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RIS4CIVIS

Research and Innovation Strategy for the CIVIS Alliance

D 5.5 RIS4CIVIS CIVIS Dissemination and Exploitation Conference Report (M36)

Work Package: WP5 – Communication & Dissemination

Lead partner: Université libre de Bruxelles (ULB)

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TABLE OF CONTENTS

1. Introduction & Objectives	4
2. Promotion and Dissemination	5
3. Conference Programme	9
4. Audience and participants	11
5. Conference Debrief	11
5.1 Welcome Address and introduction of the day	11
5.2 Presentation of the project's outcomes.....	12
5.3 Work Package 4 – CIVIS R&I strategy	29
5.4 Announcement of the laureate of the RIS4CIVIS Citizen Science Award	31
5.5 Keynote Speech.....	32
5.6 Inauguration of the CIVIS Research Council.....	34
5.7 What's next – Research Council meeting	35
6. Annexes	41
6.1 Presentation	41





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1. Introduction & Objectives

GENERAL COMMENT

As outlined in the RIS4CIVIS call for proposals, comprehensive communication and dissemination of our project progress will ensure that the lessons learnt can serve as inspiration to others, and that we can also learn from the successes of other Alliances.

We committed in the proposal to organise an ending conference of the RIS4CIVIS Project to showcase the final results toward the CIVIS communities and key external stakeholders. The final conference marked the end to advanced collaboration in the Research and Innovation field in support of the CIVIS Alliance.

EVENT

The conference took place on Wednesday 29th November, 2023, at Université libre de Bruxelles. The event had a hybrid format with presentations, roundtables, and time for networking (coffee break, lunch and dinner).

TARGET GROUPS

- Our respective R&I university communities
- Other universities, Alliances, and networks
- European Commission, experts, and agencies
- MEPs involved in relevant Committees (ITRE, CULT, REGI)
- Permanent Representations to the EU in Brussels from our respective countries
- Our local and regional Research and Innovation ecosystems

MAIN OBJECTIVES

The main objective was to share the final results of our six transformational modules, to present the CIVIS R&I strategy, our main policy recommendations and our transformational model. The conference also tried to define the expected impacts of RIS4CIVIS and its integration within CIVIS.





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2. Promotion and Dissemination

In order to maximise the dissemination impact of the event, the CIVIS Communications Team and the ULB undertook a multi-channel 4-phase communications campaign:

PHASE 1 | Awareness

Goal: make people aware that the event is coming and what it is about

Announcement of the event: CIVIS newsletter + invitation mailings, event webpage on civis.eu website, social media posts

- **Key messages:** event
- Invitation to register for the public conference (in person or online)
- **Channels:** Social media (FB, IG, Twitter, LinkedIn), website, newsletter

PHASE 2 | Consideration and engagement

Goal: push our audiences to register for the Public Conference

- **Key messages:** more concrete call to actions (« only a few days left before the event », « register now », and a narrower focus on the Conference programme with a highlight on its speakers and sessions.
- **Channels:** Social media, website, CIVIS mailing

PHASE 3 | Live coverage on D-Day – 29 November 2023

Live communication during the event, e.g. highlights of the day with pictures.

We also hired a graphic designer who draw the morning session results in live. The draw will help us disseminate the main results towards the CIVIS community and external stakeholders.

Channels: social media & web

PHASE 4 | Post-event communications

Post-event communications to share and celebrate highlights: photos, videos of the live stream & a news article in the newsletter.

Channels: Social media, website, CIVIS newsletter

In Phase 1 we published the event listing on the CIVIS website, prepared graphic materials (poster of the event) and made the initial announcement of the event in the CIVIS newsletter and on CIVIS social media.





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In Phase 2, which was all about promoting the event and maximising the audience, we followed a dual strategy:

- To gather a critical mass of registrations for physical attendance, we used targeted mailings and word-of-mouth promotion towards relevant audiences – also by activating the ULB's extensive networks and contacts in Brussels.
- To promote the livestream and reach audiences across Europe, we activated the CIVIS Communications Taskforce. They promoted the event through CIVIS (social media and internal/external mailings), using visual and text materials produced by the CIVIS Communications Team. A few days before the event, we sent a special edition of the CIVIS newsletter focusing on the conference and encouraging our audience to watch the livestream.

Although the event was of great relevance to internal audiences across the CIVIS Alliances, and we made sure to promote it internally, our key strategic priority was dissemination. We therefore made sure to promote the event in external channels such as the CIVIS newsletter and to invite relevant external stakeholders to attend. We also strongly recommended to our module leaders to share the event towards their own channel and expert groups within their own institution. Invitation emails were also sent to key external stakeholders in Belgium such as the ARES or the FWB, but also the FNRS and Innoviris. The success of this strategy can be seen in the list of participants, which includes representatives of the DG REA of the European Commission and the Brussels Office, Vice-Rectors for Research of eight CIVIS Universities, other European Universities Alliances both online and on site, CIVIS community and researchers from the 11 universities that were not part of the project.

During the conference itself, in Phase 3, we used “live comms” in order to share impressions of the event with those who could not attend, encourage last-minute livestream views, and demonstrate RIS4CIVIS' capacity to gather key stakeholders and lead the debate on these vital issues. On Facebook and Instagram, we used engaging stories to build interest and excitement.

In order to further exploit the event as a tool for disseminating RIS4CIVIS activities and outputs, Phase 4 gives the event “a second life”. We will share the graphic design summarizing the morning sessions of the event with our external stakeholders present during the event and our CIVIS community. The graphic design will also be shared on social media and on the CIVIS website. We have the intention of creating a multimedia package gathering





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all the communication documents that have been created under RIS4CIVIS including the pictures and results of the event.

Online communications (CIVIS channels only. All figures harvested on 15-12-2023.)

- **Event listing on CIVIS website**: 54 page views on EN version of site (566 UPV)
- **Live-stream of the conference on CIVIS Youtube Channel**: 38 viewers with an average view duration of 35 minutes for the morning session, followed by 22 viewers with an average view duration of 18 minutes for the afternoon session (key note and inauguration of the CIVIS Research Council).
- **CIVIS Info**: 8 mentions of RIS4CIVIS conference were sent to the CIVIS community between July and November.
- **CIVIS social medias**: 8 social medias posts were published on the CIVIS website (see the Statistical Report for the Internal Progress Report of M36)
- **Mailing list CIVIS**: 1 main email to the CIVIS community was sent to inform about the conference.



RIS4CIVIS_WP5_New Statistical Report

Social media content

DATE	TOPIC	Facebook				Instagram			LinkedIn		Twitter			
		Reach	Like	Share	Link click	Reach	Likes	Saves	Impressions	Engagement rate	CTR	Views	Engagements	Expands
30-11-2023	RIS4CIVIS final conference (break)	120	2	0		440	15	0	192	9.9%	4.17%	405	26	5
29-11-2023	RIS4CIVIS final conference (coverage)					/	/	/	141	7.8%	3.55%			
29-11-2023	RIS4CIVIS final conference (coverage)					/	/	/	464	17.03%	12.72%			
29-11-2023	RIS4CIVIS final conference (announcement)	139	2	1		312	12	1	234	5.13%	0.85%	2,083	44	8
28-11-2023	RIS4CIVIS final conference (announcement)	141	3	0	3	343	10	1	113	11.5%	3.54%	163	10	2
27-11-2023	RIS4CIVIS final conference (announcement)	202	4	1	1	424	16	0	320	7.5%	2.81%	1,091	11	1
22-11-2023	RIS4CIVIS final conference (announcement)	119	1	0		526	19	1	321	11.21%	4.05%	256	10	0
6-11-2023	RIS4CIVIS final conference (announcement)	513	11	1	3	741	28	3	2747	1.75%	0.62%	971	16	2





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Branded materials

Thanks to the conference of March 2022, we already had a visual line for RIS4CIVIS, along with a brochure and infographic. Background slides and roll-ups were created and reused during this final conference. The CIVIS communication team created a poster for the event that was shared on the CIVIS website, on the programme, on social media and was also printed during the event.

The leaflet and infographic can be accessed on the CIVIS website, on the [RIS4CIVIS dedicated webpage](#) as well as on the [Resources webpage](#).





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3. Conference Programme

8:30-9:30	Registration
9-9:30	Welcome coffee
Morning sessions: RIS4CIVIS's outcomes	
9:30-9:45	Welcome address and introduction of the day <i>Speakers: Marius Gilbert, Philippe Delaporte</i>
9:45-11:30	Presentation of the project's outcomes Which tools and programmes have been developed? How to benefit from them? What are their expected impacts on the Alliance's research communities? <i>Speakers: Module leaders, David Touzot</i>
11:30-11:45	Coffee break
11:45-12:30	Work Package 4 – CIVIS R&I strategy Presentation of the conclusions of WP4: CIVIS R&I strategy, policy recommendations and transformational model. <i>Speakers: Céline Damon, Alice Novello</i>
12:30-12:35	Announcement of the laureate of the RIS4CIVIS Citizen Science Award <i>Speaker: Rafaella Lenoir</i>
12:35-14	Lunch break
Afternoon sessions: go beyond RIS4CIVIS	





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14-14:30	<p>Keynote speech</p> <p><i>Speaker: Jorge Molina Martínez (Project Advisor, REA, European Commission)</i></p>
14:30-15	<p>Inauguration of the CIVIS Research Council</p> <p>Presentation of the objectives and organisation of the Research Council.</p> <p><i>Speaker : Chris Pearce</i></p>
15-17	<p>What's next?</p> <p>Research Council meeting open to all participants. Presentation of the expected impacts of the project, of the needs and recommendations to pursue the CIVIS R&I strategy and how to integrate it in the Alliance.</p> <p><i>Speakers : Philippe Delaporte, Chris Pearce</i></p>
17-17:15	Closing remarks





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4. Audience and participants

The RIS4CIVIS Final Conference was addressed to RIS4CIVIS team including Work Package and Module leaders, European Universities members, CIVIS Vice-Rectors for Research, the CIVIS Community and any actors engaged in R&I. It was also relevant for policymakers, as we could benefit from interactions with the European Commission.

We had the honour of receiving representatives of the European Commission, national experts on R&I and representative of one European Alliances in addition to CIVIS (CIRCLE U).

The attendance was in line with the target audiences identified during the planning of the event and targeted during the implementation of the communication strategy.

Attendance:

<i>In-person</i> : 45 persons	<i>Online</i> : 38 persons
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5. Conference Debrief

5.1 Welcome Address and introduction of the day

- **Marius Gilbert**, Vice-Rector for Research and Valorization, Université libre de Bruxelles

Mr. Gilbert opens the event with a welcoming speech and expresses his gratitude to the module and Work Package leaders as well as to the European Commission and the European Research Area (ERA). The speech then introduces the key role of CIVIS and RIS4CIVIS in developing and facilitating collaboration among 17 universities (11 in Europe and 6 in Africa). The speech highlights one of the main goals which is to undertake a systemic transformation of the university to provide the research, the innovation, and the education offering to adequately address the societal changes and challenges present and to come. Mr. Gilbert highlights that RIS4CIVIS was just not only inward looking but that it delivered strong policy recommendations and delivered an Institutional Transformation Module that hope to inspire other European universities Alliances.





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Mr. Gilbert then emphasizes the key role of CIVIS, then CIVIS2 until now, which was to develop an ambitious and bold vision and strategy for collaboration in teaching. He marks the successful end of RIS4CIVIS and opens the question of its future, as RIS4CIVIS appears now as a turning point for the CIVIS Alliance that will now focus both on education and research.

The speech reminds the composition of [CIVIS](#) as one of the 1st generation pool of European Alliances ([17 in total](#)). As a reminder, CIVIS was at first consisted of eight universities, namely:

- ❖ National and Kapodistrian University of Athens,
- ❖ University of Aix-Marseille,
- ❖ University of Bucharest,
- ❖ Université libre de Bruxelles,
- ❖ Universidad Autónoma de Madrid,
- ❖ Sapienza Università di Roma,
- ❖ Stockholms Universitat,
- ❖ Eberhard Karls Universität Tübingen.

It then reminds that over the course of 2020-2021, the consortium was successively joined by the University of Glasgow, then shortly followed by the University of Salzburg and soon by Université de Lausanne. Altogether, the now ten CIVIS institutions host about +480,000 students, +700 research groups, and +68,000 staff members, into an integrated landscape made of 100+ Faculties and Schools, +500 Undergraduate and +1500 Graduate programmes (including +500 in English). This inspiring landscape provided a prolific framework to +200 ERC grants, and 38 Nobel Prizes. Moreover, no less than eight different languages are spoken within CIVIS.

To conclude, the speech stresses the importance of rigorous scientific research, in combination with knowledge production and radical innovation and how it has never been more important. The European Universities Initiative, and CIVIS, RIS4CIVIS and all the projects undertaken in the wake of our major Alliance, have proven their capacity to enhance, facilitate, and catalyse our capacity for creativity and innovation.

- **Philippe Delaporte**, Vice-Rector for Research, Aix-Marseille Université

Mr. Delaporte introduces the programme of the conference as it is presented above.

5.2 Presentation of the project's outcomes

Ms. Julie Hyzewicz introduces this session.





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A. Presentation of the tools

1. Networking: Module 1 and 2 platforms

o Staffan Furusten – Module 1

Mr. Furusten is the leader of the module 1. Through the three years of the project, he has been working on the development of an online catalogue of research groups and researchers within the CIVIS Alliance for the benefit of the entire CIVIS community. He explains that the tool was developed for a dual approach: the development of research and innovation collaboration among researchers, research groups and universities within the alliance and the development of research and innovation strategies for the CIVIS Alliance. He precises that the platform is accessible to all the CIVIS Alliance Scientific Community but also to third parties and external users through this link: [RIS4CIVIS M1 — Civis-Data \(opendatasoft.com\)](https://ris4civis.m1.opendatasoft.com). Mr. Furusten highlights the main benefits of the Catalogue which is a tool to increase awareness about ongoing R&I projects within and outside CIVIS. It provides information to researchers about ongoing R&I projects and helps them to connect between each other thanks to shared interest, as the platform allows researchers to filter their results.

Mr. Furusten emphasizes the platform's sustainability, pointing out that as long as the links remain stable, the catalogue will consistently offer up-to-date information collected from the research groups and individual researchers' local websites. This commitment to maintaining relevancy ensures the enduring value of the platform in fostering collaboration and knowledge dissemination within the CIVIS Alliance.

o Ciro Franco – Module 2

Mr. Franco is the leader of the Module 2 within RIS4CIVIS. He has been leading the development of a platform for shared infrastructure within the CIVIS Alliance gathering 172 open Research Infrastructures (RIs). Mr. Franco takes the opportunity to define the type of information provided on the platform, this includes details such as key characteristics of the Ris and guidance on accessing them, covering aspects like contact persons, services provided, access requirement and link to usage regulation. Notably, he underscores the platform's flexibility by showcasing the option to filter these characteristics according to user's preferences. He emphasizes that Module 2 is part of a joint strategy, both in the short and medium-long term. The short term is the creation of a CIVIS Research Infrastructure





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Network, and the long term is the development of a Research Infrastructure label system. In the same logic as the module 1, Mr. Franco explains the will to make this platform accessible to all the CIVIS Alliance Scientific community and to third parties as well as to external users. The link to the platform is available here: [Home page M2 — Civis-Data \(opendatasoft.com\)](https://opendatasoft.com)

Mr. Franco points out several benefits of the Platform including the willingness to increase awareness regarding R&I availability through CIVIS Scientific Community but also to make research infrastructures open and accessible. Mr. Franco highlights a clearer and more transparent way to Research Infrastructures access, providing a deeper networking between RIs as well a share competencies and expertise at a CIVIS level, but also the will to foster cooperation with private sector and industry.

Eventually, some recommendations are addressed by Mr. Franco for possible replicability of the work carried out within Module 2. Among them, there is the advice to engage actively the RI Scientists in charge and team members, from the beginning of the process, not only as beneficiaries of the network but also as part of its creation and management. Additionally, it is recommended to agree on a common set of principles and requirements, in terms of transparency, quality of procedures and openness of access but also to identify technical and organizational measures allowing the future self-sustainability. Moreover, there is a demand to leave the participation on a voluntary basis and to maintain organizational autonomy from a technical-scientific perspective. Eventually, he suggests that it would be interesting to create clusters of similar RIs to promote synergies and concrete collaborations within the same technologies and know-how.

The presentation is available in Annex 1.

2. Training tools

o Mihnea Dobre – Module 5

Mr. Dobre is the leader of the module 5 which is responsible for Open Science. Mr. Dobre explains that Module 5 was focused on two main case goals, an Open Science-related information to share and to develop common Open Science resources including several case studies such as a Moodle on the CIVIS website, an OS knowledge base and an OP training programs. He underscores the pivotal role played by the Open Science training matrix and explains that this matrix serves the purpose of mapping out recommended Open Science skills outlined by the European Union. Through a comprehensive review of existing English-

14





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language courses and training programs, the module aimed to identify opportunities for the development of tailored initiatives within the CIVIS framework, as explained by Mr. Dobre.

Mr. Dobre then emphasizes the need for module 5 to have a unique space for information related to Open Science for the Alliance. This centralized webpage serves as a comprehensive resource for members seeking information on Open Science initiatives, reinforcing the module's commitment to accessibility and knowledge dissemination.

Module 5 actively addressed Open Science Policy (OP) recommendations through two insightful case studies. The first involves the establishment of an Open Science award, while the second explores a case study on Research Assessment Reform.

- **Leticia Martinez Garcia – Module 4**

Ms. Martinez Garcia is the leader of the module 4 for RIS4CIVIS. In her presentation, she emphasizes the two significant outcomes her module has unveiled: a comprehensive catalogue of transferable skills and a series of training programs tailored for researchers with a specific emphasis on Science Communication.

Ms. Martinez Garcia explains that what began as a microprogram in 2022, engaging 25 students from three CIVIS universities, has expanded into a Blended-Intensive program in 2023. This programme involved 40 students and collaboration with five universities. Encouraging interdisciplinary engagement and collaborative learning, the program's success prompted a second edition in 2024.





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○ Jan Middendorf – Module 3

Mr. Jan Middendorf is the leader of the module 3 within RIS4CIVIS.

In RIS4CIVIS Module 3 “Reinforcing Academia-Business R&I Cooperation”, the module chose two cases for the case study. Mr. Middendorf explains that these are 1. developing a CIVIS Innovation Framework and 2. Building a CIVIS network of start-up ecosystems.

Mr. Middendorf explains that these two cases were selected after an intensive benchmarking and consensus building phase. At workshops and best practice exchanges in the third work package and in the aforementioned phases, the module members – despite the heterogeneity of the partner university – identified the low interest in transfer and innovation of researchers as a key issue that prevents universities to be more successful in foster innovation. In addition, he mentions that it was found that innovation and transfer require different skills than research activities and that training programmes to equip the researchers with the required knowledge are not available to a full extend within the alliance.

Module 3 addressed these issues by identifying Start-up and Innovation training essentials that shall be available to researchers and students within the alliance. Mr. Middendorf then presents the RIS4CIVIS Innovation and start-up Training Fundamentals that were defined in an on-site workshop in Stockholm in 2022. Based on the Training Fundamentals the Module created the RIS4CIVIS Innovation and Start-up training Programme. The programme consists of eight modules and is offered by RIS4CIVIS as an online -only training to PhD-students and Postdocs from the CIVIS- Alliance.

He explains that the application was possible from 9 October 2023 until 25 October 2023. The programme was advertised using the CIVIS social media channels and the social media channels and webpage of the partner universities. The implementation started in November 2023 and will end in February 2024.

In total, Mr. Middendorf reports that 110 persons from eight different universities applied for the programme, from which 70 percent are PhD students and 23 % are Postdocs. He precises that the gender distribution among applicant was perfectly balanced (m = 50 %, f = 49%, d = 1%).





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As the applications exceeded the expectations by far, the module, explains Mr. Middendorf, decided to increase the number of available places to 25. The places were allocated randomly but by taking into account home university, gender and status group. 52 percent of participants are PhD-students, 40 percent postdocs and 8 percent belong to other status groups. Looking at the gender balance 44 % of the participants identify as male, 52 percent as female and 4 % as diverse.

Mr. Middendorf then highlights the successful launch of the programme in November 2023, with the modules Ideation and Design Thinking. The participation rate in both workshops exceeded 80 percent and he precises than more than 75 percent reported being satisfied or very satisfied with the workshop.

Eventually, the RIS4CIVIS Innovation and Start-up Training Programme even though still being implemented, underscores Mr. Middendorf, highlights the advantage of pooling resources with regards to (innovation) capacity building. The joint training expands the training offer on Innovation and Entrepreneurship within the alliance and addresses the jointly identified need for more training offers and innovation awareness for PhD-students and junior researchers.

The presentation is available in Annex 2.

3. Exchange of information and good practices

○ Mihnea Dobre – Module 5

During this session, Mr. Dobre underscores the significance of having an Open Science knowledge base, emphasizing its relevance not only within the CIVIS community but also on the international level. The idea behind this initiative lies in the need to create and then consolidate all Open Science-related information on both the RIS4CIVIS website and Moodle. Mr. Dobre highlights that this placement ensures accessibility for the CIVIS community, particularly relevant for young researchers who seek relevant information about Open Science, including, for example, official definitions from the European Union.

○ Rafaella Lenoir – Module 6 and David Touzot – Head of Digital Campus AMU.

Ms. Rafaella Lenoir is the leader of Module 6 within RIS4CIVIS.





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In her presentation, Ms. Lenoir outlines the module's case studies, which include a Science Communication Award, an Experts Platform in Science Communication and Citizen Science, collaborative efforts on Research Assessment reform with Module 5, a manual on good practices in Science Communication and Citizen Science, and a joint training program with Modules 4 and 5 focused on Science Communication. Rafaella explains that these actions were very beneficial to boost and disseminate actions on Science Communication and Citizen Science.

As explained by Ms. Lenoir, a central element to Module 6, is the creation of a platform that serves as a pillar for experts in Citizen Science, Science Dissemination, and Open Innovation. Ms. Lenoir emphasizes that the platform aims to establish a network of experts to gather initiatives in these domains. This platform is designed to provide vital support to researchers and students engaged in citizen science and science dissemination activities. Ms. Lenoir then underscores that the platform's broader purpose is to facilitate the sharing of valuable content and resources, including training programs, manuals on best practices, literature, and announcements for projects and events.

To accomplish this, Ms. Lenoir explains that experts from different universities were brought together to collaboratively formulate a questionnaire on the subject to prepare the platform. The resulting database was then uploaded to a platform, ensuring accessibility for all experts involved and implemented by Mr. David Touzot from AMU.

Mr. Touzot explains the origin of the platform as it was one of the goals of CIVIS in general at the beginning of the project, to gather expert on a key topic. The platform allows researchers or students from CIVIS but also outside of CIVIS, to join a discussion on citizen science with relevant information provided by various experts from the CIVIS universities. The platform is composed of a webpage with general information on Citizen Science, but also events, videos, contact persons, where experts are allowed to publish contents.

Mr. Touzot sheds light on the initial aim that was to join experts on key topics and to create a dynamic space for researchers and students, both within and outside of CIVIS, fostering discussions on citizen science enriched by insights from experts across CIVIS universities. It encompasses a webpage featuring general information on Citizen Science, alongside events, videos or also contact persons.

The presentation is available in Annex 3.





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B. 3 consecutive round tables on cross-cutting themes

This session is moderated by Ms. Elisabeth Baier, the head of the EU office at University of Tübingen.

1. 1st roundtable: How to facilitate the sharing of good practices at the Alliance level? (methodology, tools)

Participants:

- **Jan Middendorf**, Project coordinator Excellence Strategy, UT, in RIS4CIVIS Lead of M3: RIS4CIVIS Reinforcing Academia-Business R&I Cooperations
- **Mihnea Dobre**, Academic Coordinator, Senior Researcher / Associate Professor of University of Bucharest, in RIS4CIVIS Lead of M5: Mainstreaming Open Science
- **Rafaella Lenoir**, Associate Lecturer in Social Psychology at UAM, representative of Open Science at Universidad Autónoma de Madrid (UAM), in RIS4CIVIS Lead of M6: Embedding Citizens and Society.
- **Nikolaos Thomaidis**, Vice-President of the Management Board, NKUA & Scientific Coordinator of RIS4CIVIS for NKUA, Lead of WP1: Benchmarking.





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Elisabeth Baier (Moderator): She asks to Jan Middendorf how the overall programme was designed within module 3.

Jan Middendorf: He explains that after the Benchmarking phase, they initiated a first exchange of tools and best practices and divided the group into tandems. He mentions that these tandems were formed based on the Benchmarking results and in the aim of pairing partners where complementary strengths could be identified.

He adds that these meetings were held in an informal atmosphere without detailed report. It was important for them that the participants could feel free to address topics or certain aspects that were not running quite well.

After the tandem meetings, Jan explains that they selected two cases for their case study: he explains that the first one was to build a start-up ecosystem and the second one was to create a Civis Innovation Framework. For both cases, they used matrices to define a university-specific innovation and start-up ecosystem. This was followed by a second exchange of best practices on specific topics.

Elisabeth Baier (Moderator): She wonders what the biggest challenges were and how did Jan and his team overcome them.

Jan Middendorf: He reports that one of the big challenges was that the member universities differ in many aspects. Indeed, Jan points out the very different backgrounds they have in terms of funding, focuses on research, teaching, and transfer.

A second challenge mentioned by Jan was the scope of the module. Reinforcing academia Business Research and Innovation Cooperation can include different topics starting from e. g. start-up related topics to large scale co-operations.

Both led to different expectations on what topics to address within the course of the module and to module members with diverse fields of expertise. He illustrates for example technology transfer experts, others start-up experts or teaching experts and the requirement to meet everyone's expectations.

However, Jan overcame this challenge by constantly adjusting the design of the work packages to the needs of the module. The first tandem meetings for example allowed them to bring partners together by matching interests, strengths, and weaknesses. In a later phase, he





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reports that they worked together on topics that were of interest for most of the module. In the end, he stresses that diversity was seen more as a strength than a weakness.

Elisabeth Baier (Moderator): She is demanding if there was a way to define topics for the exchange of best practices.

Jan Middendorf: Indeed, Jan illustrates his answer by showcasing the matrices that allowed them to draft innovation and start-up ecosystem strategies for their universities based on one integrative template, and how they afterwards used these strategy drafts to derive topics of common interest. These are for example the fitness for certain technology readiness levels, start-ups and innovation trainings or on how to build and structure incubators. Thus, the matrices were a tool, as mentions Jan, to draft the strategies and the strategies itself were a tool to detect topics for the sharing of (best) practices.

Elisabeth Baier (Moderator): Elisabeth is asking what will remain of the module and can possibly serve as best practice for the future.

Jan Middendorf: Jan is enumerating several tools that could still be used in the future, such as:

- The matrices that can be used to build diverse strategies.
- The draft strategies can still be used and improved by the respective universities.
- The RIS4CIVIS Innovation and start-up trainings are still running, and Jan thinks that the joint training is a very good example for capacity building by pooling resources.

Elisabeth Baier (Moderator): She then asks to Mihnea Dobre how we can promote on the long run the sharing of good practices.

Mihnea Dobre: In M5, Mihnea explains that they had a difficult choice to make when discussing about the selection of case studies. On the one hand, there was a time constraint in RIS4CIVIS and on the other hand, they wanted to go beyond immediate results and to promote Open Science more broadly. In the end, they decided to select 4 case studies, two of these were meant to provide more concrete results and the other two were seen as long-term commitments.

Elisabeth Baier (Moderator): She is wondering what goals they would choose between short- and long-term goals.





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Mihnea Dobre: Mihnea replies that there is a need to invest on long-term transformations, while taking care of the daily tasks and developing concrete steps and programs.

Elisabeth Baier (Moderator): In the field of Citizen Science and Science Dissemination, Elisabeth is wondering what kind of tools and methodologies could be used or created to facilitate the sharing of good practices, and address this question to Rafaella Lenoir.

Rafaella Lenoir: To facilitate the sharing of good practices, Rafaella and her module tried to use several tools and methodologies. She explains that they can be summarized in two different categories of outcomes, the first is rewards and recommendations and the second is information to share and develop common resources. The first, as Rafaella explained, embeds a Science Communication Award and the Research Assessment Reform. The second, embeds the creation of a Good practice manual in SC and CS, a Science Communication training programme (BIP format – 3 editions) and a Platform for Experts in Science Communication and Citizen Science.

Elisabeth Baier (Moderator): She wonders how we could keep those tools and practices alive over time.

Rafaella Lenoir: She mentions the needs for integration and further development in the frame of CIVIS (and beyond).

Elisabeth Baier (Moderator): To conclude, Elisabeth asks to Nikolaos Thomaidis how the sharing of good practices within the alliance help can attract aligned funding opportunities and in what framework can this be organized.

Nikolaos Thomaidis: 6 Main Axes to focus on for good practices distribution are mentioned by Nikolaos. Nikolaos putted forward the need for engaging in fruitful collaborations between universities. Among them, there is the need to identify research objectives for robust academic collaborations, to build bridges within the Alliance, to navigate funding opportunities, to ensure intellectual property and effective communication, to make use of publication and commercialization of research outputs.

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2. 2nd roundtable: How to foster networking amongst our research communities?

Participants:

- **Staffan Furusten**, Professor in Management, organization and Society, Stockholm Business School, Stockholm University, Director of Score (Stockholm Centre for Organizational Research), Stockholm University and Stockholm School of Economics), in RIS4CIVIS Lead of M1: Common Research & Innovation Strategy.
- **Ciro Franco**, Head of the National Research Office, University Sapienza, Rome, in RIS4CIVIS Lead of M2: Sharing Infrastructures.
- **Luciano Galantini**, Professor of Physical Chemistry, Sapienza University of Rome

Elisabeth Baier (Moderator): She explains that often, the most typical way networks among researchers evolve is when they meet in person at conferences or seminars. They are arranged and announced, and people are invited to join. An aim with RIS4CIVIS is to foster networking within the alliance, and the aim of Module 1 has been to develop common research and innovation strategies for CIVIS. In that logic, Elisabeth is wondering whether they have been any challenges for module 1 to meet this aim.

Staffan Furusten: A fundamental anchoring in shared research interests among researchers is crucial, as said by Staffan, to get a chance to sustain over time networking and promote collaboration. He clarifies that it would, however, be a different case if a desire for networking and collaboration comes with resources – where for example a few or all universities in the alliance together allocate funding for joint projects including researchers from all partners. When this is not the case, Staffan explains that networking and collaboration have to follow a bottom-up strategy.

Elisabeth Baier (Moderator): She is asking the manner they handled the challenge about ambitions to from the top foster networking and collaboration while knowing from experience and research that successful networking and collaboration comes from bottom-up processes.

Staffan Furusten: To handle this, Staffan settled a digital catalogue for researchers and research groups. He explains that each university was invited to provide data from the websites of the partner universities. Together with the IT team in Marseille, the design was





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developed, and the structure of search categories was discussed (e.g. using the ERC-keywords as commonly used items). Other challenges are mentioned by Staffan such as initial legal issues about data sharing, or language.

Elisabeth Baier (Moderator): She is questioning how the platform is planned to be used and if its likelihood to be a tool for fostering networking.

Staffan Furusten: He replies that it will also depend on its maintenance and the resources to assure this.

Elisabeth Baier (Moderator): She is asking now to **Ciro Franco** why research infrastructures can play a concrete role in the fostering of networking among research communities.

Ciro Franco: **Ciro** emphasizes the role of Research Infrastructures (RIs), as facilities, resources and services used by the research communities, and underscores their highly attractivity for researchers from all over the world, representing the physical or virtual place open to all. **Ciro** underlines that Research Infrastructures represent the main driver of research, education and innovation triangle and therefore play a fundamental role in the advancement of knowledge and technology and their exploitation as well as in the fostering of networking.

Ciro says that networking means also sharing/integration of knowledge and therefore, **Ris** can play a crucial role in the development of multidisciplinary, interdisciplinary, and transdisciplinary approach, fundamental to systemically address the challenges facing today's society.

Finally, **Ciro** specifies that the natural result of the **RI** networking potential is the development of the science diplomacy, i.e. using **RIs** as means for science collaboration to address common problems and build partnerships internationally.

Elisabeth Baier (Moderator): She is wondering how to foster networking by the use of **RIs**.

Ciro Franco: According to **Ciro**, the networking potential of **RIs** should be further developed promoting three main actions – make it accessible by students and early-stage researchers, by users and researchers operating in the private sector and finally, **Ciro** recommends that we should prioritize a greater effort in communication and awareness on **RI** availability.

Elisabeth Baier (Moderator): She is asking how we should keep alive networking by **RIs** in the future.





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Ciro Franco: *Ciro presents his ideas, which are the need for enhancing a clearer and more transparent way to RI access, the need for proceeding with the implementation of the Joint strategy for the creation of a CIVIS RI label, but also to share scientific competencies and expertise, and eventually, to adopt a common set of indicators.*

Elisabeth Baier (Moderator): *She is then wondering if at Sapienza University they have Research Infrastructures similar to the one created in RIS4CIVIS module 2, and address her question to Luciano Galantini.*

Luciano Galantini: *Luciano confirms the existence of a model employed in crafting the Research Infrastructure network, which has been established as part of RIS4CIVIS Module 2 and is represented by the Sapienza Research Infrastructure (SRI).*

Elisabeth Baier (Moderator): *She is questioning how can be summarized the general advantages of shared research infrastructures.*

Luciano Galantini: *Luciano answers that the advantages are not only the opportunity to access and offer a wide and transparent range of shared infrastructures, but that it allows also new collaborations among researchers, more visibility and more cooperation with private sector.*

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3. 3rd roundtable: How can training help increase research collaborations and initiatives?

Participants:

- **Leticia Martinez Garcia**, Project coordinator in the European Liaison Office from ULB, in RIS4CIVIS Lead of M4: Strengthening Human Capital.
- **Ciro Franco**, Head of the National Research Office, University Sapienza, Rome, in RIS4CIVIS Lead of M2: Sharing Infrastructures.

Elisabeth Baier (Moderator): She is questioning Leticia Martinez Garcia on how to skip challenges in training at Alliance level.

Leticia Martinez Garcia: In the CIVIS context, Leticia explains that their efforts to promote collaboration have been ongoing, even as they acknowledged certain limitations arising from the lack of suitable tools for document sharing, collaborative work, and efficient communication channels beyond Outlook or SharePoint. Moreover, she stressed that they are proactively tackling the task of encouraging teamwork and joint programs, particularly where additional political backing may be essential for the success of these initiatives. The conclusions, as presented by Leticia, emphasize that, through combining resources and maintaining a clear vision of our objectives, collaboration is not only attainable but can also result in successful outcomes.

Elisabeth Baier (Moderator): She is asking whether and how training boosted interdisciplinarity.

Leticia Martinez Garcia: She replies that training in soft skills is a field where researchers from diverse disciplines converge and participate. She asks then why not seize the opportunity to bring them together as a team instead of insisting on individual work. In their science communication course, Leticia explains that they have observed high motivation among participants to engage in such collaboration. This eagerness has resulted in very interesting multidisciplinary projects, leading them to believe that soft skills training serves as an excellent catalyst for fostering interaction among different disciplines.

Elisabeth Baier (Moderator): Elisabeth is questioning why soft skills cannot be overlooked.

Leticia Martinez Garcia: In today's research landscape, Leticia stresses that it's crucial for researchers not only to master their specific research skills but also to branch out into areas





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like effective communication, project management, teaching, and writing. Furthermore, soft skills are vital because the way research is evaluated is changing, with a strong emphasis on societal impact, for example, therefore, researchers, according to Leticia, must be ready to adapt to these changes.

Elisabeth Baier (Moderator): Elisabeth would like to receive some examples of training activities that are able to increase research collaborations. She addresses her question to Ciro Franco.

Ciro Franco: Ciro mentions three examples.

The first one is programmes of visiting professors, as it allows students to experience different and innovative teaching methods while offering a relevant contribution to the University's internationalization process, intensifying, and consolidating new and continuing cooperation projects and relationships among different institutions.

The second one is the Joint application to Marie Skłodowska Curie Actions, in particular Doctoral Networks. MSCA Doctoral Networks indeed implement doctoral programmes, by partnerships of universities, research institutions and research infrastructures, businesses including SMEs, and other socio-economic actors from different countries across Europe and beyond. These doctoral programmes, as explains Ciro, expose the researchers to the academic and non-academic sectors, and offer training in research-related, as well as transferable skills and competences relevant for innovation and long-term employability (e.g. entrepreneurship, commercialisation of results, Intellectual Property Rights, communication).

The third one is the planning and implementation of joint training path among institutions, in particular targeted to PhD students and Early-Stage Researchers.

Elisabeth Baier (Moderator): She is asking whether you can bring your experience of training activities developed within RIS4CIVIS project able to foster research collaborations.

Ciro Franco: Ciro is illustrating his own experience within RIS4CIVIS by mentioning the Training program on soft skills for Early-stage researchers that was developed in the last two years. Ciro explains that the training offered enriches the curriculum of early-stage





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researchers and promotes greater autonomy and awareness of the tools to support their career, thus enhancing the human capital employed in research activities.

The 2023 edition, developed as part of the actions included in Sapienza HRS4R (Human Resources Strategy for Researchers), represents an occasion for interdisciplinarity and contamination among early stages researchers from any scientific area. In the context of the RIS4CIVIS project, six courses have been held in English and were open to early-stage researchers from other RIS4CIVIS institutions in order to foster Sapienza's contribution for structuring the Alliance and to create concrete opportunities for knowledge exchange, networking and virtual mobility among RIS4CIVIS Partners.





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5.3 Work Package 4 – CIVIS R&I strategy

- **Céline Damon**
- **Alice Novello**

Ms. Alice Novello and Ms. Céline Damon are introducing the final results of the Work Package 4.

They remind us of the origin of WP4 as it started at the very beginning of the project and had from the start, the aim of developing a common R&I strategy for CIVIS. They then underscore that WP4 was closely monitored and facilitated through three main successive phases: benchmarking, consensus building and case study implementation. They emphasize that in the end, around 76% of the initial objectives, as defined in the RIS4CIVIS grant agreement, were fully achieved thanks to the co-construction and experimentation of numerous initiatives. They report that together, these initiatives mainly contributed to improving each partner's knowledge of the others, facilitating research collaborations, strengthening careers, and developing the innovation and open science fields at each Alliance partner.

In a final step, and as explained during this session, WP4 summarized all the work carried out, the challenges encountered and the leverage opportunities in the form of a model, which may be useful and inspiring for other alliances to support their transformation towards a common R&I framework. As complementary material, recommendations are specifically addressed to European and national policymakers in order to obtain their support for removing certain obstacles that seem beyond the reach of the Alliance. Eventually, to support the integration of RIS4CIVIS work with CIVIS 2.0 (the current Erasmus+ support for the Alliance project), Ms. Novello and Damon through WP4, have finally issued a R&I strategic plan for the CIVIS Alliance. The latter is structured around eight main areas, each of which includes a set of specific recommendations addressed to national and EU-policy makers in order to gain their support in leverage barriers that appear out of the reach of the Alliance. It also addresses a list of general and prospective recommendations for further development of the Alliance's R&I dimension. These recommendations can be found in Annex 4. In total, it is 30 main recommendations that were drafted in regard to the concrete outcomes of RIS4CIVIS and classified across 8 strategic areas. Ms. Novello and Damon concludes their session by





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proposing several actions for soliciting and solidifying collaborations between researchers. Among them, a CIVIS Research Days to bring junior and senior together, a CIVIS PhD or Postdoctoral grants and a CIVIS funding scheme to support networking and research activities.

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5.4 Announcement of the laureate of the RIS4CIVIS Citizen Science Award

- **Rafaella Lenoir**, leader of the Module 6

Ms. Rafaella Lenoir starts the announcement by announcing that eight proposals were submitted for the first Citizen Science Award. She then reminds the grant that will be awarded for the three first positions. Indeed, the first position will be rewarded with 1000 euros, the second with 500 euros and the third position will receive 200 euros. Additionally, they will receive administrative support to help communicating their work.

Ms. Lenoir would like to warmly thank the persons who have submitted a proposal.

Ms. Lenoir then presents the results for the award as follows:

- **1st Position:** Ms. Fabiola Fratini with the project “The Eco-pedagogical Microforest” from Sapienza Università di Roma
- **2nd Position:** Ms. Elodie Burle-Errecade with the project and her research team with the project “L’Affaire Pétrarque” From Aix-Marseille Université
- **3rd position:** Ms. Pilar Amo Ochoa and her research team with the project “Knowing Science Today Opens the Doors of Tomorrow” from Universidad Autónoma de Madrid.

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5.5 Keynote Speech

- **Jorge Molina-Martinez**, Project Advisor for the ERA.

Mr. Jorge Molina-Martinez is the Project Advisor for the European Research Area. The keynote is providing a retrospective analysis of the European University initiative (EUI) and the Science with and for Society (SWAFs) along with a speech on future opportunities. The keynote emphasizes the pivotal role of these two projects in the aim of fostering education, research and innovation within the European Union.

To introduce the keynote, Mr. Jorge Molina-Martinez contextualizes the European University Initiative and the launch of H2020 SWAFs projects. He explains that the EUI tries to implement a long-term strategy for education with a strong consideration of R&I and joint research. He specifies that European universities want to offer an inclusive and high-quality education, with the possibility for students to have a degree by combining studies in several countries and in the long term, developing joint research between universities.

He underscores that the H2020 SWAFs launch aims to develop synergies between Erasmus and Horizon to support the Alliances on the Research and Innovation aspects. This initiative resulted in 39 projects from 41 alliances, with 33 presents at the SwafS Forum taking place at Université libre de Bruxelles November 30 and December 1, 2023. The backbone of the Call was to define a transformational institutional agenda covering R&I, providing a roadmap for specific topics and relevant actions to be developed in support of Alliances.

Mr. Jorge Molina-Martinez then points out the remarkable results provided by the RIS4CIVIS Project, including the introduction of a Research Infrastructure Label unique to CIVIS. This label serves as an example for other institutions. He adds that the project also emphasized the importance of strengthening human capital including vital concepts such as brain circulation and gender dimension within universities. It also underlined the valuable work of mainstreaming Open Science (OS) practices by mapping policies and practices as well as developing strong OS case studies, and finally, pointed out the actively engaging citizens and society work undertaken within RIS4CIVIS.

Looking ahead, Mr. Jorge Molina-Martinez highlights various EU funding to continue the development of research carried out under RIS4CIVIS.

He mentions that a call to find synergies between national and EU funding is being developed, with the Erasmus+ program supporting Alliances until 2028/2029. However, he





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specifies that no dedicated Horizon calls are foreseen beyond this timeframe. The Horizon 2024 PILOT program, "Talent Ecosystems for Attractive Early Research Careers," is, however and as Mr. Jorge Molina-Martinez mentions, set to open in May 2024. This initiative aims to modernize research careers and support institutional transformations to attract talent.

Mr. Molina-Martinez underlines that efforts are underway to design a post-2027 Investment Pathway for European Universities. As a result, Calls for Proposals are anticipated in 2026 and 2027, contingent on the adoption of the corresponding Erasmus+ Work Plan. The objective, as explain by Mr. Molina-Martinez, is to further enhance the collaborative and innovative aspects of European higher education.

The WIDERA-EEI 2023 program is also mentioned, as an important part of the grants has been awarded to alliances so far. The 2024 call will open soon and focuses on transformational actions in specific European Research Area (ERA) domains, particularly in Research and Innovation aspects of Higher Education Institutions (HEIs). One of the themes is the modernization of research careers, that could provide support for alliance's Digital Campus creation and as a result, for institutional transformation to help attract talent for research careers.

Eventually, the Horizon Europe 2024 PILOT program, "Talent Ecosystems for Attractive Early Research Careers," is an upcoming opportunity that require attention according to Mr. Molina-Martinez and that intend to open in May 2024. It emphasizes the modernization of research careers and aims to connect various research training providers in large inter-sectoral consortia, fostering thematic or comprehensive approaches.

The presentation is available in Annex 5.

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5.6 Inauguration of the CIVIS Research Council

- **Inauguration of the CIVIS Research Council** – Mr. Chris Pearce, Vice-Rector for Research at Glasgow University.

Mr. Pearce starts with a presentation of the objectives and reminds the audience of the structure and organization of the Research Council.

He emphasizes the crucial need for the Research Council (RC) to establish a clear framework for the RC to operate, to define key focus areas and strategies to define how they will build on the achievements and momentum from RIS4CIVIS. He specifies that, in RIS4CIVIS, the relevant body had a strong focus on project management matters, whereas in CIVIS the Research Council will need to seek to be more innovative. He mentions that many relevant tools for research collaboration are already in place or being developed, and that CIVIS should do its best to keep them at hand beyond RIS4CIVIS to benefit from the work carried out and from the accumulated knowledge.

He underscores that a big challenge will be to incentivize our researchers to look in the direction of CIVIS for networking and collaboration opportunities. He points out that the CIVIS Hubs address key areas surely on the agenda of all our universities and represent a potential place to drive forward collaborative research activities. The CIVIS Expert Group on 'External Funding – Research' could be useful as well, for Mr. Pearce, to help connect with the Hubs. ECR careers are clearly among the priorities of the European Commission, as demonstrated by the planned Horizon 2024 pilot.

Mr. Pearce also stresses the importance to be sensitive to the different types of universities represented by our partners in Africa – with regards to scale of activities, challenges faced, institutional objectives.

Mr. Pearce then reminds the scope of the Council. Indeed, the Council includes a circle of top decision makers to discuss strategies and adds that the RC itself is not tasked with implementing the actions foreseen/taking over the operations of RIS4CIVIS. He specifies that





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CIVIS does not have currently the same type of funding that backs efforts in education, the aim is to find a balance between research and education. An example is highlighted by Mr. Pearce which is to submit BIPs to prepare research project proposals, or work with the Digital Campus Unit on matters related to collaboration in research.

Mr. Pearce then adds some introductory remarks such as the question of a global perspective on the changing R&I landscape. Indeed, it is pointed out that there is an ongoing discussion on the role of research, with the idea of research policy in the service of other (governmental) key policy areas such as health, environment and security. Funders such as UKRI, Wellcome and Horizon Europe all have their own main missions, and Mr. Pearce mentions that CIVIS should seek to find the right balance between directionality/missions and fundamental discovery/curiosity. Connectivity, scanning of Horizon opportunities and both reactive and proactive partnership development can help CIVIS, according to Mr. Pearce, to move forward the priorities of the Alliance.

The presentation is available in Annex 6.

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5.7 What's next – Research Council meeting

What's next: strategy for CIVIS Research Actions based on RIS4CIVIS's Legacy

The Research Council is an open meeting between Vice-Rectors for Research from CIVIS universities, RIS4CIVIS Work Package and Module leaders and external stakeholders.

The session starts by emphasizing the importance of the benchmarked activities as it helped to prioritize different actions to be taken to fill out gaps on local level. For instance, they remarked that at BU they have a separate office for international projects which did not exist before, and they have set up an HR strategy for Early Career Researchers (ECR). Platforms developed in RIS4CIVIS have helped to get closer to what is happening in other CIVIS universities and to build tools that are bottom-up driven. The ScienceUs project (Horizon WIDERA) was set up within RIS4CIVIS and there is interest from other CIVIS universities to collaborate on this.

35





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Overall, there is a will in the audience to keep what worked in RIS4CIVIS but to adapt it or drop parts that did not work (e.g. Cups and Cakes webinar series).

Networking & incentives

During the session, there is a discussion centered around the need to find areas on which scholars can collaborate and where they might have yet to discover that there are ways to work together. Sharing of infrastructures and experiences can help research projects, but a top-down approach will not work as it is underlined. It makes sense for the audience to support our researchers in whatever they want to do, in ways we can – keeping in mind our objective for collaboration and contribution to society. CIVIS can create an environment where certain types of projects can flourish, but we cannot dictate. Existing and new platforms to be set up can help with networking/matchmaking and with setting up consortia for joint Horizon/other grant applications.

Recommendations have been addressed during the meeting to focus on incentives for people to work with other from the Alliance, such as removing barriers and facilitating the mobility of researchers, joint PhD grants, top-up to European projects involving other Alliance members, sabbaticals, seed funding to support the submission of bigger projects...

There is also the will to promote a vision of mobility compatible with sustainability, aim for longer-term visits combining both teaching and research. Additionally, it stresses out that these changes must respect the autonomy of scholars to engage in collaboration with people from other universities.

CIVIS Hubs

For now the CIVIS Hubs have had a focus on education and training (due to financing via Erasmus+), but there is a suggestion in the audience to collaborate with them on research projects and envision inviting the Hub Chairs to share any research aspects that might have been discussing at the moment. The collaboration with the Hubs could allow for a slightly more top-down approach to research.

There could be a possibility to develop further the management of common infrastructures, and the CIVIS Digital Campus with a place for research collaboration. It is asked to identify





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platforms where CIVIS can share tools and save both time and money by working together – e.g. all CIVIS universities already signatories to CoARA.

Recommendations from the audience

In order to strengthen research initiatives among the universities, several recommendations have been addressed:

- The importance of focusing on platforms and tools to initiate and strengthen research initiatives.
- To further develop collaborative digital platforms and inform our personnel about these.
- The necessity of resources to fully utilize the tools developed, and to transfer a message to our national administrations and relevant ministries that the Alliance need their support to transform the European higher education system.
- To recognize the potential in the Alliance project “ScienceUs” (HORIZON-WIDERA-2023-ERA-01-08) that foresees the inclusion of the CIVIS Open Labs
- To use the RIS4CIVIS working group with a focus on research assessment reform.
- To propose the establishment of permanent initiatives such as awards in OS and Science Communication.
- To advocate for synergies between Hub 5 and RIS4CIVIS, and in general raise awareness inside the CIVIS communities on the work accomplished in RIS4CIVIS.
- To encourage for the share of tools and expertise from the six RIS4CIVIS Modules.
- To stress the importance of addressing funding needs: one-month mobilities, access to more permanent positions, possibility to take a break from current engagements to do something in CIVIS.
- To be aware of a three levels of discussion on possible actions: (1) Research Council and vice-rectors - focus beyond discussion of individual projects, see how the university leadership can support and identify opportunities for, and benefits of collaboration that might not be visible to more junior scholars; (2) Research administration – sharing of infrastructures and how can lower the threshold for researchers to go to another CIVIS university; (3) Institutional and department level – seed funding and grant applications. When talking about incentives need to see what level resonates with a certain type of incentive, and need to decide on which of the





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three levels want to work first. Sharing of good practices can already be very useful if even on bilateral level.

- To highlight the three benefits of CIVIS which are that the Alliance allows us to (1) enhance existing activities (2) start joint activities that are challenging alone (3) save parts of our universities currently at risk. This is also applicable to research aspects.
- To propose integrating research aspects into Hubs. For instance, the Hub 1 transdisciplinary Master will be a plus point to Horizon applications on the same topic.
- Some actions already carried out/planned: (1) Hub 2 has proposed a PhD program as a flagship, and the CIVIS-2 project has an entire Work Package dedicated to Doctoral programs; (2) in CIVIS-1 we were able to fund workshops and meetings for researchers who wanted to develop joint research projects. Reminder that not all CIVIS universities need to participate in everything each time.
- Hubs are clearly interested in developing the research aspect but for now there is no CIVIS scheme in place for this. In general academics are very eager to participate, as shown by the very large number of educational offers proposed in CIVIS-1. Trans disciplinaryity should be explored further, with conference and webinars to support this.
- How about the innovation aspects, since in the current exchanges a big focus on research? Something to investigate when the RC is more mature, even on national level find it difficult to agree on things related to innovation. There is funding available from the EU to build innovation capacities on institutional level, maybe in the future could have common mechanisms for transferring results to commercial use, joint IPOs etc. On local level there is interest in universities to work on innovation via spin-off companies.
- Could propose to research to spend some months at a different university during the writing of their thesis – they already have a grant so we would just need to pay for the mobility.

The meeting continues with the presentation of the seed funding proposal from University of Lausanne. It aims to support both networking and preparation of joint research proposals. General support for the proposal with some comments/specifications:

- If make funding available, need to have a clear idea of the expected outcomes of submitted demands – this might be more difficult to concretize in the case of networking activities.





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- If RC is favorable to the idea, details can be debated and discussed on the level of the Steering Committee (SC) as decision on launching calls for CIVIS funding need to be validated by the SC.
- Idea that could also propose partnership with a CIVIS university as a criterium when evaluating internal project proposals (this would have to be presented to each university's own research council)

The Research Council acknowledges that this proposition is both necessary and beneficial. Recommendation to the SC that this is something we should pursue.

The meeting ends with the discussion of sustainability and how to encourage sustainable use of resources when doing research – an element would be to share best practices, rather than try to set up common rules. The Research Council is maybe not the best level to address the topic, but it could make suggestions on what can be done on this level, then see what the implications could be and plant a seed for follow-up on the level of the CIVIS Board of Rectors. It is important to note that CIVIS has a travel policy in place.

The afternoon's discussions provided valuable insights and highlighted key consideration for a successful implementation of CIVIS research aspects such as:

- **Incentives for CIVIS research**

Participants emphasized the importance of providing incentives to effectively drive the success of CIVIS research aspects. This recognition underscores the need for strategic measures to encourage active engagement and collaboration.

- **Engagement with the HUBS**

The understanding of the position of Hubs is crucial for the integration of Research Council (RC) recommendations. To ensure comprehensive success, the recommendations presented to the Steering Committee (SC) should be seamlessly integrated into the functioning of the Hubs.

- **RIS4CIVIS platforms**

There is an agreement that several RIS4CIVIS platforms and initiatives should be maintained and followed-up on. Collective action to communicate more effectively about them in our institutions and on Alliance-level is required.





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- **Challenges and opportunities**

It is mentioned that doing innovation is challenging from joint perspective but that it could tackle topics such as training and mentoring, and work with the private sector.

- **Awards**

Participants expressed interest in exploring additional types of awards in the future. This forward-looking perspective demonstrates a commitment to continuous improvement and a willingness to congratulate new initiatives.

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6. Annexes

6.1 Presentation

Annex 1.



2-2023.11.29
Modules outcomes_N

Annex 2.



3-2023.11.29.
RIS4CIVIS Training To

Annex 3.



4 - 2023.11.29. 4 -
RIS4CIVIS Tools. Excha

Annex 4.



5 - 2023.11.29
RIS4CIVIS Final-confer

Annex 5.



6 - 2023.11.29
RIS4CIVIS FINAL CONF





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Annex 6.



7 - CIVIS Research Council_Nov 2023.ppt

