deliverables lead to impact for the learners themselves, on their socio-economic environment, and on a global scale? ENLIGHT's ambitious mission



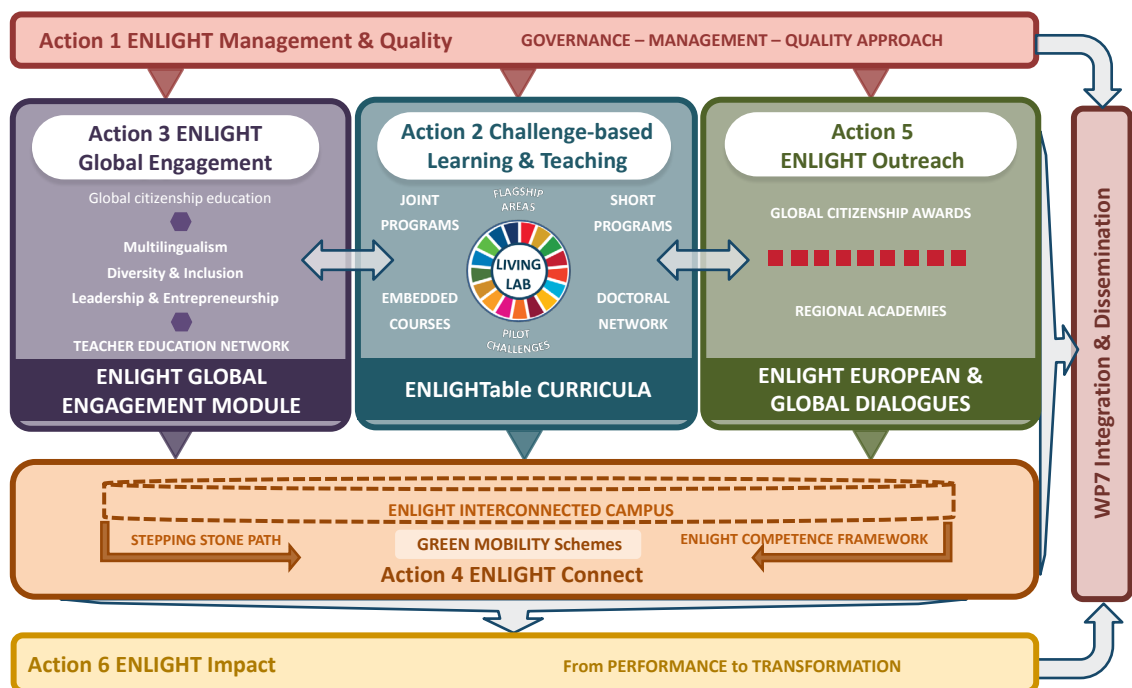
→ Figure 5: From measuring performance towards transformational impact



requires us to carefully assess our impact and how it can be transferred effectively to the European Higher-Education area.

We will develop and adopt an ENLIGHT Impact Assessment Toolkit that allows each participating university and the ENLIGHT alliance as a whole to assess the impact we generate and to design and implement a 'model of good practice' of impact-directed management, transferable to the European HE system. Specifically, we will:

- Establish an **ENLIGHT IMPACT TASKFORCE** that has the responsibility to develop the ENLIGHT impact assessment methodology and tools, and to propose and monitor pilot cases, with 3 different interrelated targets:
  - › Impact on each partner university, especially on learners as main beneficiaries of ENLIGHT;
  - › Impact on the local socio-economic environment of each university;
  - › Longer-term impact on the European HE system, and on society (equitable quality of life, sustainability)
- **Develop methodology and tools for HE impact assessment:**
  - › An expert core group will work on collecting practices and generating a replicable methodology for impact assessment (including mapping and prioritization of stakeholders)
- Define and implement **pilot cases** and generate **a first global impact assessment of ENLIGHT:**
  - › The pilot cases will be focused on initiatives developed in Actions 2 to 5, collecting qualitative and quantitative data
  - › After refining the methodology a first **ENLIGHT Impact Mapping Assessment** will be generated, including a plan to adapt and (re)mediate our actions so that they are more impactful for learners and society at large
- **Disseminate, contrast, and evaluate** the initial methodology and tools among ENLIGHT experts, ENLIGHT communities, external specialists, other HEIs:
  - › Organize an ENLIGHT Conference on HEI Impact Assessment;
  - › Help improve the final methodology;
  - › Take action to transfer this model of HE impact assessment to other settings within Europe and beyond.



→ Figure 6: The 6 ENLIGHT Actions at a glance

# ■ LAYING THE FOUNDATIONS OF THE NETWORK

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## Steps we have taken so far

- A first meeting between the founding alliances was held in Brussels in July 2019.
- Since then, **four in-person meetings** were held between university leaders, students and faculty representatives of participating universities in Ghent (Aug 2019), Tartu (Oct 2019), Bordeaux (Dec 2019), and Bratislava (Jan 2020).
- **Consultations with the respective communities and experts** of participating institutions have been conducted, and the conclusions have been integrated in network-wide decisions during face-to-face meetings. The communities were also directly represented during the Bordeaux meeting where implementation of the six Actions was discussed.
- **A joint Student Network** was established with student leaders from all 9 partners (Oct 2019). It has contributed to every development step of ENLIGHT. Student sessions were held in Tartu (Oct 2019), Bordeaux (Dec 2019), and Bratislava (Jan 2020) to develop and refine the proposed actions. The Student Network



→ *Figure 7: ENLIGHT Bordeaux workshop, December 2019*

- will create a portfolio of joint student-driven activities, with a priority focus on the flagship challenges, and will elect student representation in the ENLIGHT governance.
- Outreach actions were conducted by all partners with city representatives and key external partners.
- In Bratislava (Jan 2020) ENLIGHT was presented to Ambassadors (or their representatives) of ENLIGHT partner countries.

## Strategy for longer-term sustainability

**In three years ENLIGHT will pilot the concrete actions listed above.** We will initially test the tools for implementing these actions through pilots, which will then be rolled out massively in the 9 universities.

**By 2025,** the ENLIGHT Flagship Living Labs and Short Programmes will be fully embedded in the ENLIGHT competence framework and connected to educational programmes across the network. We will work on the scalability in other contexts/environments through EU funding applications. We will also create new joint ENLIGHT curricula, which will be certified through the common ENLIGHT Quality Approach and lead to ENLIGHT joint degrees. The online part of the ENLIGHT Global Engagement module will be developed into a MOOC available to all learners, including non-traditional, thus enhancing lifelong learning. We expect that 50% of our entire student body will have benefitted from an international learning experience. ENLIGHT Interconnected Campus IT tools for semi-automatic recognition and technology for virtual mobility will be fully functional. ENLIGHT will spark new research and innovation activities and related funding. A first full impact assessment will be completed, and impact-directed decisions made for the future of ENLIGHT.

**By 2030,** we will generalize iterative exploitation mechanisms through ENLIGHT academies, adapting to emerging challenges. We will extend flexible joint curricula and degrees across the ENLIGHT network. The recognition process will be fully implemented. Eventually, we envision ENLIGHT as an open European University System in which there is free movement of learners

and staff and sharing of resources, to stimulate economic and social innovation, to develop solutions for the grand European challenges, and to contribute to European identity and the excellence of its higher education. ENLIGHT programmes will result in several thousands of graduates who are adaptive agents-of-change ('ENLIGHTers') and ENLIGHT ALUMNI who will contribute to disseminating European values, challenge-based approaches, and high-level research outputs across Europe and beyond. Finally, based on our impact assessment, a model of good practice will be consolidated for impact-directed management of Higher Education institutions and the larger European Higher Education system.

### **Our ambition is to establish ourselves as a role model and game-changer in the transformation of HE in Europe with:**

- a major joint structuring impact on all partner universities;
- a systemic impact on local socio-economic environments (via Regional Academies and Living Labs);
- a successful model for institutional transformation to maximize the societal impact of HEIs in Europe, disseminated via the European & Global Dialogues, associated partners, network of ENLIGHT member universities, etc.;
- a novel framework for addressing complex local and global challenges via partnerships between HEIs and other relevant stakeholders (via the Think Tank, Regional Academies, European and Global Dialogues).

### **We will ensure sustainability by leveraging other funding mechanisms from both DG Education and DG Research.**

The nine international offices of the partner universities will join forces (e.g. through project generation days) to respond to regional, national, European or international funding schemes (Erasmus+ Key Actions, Horizon Europe, EIT KICs, Green Deal, ERDF Interreg) that may help generate additional funding to fulfil our ambitions of mobility, capacity building, and joint education, research and innovation. Other EU mechanisms in line with our flagship mechanisms will be vigorously explored, for instance through LIFE, HEALTH programme, or EDF.

### **We will prioritize from the outset the development of an effective governance structure.**

We will create an operational **Project Board** composed of an Executive Secretary and Work Package Coordinators who work closely together with the nine vice-rectors/-presidents or equivalents for internationalisation, their project managers and three representatives of the Student Board within the **Board of Directors** to implement the project actions. They will work closely with the individual **Work Package Executive Boards**, the **Project Coordination Teams from each university**, the **Student Board**, and the **ENLIGHT Governing Board** (nine rectors/presidents, three student representatives, the executive secretary). To maximize synergy with our associated partners (non-HEI partners related to our flagship challenges and socio-economic environments, as well as HEIs with geopolitical features of strategic value for the global engagement of ENLIGHT), the Board of Directors will also serve as **Partner Liaison Committee** with a manager dedicated to this task in the context of Action 5. Finally, we have appointed a **diverse External Advisory Board** that represents high level societal representatives with a broad view on global developments influencing universities and policy visionaries in our 5 flagship challenges. This Board will aid our ambition to maximize impact and identify strategic priorities and opportunities.

# The ENLIGHT Student Experience

Imagine you were a student in any one of the 9 ENLIGHT universities and could automatically gain access to the best courses and teachers across all 9 institutions, across disciplines and lifelong. In a digitally interconnected campus with top-academics and local actors, you're involved in solving the most complex societal issues. And could work closely with international peers and were engaged into impactful, innovative research and develop leadership and entrepreneurial skills. So you are empowered to become an engaged global citizen. Wouldn't this enlighten your study? Or even better, enlighten your life and our future society?



## Our Mission

Challenge-based transformation of our university education.



- Flexible learning paths
- Remove mobility barriers
- Empower learners to become globally engaged citizens
- Interact with societal stakeholders
- Staff training & mobility



## Our Ambition

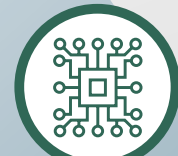
Empower learners to address societal challenges and promote quality of life and sustainability in our cities and communities and beyond.



Health & Wellbeing



Ecosystem and Climate change



Digital Revolution



Polarizing Societies



Resources and Energy

## How we do this

Think global, act local.

Think global

Act local



- Students as future agents of change
- Close cooperation with our socio-economic environment
- Cities & regions as living lab for lifelong learning and research

## Competence Framework

- International learning via flexible learning paths
- Challenge-based learning experiences
- Multidisciplinary approach
- Transversal skills
- Inclusiveness & equal opportunity

Living Labs  
Interaction with local public and private stakeholders

Global engagement module  
Transversal skills

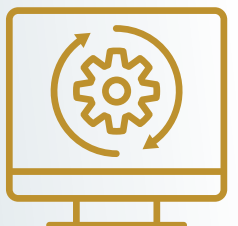
Joint programs

Embedded courses

Catalogue of flexible (green) mobility scheme

Inter-connected digital campus

Doctoral network



## 6 Actions to implement our joint agenda

#1

A common quality approach

#2

Knowledge creation

#3

Broader competencies

#4

Innovative tools & policies

#5

Global outreach

#6

Impact assessment

European university Network to promote equitable quality of Life, sustainability and Global engagement through Higher education Transformation Shaping our Future Cities and Communities