Una.Futura WP11:

Community Building, Outreach and Dissemination

Deliverable 11.1 Community Building, Outreach and Dissemination Plan

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This publication is an output developed under the Una.Futura project.

If you have any questions or comments relating to this publication, please contact:

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Executive Summary

Una.Futura's strength lies in uniting the many individuals across our alliance under our shared vision for the European University of the Future. This document aims to provide a guide to partner and associate partner universities on how to engage, communicate and disseminate information to our various internal and external stakeholders. The Community Building, Outreach and Dissemination Plan is Deliverable 11.1 of the Una.Futura Project under Work Package 11 (WP11).

WP11 has held consultation meetings with colleagues in other work packages to ascertain the key activities and outputs of each work package. Sample messaging is provided for communicating with professional support staff, academic staff and students. Key messages will continue to evolve in collaboration with the Una Europa Communications Leads Working Group and relevant project work packages.

Using the motif of storytelling, this document introduces the reader to the objectives of our community building, outreach and dissemination activities, the various stakeholders we are engaging, the messages we want to communicate, the channels we will use to communicate and the anticipated timeline of these activities.

Therefore, this plan provides the reader with the tools and knowledge to assist in:

1. Creating a thriving Una Europa community of informed and engaged staff and students, who understand how Una Europa fits into wider institutional and societal strategic priorities and why it is important in promoting European values.
2. Explaining to our external audiences and wider ecosystems how the suite of project deliverables and activities echo Una Europa's ambitions and values, while also sharing OERs (open educational resources) to benefit these audiences.
3. Building on and enlarging the circle of Una Europa 'champions' by explaining to them how they can contribute and help to build the community by being active 'communication agents'.
4. Conveying enthusiasm and pride in our accomplishments to incentivise our community to further engage.
5. Harnessing the power to influence external partners such as European policy makers, future corporate sponsors and other European University Alliances and University Networks.
6. Celebrating success and acknowledging the impact that Una Europa is making on the Higher Education ecosystem in Europe and beyond.

This document provides flexibility for each partner and associate partner university to tailor messaging to their local context. WP11 will work with partners and associate partners to support the use of inclusive language and accessible communications and to develop Communication Leads' storytelling skills. It is recommended that messages are always communicated with the relevant stakeholders in mind, using the appropriate channel and being mindful of using inclusive language to engage the target audience.

Measuring the success of the community building, outreach and dissemination activities is a key component of this strategy. WP11 is committed to monitoring and evaluation, along with the implementation of robust quality assurance mechanisms.

We hope this document will prove useful in laying the foundations for strong engagement and dissemination practices across the Una.Futura ecosystem.

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Prologue | Introduction & Background

i.   Setting the scene

Una Europa is an alliance of 11 European universities, who share the common goal of developing a truly integrated European University of the Future. The alliance was launched in 2019, inspired by the European Commission's *European Universities Initiative,* with the aim of encouraging greater strategic collaboration and mobility between European institutions. Together, Una Europa's partner universities have a network of almost 600,000 students and over 100,000 staff.

The 11 European universities are:

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

Under the umbrella of Una Europa, Una.Futura is an ambitious four-year project funded by the Erasmus+ Programme's *European Universities Initiative*. Building on the achievements of the alliance's 1Europe and Una.Resin projects, the Una.Futura project will take a holistic approach to ensure the true integration of the alliance's education, research and innovation dimensions. The University of Edinburgh and the Universität Zürich are associate partners on the Una.Futura project as they are not in receipt of European Union funding.

The alliance community will be the project's driving force: students, academics and professional staff will be empowered to develop bottom-up activities and will take on central roles in the alliance's governing bodies. The Una.Futura project will further Una Europa's mission to build a joint educational offering fit for the graduates of the future. By providing multidisciplinary, research-based education at all levels of Higher Education – including research modules and research internships from Bachelor level – Una Europa will ensure graduates are future-ready in an interconnected and rapidly changing world.

The Una.Futura project will pay particular attention to supporting our early career researchers and increasing public awareness of science. It will follow the Una Europa guiding pedagogical principles of high-quality international, multilingual, multidisciplinary, research-based education that is developed in meaningful collaboration with non-academic partners. This will ensure that our students will be truly European graduates, equipped with the knowledge, skills and competences needed to play an important role in society and to tackle future global challenges.

Developing broad mobility pathways for students and staff is the utmost priority for Una Europa, with a focus on accessible, inclusive and sustainable physical, blended and virtual mobility. Una.Futura is invested in

empowering, recognising and rewarding our student and staff community and in creating more opportunities for bottom-up engagement.

A successful European University must be open to the world and willing to constantly reinvent itself, not only reflecting on current problems but also considering future fundamental challenges. For this reason, Una.Futura will continue to build our Future UniLab as a reflective, creative and inclusive space.

Una.Futura focuses on six interdisciplinary research areas, made up of academics from each of the partner institutions:

- Future Materials
- One Health
- Cultural Heritage
- Sustainability
- Europe and the World
- Data Science & Artificial Intelligence

In addition to this, six transversal themes (TT) were introduced as guiding principles for collaboration, with the aim of supporting Una Europa staff and students to translate these themes into concrete actions. The transversal themes are:

- Diversity and Inclusion
- International Dimension
- Sustainability and Climate Protection
- Teaching and Learning (Student-centred and research-driven, informed by cultural and linguistic awareness)
- Mobility (Students / Professional Staff / Academic Staff)
- Research & Innovation

1. Chapter 1 | Telling the Story of Una.Futura

The Una.Futura Community Building, Outreach and Dissemination Plan seeks to tell the story of the Una.Futura project. The storytelling motif will be used throughout this document.

The Una Europa mission is to create a University of the Future. This is not merely a place, but a body of ideas, knowledge and values. The Una Europa alliance members have been educating and re-inventing Europe for almost 1,000 years. Our universities are deeply rooted within our cities and cultures, with a rich heritage of teaching and research that spans the globe.

The Community Building, Outreach and Dissemination plan is instrumental to achieving the vision of the Una.Futura project. We need to engage both internal and external audiences, sustain stakeholder interest, share outcomes with the wider community and celebrate the project's successes.

This document aims to provide a guide to engaging diverse stakeholders, crafting appropriate messages, and choosing the correct tools to ensure successful communication and engagement with our community. It aims to provide Local Communication Leads, in particular, with guidance for effective community building, outreach and dissemination within their local context. Note, this is a working document and subject to regular review.

To tell any story successfully, we need to look at the Who, What, Where, When and Why. Consequently, the Community Building, Outreach and Dissemination Plan of the Una.Futura project has five core components:
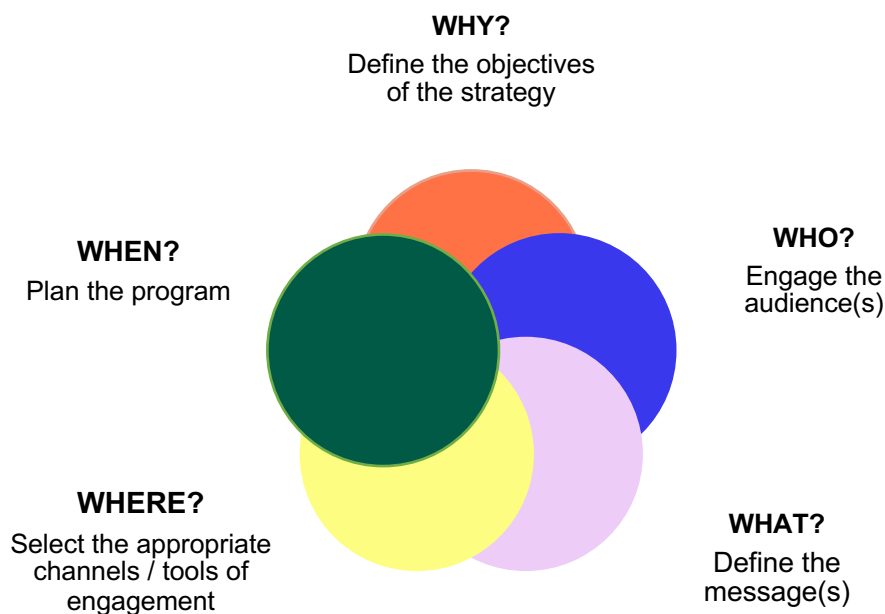

WHY?
Define the objectives
of the strategy

WHEN?
Plan the program

WHO?
Engage the
audience(s)

WHERE?
Select the appropriate
channels / tools of
engagement

WHAT?
Define the
message(s)

Figure 1 Dissemination Strategy

In this Community Building, Outreach and Dissemination plan, the motif of storytelling is used to explain how to tell the story of the Una.Futura project to engage our community.

WHY?   The 'why' refers to the objectives of the plan, as defined in the grant agreement. These are outlined in Chapter 2: Story Goals.

WHO?   The 'who' refers to the characters of the story. These are people/organisations with an interest in the project – commonly known as stakeholders. These can be divided into internal and external stakeholders, described further in Chapter 3: Characters.

WHAT?   The 'what' refers to the story that we want to communicate or topic where we want to engage. What is the message we want to deliver or subject where we invite engagement? This is outlined in Chapter 4: The Storyline.

WHERE?   The 'where' refers to the channel, tool or platform that will be used to distribute the message or engage the audience. This will vary depending on the community we want to reach. This is outlined in Chapter 4: The Storyline.

WHEN?   The 'when' refers to the timing of the message or engagement. How frequently do we want to communicate with the characters in our story? What is the ideal timeline for engagement with a topic? This is also outlined in Chapter 4: The Storyline.

2. Chapter 2 | Story Goals

As laid out in the Una.Futura Grant Agreement, under WP 11, the objectives of all our communication, outreach and dissemination activities are listed in Table 1. These objectives are linked to the deliverables / tasks / milestones in Table 2.

Community Building	Ambitions and Values	Visibilty	Engage	Influence	Impact
•**Create a thriving Una Europa community** of informed and engaged staff and students, who understand how Una Europa fits into wider institutional and societal strategic priorities and why it is important in promoting European values.	•Explain to our **external audiences and wider ecosystems** how the suite of project deliverables and activities echo Una Europa's ambitions and values, while also sharing Open Educational Resources (OERs) to benefit these audiences.	•**Build on and enlarge the circle of Una Europa's 'champions'** by explaining to them how they can contribute and help to build the community by being active 'communication agents.'	•**Convey enthusiasm and pride** in our accomplishments to incentivise our community to further engage.	•**Harness the power to influence external partners** such as our associate partners, European policy makers, future corporate sponsors and other European University Alliances and University Networks.	•**Celebrate success** and acknowledge the impact that Una Europa is making on the higher education ecosystem in Europe and beyond.

Table 1 Project Objectives

The above objectives will be achieved through various activities, tasks, deliverables, and milestones of the Una.Futura project such as those outlined below. The table below does not list all activities/outputs of the Una.Futura project but gives a flavour of the types of activities that align to the objectives of the Una.Futura project. Other activities not listed in the grant agreement may also arise as the project develops, in alignment with the objectives above. Some activities may crossover with multiple objectives.

Community Building	Ambition and Values	Visibility	Engage	Influence	Impact
• **Task 1.4** Drafting vision and action plans for the TTs • **Task 4.3** Rewarding staff investment and inventivising participation and engagement • **Task 5.5.** Una Europa "Mobility for All" pilot • **Task 8.6** Student platform • **Task 8.7** Student engagement toolkit • **Milestone 2** Description of student engagement structures • **Milestone 20** Vision and action plan for the Una Europa student experience • **Milestone 25** Student Project Incubator rounds • **Milestone 38:** Delivery of Una Europa community building platform	• **Task 5.3** Implementation of JIFs • **Task 5.4** OERs • **Task 6.2.** Una Talk • **Task 6.4** Podcast series • **Task 7.8** Dissemination of reports/ notes/ prototypes and position papers • **New Pilot Programmes**: Lifeling Certificate in Cultural Heritage and Joint Bachelor in Sustainability • **Milestone 10** Una Doctoral Interdisciplinary Medhods Training (DIMT) • **Milestone 18** Inauguration of the new Future UniLab	• **Task 11.7** Communications Strategy for students • **Task 11.8** Staff Ambassador Scheme • **Milestone 14**: Support material for the Project Teams • **Milestone 26** Piloting student engagement toolkit • **Milestone 30** Communication toolkits for students and staff • **Milestone 31** Induction and onboarding pack for students • Other activities such as collaboration with Alumni Working Group to co-develop an approach to engage alumni	• **Task 4.3** Rewarding staff investment and incentivising participation and engagement • **Task 6.1.** Development of Una Europa Festival and Una Europa Research and Innovation Summit • **Task 6.8** Development and implementation of Una Europa's Challenge Based Learning Programme • **Task 8.9** Student Congress • Work Package 6 Outreach activities : Una Gathering, Una. Talk, etc	• **Task 7.1** Reconceptulization of Future UniLab • **Task 7.5** Selection and appointment of Fellows • **Task 7.8** Dissemination of reports / notes / prototypes and position papers • **Task 12.9** Publication of position papers on relevant policy areas • **Milestone 18** Inauguration of the new Future UniLab • Other activities such as attendance at International Conferences e.g. EAIE	• **Task 2.7** Organisation of Closing Event • **Task 6.1** Development of concept and implementation of Una Europa Festival and Una Europa Research and Innovation Summit • **Milestone 23** Annual Student award • **Milestone 24** Conceptualisation and launch of Student Project Incubator • **Milestone 18** Inauguration of the new Future UniLab • Significant milestones can be celebrated through engagement with high-quality publications such as Times Higher Education, Research Europe etc

Table 2 Activities / Outputs

3. Chapter 3 | The Characters

The characters in the Una.Futura project story are our audiences and any stakeholders who may have an interest in the project. Our characters can be divided into internal and external audiences/stakeholders, as outlined below.

Effective engagement and dissemination can be achieved by taking into consideration the needs of the key audiences/stakeholders and crafting messages and engagement relevant to them.

In this section we identify the various stakeholder groups that have a potential interest or engagement in project objectives, activities and outcomes. Providing specific messages for the targeted group or creating communications relevant to a number of groups simultaneously, can increase the effectiveness of dissemination and engagement. Chapters 6, 7 and 8 outline suggested messaging for three key stakeholder groups: students, professional staff and academic staff.
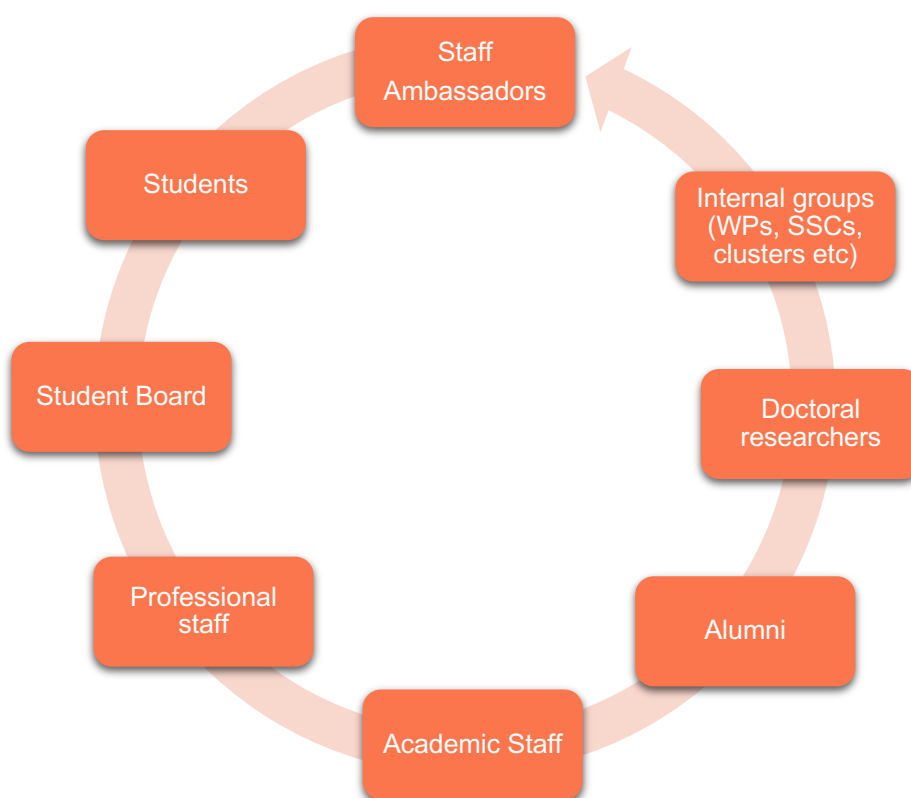
3.1. Internal stakeholders

Figure 2 Internal Stakeholders

The following table presents the internal stakeholder mapping for the Una.Futura project and the communications / engagement objectives related to each of them.

Table of internal stakeholders

Stakeholder	Communication / Engagement objective
Students at partner institutions with direct involvement in Una Europa	- To encourage our Una Europa students (those who have direct involvement with the project) to continue their engagement with further activities and to share their enthusiasm with their peers.
Students at partner institutions yet to be directly involved in Una Europa	- To motivate students to participate in project activities and opportunities for personal development - such as involvement in creating OERs - before deciding to engage with a joint programme, summer school, Student Congress or other activity.
Staff Ambassadors	- To proactively raise awareness of alliance activities and opportunities, while amplifying central messaging among key stakeholder cohorts. - To leverage their existing intra-alliance networks, ambassadors will undertake partner visits to grow intercultural and interdisciplinary connections between alliance members by sharing their experiences and introducing audiences to new cultural narratives and perspectives – both at local/disciplinary level (e.g. via seminars, graduate or peer meetings) and, where possible, institutional level (e.g. public talks, student/open days).
Student Board	- To encourage members of the Student Board to participate in activities of the alliance and use their networks to further disseminate outputs and awareness.
Professional staff	- To motivate staff to participate in the activities of the alliance such as Staff Week and Live my Life. - To encourage staff to use their networks (employers, corporates, SMEs, etc) to spread awareness of the project.
Academic staff	- To encourage academic staff members to participate in activities of the alliance and use their networks to further disseminate outputs and awareness. - To assist researchers with looking for collaborations with counterparts in the other Una Europa universities.
Doctoral researchers	To motivate doctoral researchers to participate in project activities and opportunities for personal development.
Alumni of partner universities and Una Europa initiatives	- To encourage alumni to use their networks (employers, corporates, SMEs, etc) to spread awareness of the project. - To encourage alumni to engage with publicly available outputs from the alliance (e.g. MOOCs, OERs).

Staff members that make up the internal groupings (WPs, SSCs, clusters, etc)	- To streamline a method of communicating news and progress on deliverables by certain WPs / clusters / groupings to the rest of the alliance.
	- To build a community and to sync all the different project strands so each is aware of the workings and outputs of the others.

Table 3

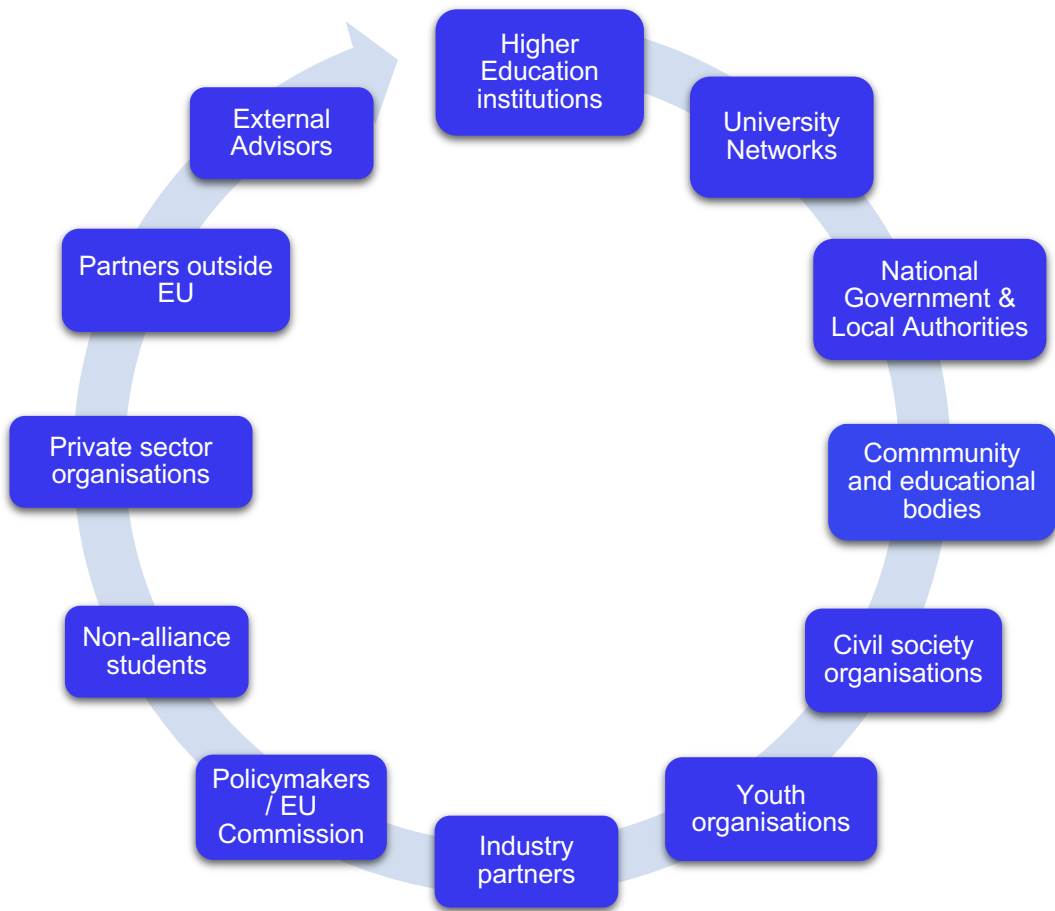## 3.2. External stakeholders

Figure 3 External stakeholders

The following table presents the external stakeholder mapping for the Una.Futura project and the communications objectives related to each of them. For each category, key messages, channels and goals are detailed in the table below (Table 2).

Table of external stakeholders

Stakeholder	Communication / Engagement objective
Higher Education institutions	- To spread awareness of this new "European Virtual Campus," *"not a place, but a body of knowledge and ideas evolving freely beyond borders",* to encourage other institutions to join or replicate the project, therefore increasing its legacy. This group includes members of the governance, academic and professional staff of other European universities.
University Networks (e.g. Coimbra Group, LERU, Universitas 21, UNICA, the Guild, etc.)	- To use these networks' communication channels and resources as a platform to disseminate news / events / outputs / OERs / deliverables of the project.
National Governments and Local Authorities	- To spread awareness of the project and to create a wider "Una Community" so these stakeholders can contribute to the legacy and sustainability of the project.
Community and educational bodies	- To spread awareness of the project and offer methodologies / OERs that these stakeholders would find useful.
Civil society organisations (e.g. NGOs)	- To use these organisations' networks and resources as a platform to communicate project news / events / outputs, enabling further collaboration.
Youth organisations	- To spread awareness of an innovative "European" virtual campus and the OERs associated with this to future students who would benefit from an international experience enabled by the alliance.
Industry partners	- To use these organisations' networks and resources as a dissemination platform. - To engage these partners to strengthen the alliance's outputs and JIFs e.g. gain additional sources of funding, source internships for alliance students.
Policymakers / European Commission	- To align and engage governmental / European policies, strategies and frameworks for innovative collaboration and mobility and transnational education. - To spread awareness of the alliance's successes so that policymakers embed this transnational model into their educational agendas, increasing funding and the project's overall legacy.
Non-alliance European students and international students	- To spread awareness of the uniqueness of the project via various opportunities (e.g. MOOCs, OERs, summer schools) to attract non-alliance students as a sustainable, fee-paying funding model.
Private sector organisations	- To potentially market the JIFs and other outputs to private sector organisations such as training providers, for a sustainable funding stream.

	- To raise awareness and increase the novelty of the project's outputs, making alliance graduates more employable.
Partners outside EU	- To engage these partners (e.g. in Africa and Latin America) to strengthen the alliance's outputs and international footprint.
External Advisory Board	- To seek advice from these members on the future strategic direction of the alliance.

Table 4

3.3. Interaction with other Higher Education stakeholders

Una Europa seeks to inspire the wider Higher Education sector. The future of Europe depends on our ability to work together and to pool our resources and approaches. Una Europa is committed to pushing the boundaries of what is feasible in transnational collaboration in Higher Education and to acting as a testing ground in the development and implementation of innovative joint courses and programmes for the benefit of the European Higher Education sector at large.

Our ambition is to implement and further work on scalable concepts and solutions that are transferable across other Higher Education institutions and collaborations in Europe and beyond. We will further develop a model for an internal quality assurance system for joint courses and programmes, first developed and tested within the framework of the Una Europa Bachelor in European Studies. Una Europa is committed to sharing this model for an internal quality assurance system with other interested alliances of Higher Education institutions.

Una Europa is committed to help make the European Education Area and the European Research Area a reality, capitalising on the key role of European University Alliances as testing grounds for key policy priorities and accelerators for inspiring the transformation of Europe's Higher Education sector. To this end, we will continue to collaborate with leading European and international stakeholder groups, notably EUA, CESAER, CLUSTER, LERU, the Guild, and EADTU. We will also continue to work closely with other European University Alliances to exchange and share best practice.

Furthermore, we will develop a more in-depth collaboration with like-minded and complementary alliances, e.g. UNITE!, EUniWell, in areas of mutual interest, notably key policy initiatives related to both the European Education and Research Areas. For example, Una Europa's involvement in the European degree label pilot, ED-AFFICHE.

With Una Europa's mission of setting new standards for quality and excellence in education, the Una.Futura project has driven innovative programme development at a higher pace of transformation than would otherwise have been achieved. In particular, the creation of the Future UniLab as a think tank has provided an additional boost for thinking outside the box and with a long-term perspective when it comes to visions and practices related to the University of the Future. This 'living laboratory' provides a forum for discussion on the future role of universities in society and develops ground-breaking tools and models for cooperation in European Higher Education.

3.4. Policy makers

Active engagement with EU policy makers is crucial to maximising the potential of the Una.Futura project outcomes. Una Europa is present at high-level stakeholder consultation meetings organised by the European Commission, notably the ongoing co-design process for the future roll-out of the European Universities

Initiative and the European Strategy for Universities. This engagement is complemented by participation in European Commission conferences, events organised by the broader Higher Education stakeholder community in Brussels, as well as by regular informal bilateral meetings with key players. There are important synergies to be explored with other policy initiatives at EU level such as the *European Green Deal*, a *Europe fit for the digital age* and *A stronger Europe in the world*.

3.5. External Advisory Board

The Advisory Board advises Una Europa vzw on the strategic orientations of Una Europa.

According to the statutes of Una Europa vzw, the Association shall have an Advisory Board, which shall be composed of at least six members designated by the General Assembly. The Advisory Board shall include representatives from the socio-economic and academic world who have been selected in light of their intellectual, societal, or scientific influence or merits. It is envisaged that the Advisory Board will meet once a year. This meeting will have a defined agenda and will include the rectors of the Una Europa universities and other high-level representatives from society. At the invitation of the General Assembly, it may have additional meetings.

4. Chapter 4 | The Storyline

The storyline of the Una.Futura project comprises the key messages and topics where we want to communicate and engage with our audiences and stakeholders. The storyline encapsulates the mission and vision of the Una Europa Alliance.

4.1. Content for dissemination

The Community Building, Outreach and Dissemination Plan focuses on both internal and external audiences, with a degree of crossover in what is disseminated to each. The outputs of the WPs, SSCs and clusters provide the core dissemination content for both audiences, and they include many of the following items. This list is guided by information from the European Education and Culture Executive Agency (EACEA).

- Conferences
- Education and training events
- Meetings
- Clustering activities
- Collaboration with EU-funded projects
- Other scientific collaboration / cooperation
- Concepts and methodologies
- Reports of project activities
- Vision/ advice/ reflection/ recommendation/ implementation papers or publications
- Open educational resources (OERs)
- Policy workshops
- Podcasts, interviews, story-mapping and other human-centered content
- Research or articles and publications within the focus areas
- Mobility opportunities for staff and students
- Scholarship / internship / development and training opportunities
- Joint Innovative educational or mobility Formats (JIFs)
- Contributions from associated partners or other organisations

- Best practice case studies / success stories
- Social, environmental and community actions initiated by the alliance
- Events (conference, meeting, workshop, internet debate, round table, group discussion, etc)
- Exhibitions
- Interviews
- Media articles
- Newsletters
- Press releases
- Print materials (brochure, leaflet, posters, stickers, banners, etc.)
- Social media
- TV/Radio campaign
- Video
- Website

4.2. Commitment to Diversity and Inclusion

All community building, outreach and dissemination activities should take into consideration Una.Futura's transversal theme of Diversity and Inclusion. Inclusive language should be used when creating content; communication channels should be accessible and selected based on appropriateness to the audience.

Student-centred messaging should be inclusive and empowering. Sample messaging is provided in Chapter 7; this can be evolved in the future to encompass a more empowering tone.

WP11 will work with partners and associate partners to support the use of inclusive language and accessible communications.

4.3. Timeline of activities

WP11 has conducted a series of consultation meetings with colleagues from other Work Packages to ascertain the projected outcomes and activities of each work package.

Based on the project activities of each work package, the tables below outline the community building, outreach, and dissemination priorities of each work package. It is important to note that this is an anticipated timeline, and is subject to change, based on the circumstances of each work package. Other activities may occur and naturally evolve during the duration of the Una.Futura project that are not captured here. Not all project deliverables / milestones / tasks are listed in the below tables.

Deliverables of the Una.Futura project will be published on the Knowledge Hub of the Una.Futura website.

Work Package 1 – Project Management Phase 1

The objectives of this work package are:

- To further develop an efficient project management structure
- To follow-up and coordinate the work packages
- To follow-up and support development of vision and action plans for the transversal themes
- To align the project activities with the broader mission and strategy of the alliance

The activities of this work package are primarily aimed at the internal audience and information will be disseminated via SharePoint and internal meetings.

Activity	Due	Audience	Delivery Channel
Vision and Action Plan for Transversal Themes	June 2023	Internal External	SharePoint / Internal Meetings Knowledge Hub

Work Package 2 – Project management Phase 2

The objectives of this work package are:

- To further develop an efficient project management structure
- To follow-up and coordinate the work packages
- To align the project activities with the broader mission and strategy of the alliance
- Tor organise a closing event for the project

Similar to WP1, the activities of WP2 are primarily aimed at the internal audience and information will be disseminated via SharePoint and internal meetings. However, there is one key event which will be widely disseminated:

Activity	Due	Audience	Delivery Channel
Organisation Closing Event	November 2026	Wider ecosystem, HEIs, university networks, national government, and local authorities, etc.	This will be widely disseminated, and a communications plan will be developed during the planning phase of this event. (April 2026)

Work Package 3 – Quality Assurance

The objectives of this work package are:

- Evaluate the quality of project processes and deliverables in cooperation with other work packages, based on a Project Quality Assurance Plan
- Further develop and align quality assurance processes at the level of the deliverables, the project, and the alliance

Activity	Due	Audience	Delivery Channel
Quality Assurance Plan	Dec 2024	Internal External	SharePoint and internal meetings Knowledge Hub
Best Quality Assurance Practices for European Universities	Nov 2026	Internal External	SharePoint and internal meetings Knowledge Hub

Work Package 4 – Una Europa for Research

The objectives of this work package are:

- To support the Self-Steering Committees (SSCs) to evolve into hubs for interdisciplinary challenge-based research and education, which will incentivize participation and become Una Europa's own structure for the ideation and implementation of all projects to tackle societal challenges with an entrepreneurial mindset
- To lay the groundwork for a possible Joint Institute for Advanced Studies across Una Europa member universities
- To implement joint innovative educational and mobility formats at doctoral level

Activity	Due	Audience	Delivery Channel
SSC Action Plans	Nov 2023	Internal External	Internal meetings and SharePoint Knowledge Hub
Una.Resin Benchmarking report	March 2024	Internal External	Internal meetings and SharePoint Knowledge Hub
Feasibility report on the creation of a Joint institute for Advanced Studies (JIAS)	Nov 2025	Internal and External	Internal via meetings and SharePoint External via Knowledge Hub
Una Doctoral Interdisciplinary Methods Training (DIMT)	Nov 2024	Internal and External (Doctoral researchers)	Internal via meetings and SharePoint External via targeted dissemination and Knowledge Hub
Developing and implementing joint innovative educational formats for doctoral education	Nov 2026	External – Doctoral researchers	External via targeted dissemination and Knowledge Hub

Work Package 5 – Una Europa for Learners

The objectives of this work package are:

- Implement joint innovative educational formats (JIFs for education) at bachelor level, master level and in the context of lifelong learning
- Develop broad, easy mobility and collaboration pathways that make student mobility opportunities accessible and inclusive to all
- Provide support to project teams implementing the JIFs for education
- Develop scalable formats which can be transferred to other areas and alliances

Many of the activities and outputs of work package 5 will be guided by the work of the Self-Steering Committees and the joint educational formals that will be developed. At time of writing, the Self-Steering Committees are in the planning phase.

Activity	Due	Audience	Delivery Channel
Implementation of joint educational formats	TBC (to be determined by work of SSCs)	Internal and External	Internal via meetings and SharePoint External via broad dissemination

NEW PILOT: Lifelong Certificate in Cultural Heritage	TBC	Internal and External	Internal via meetings and SharePoint External via broad dissemination
NEW PILOT: Joint Bachelor in Sustainability	2024/2025	Internal and External	Internal via meetings and SharePoint External via broad dissemination
Joint Bachelors of European Studies & Minor Certificate	Developed as part of 1Europe	Internal and External	Dissemination varies depending on the local context
Support material for project teams (Workflows & Dissemination Guides to be developed)	Nov 2023	Internal	Internal meetings and SharePoint
Open Educational Resources	TBC (to be determined by work of SSCs)	Internal and External The external audience will depend on the pilot	Internal meetings and SharePoint External via broad dissemination
Una Europa 'Mobility for All' plan	Nov 2026	Internal and External Una Europa staff, students, and wider ecosystem	Internal meetings and SharePoint External via targeted dissemination Knowledge Hub
One Health Summer School (& other future summer schools)	Every July	Students	Una Europa website & internal dissemination via local channels

Work Package 6 – Una Europa for Society

The objectives of this work package are:

- Building bridges towards society (non-academic partners, including local ecosystems)
- Learning from and with society
- Increasing the public understanding of science

Activities are still in the planning process at the time of writing. However, a general outline of some key activities of this work package are outlined below.

Activity	Due	Audience	Delivery Channel
Una Gathering	Yearly	Internal and External	Online & in-person event which has targeted dissemination to internal and external audiences.
Una Talk	One / Two per year, which could be held around the General Assembly	Una Europa staff, students and wider Ecosystem	Online & in-person event which has targeted dissemination to internal and external audiences. This event will be live-streamed to YouTube.

Research and Innovation Summit	TBC	Internal and External	To be discussed further with WP6
Science Essay Competition	TBC	Internal and External	Targeted internal and external dissemination.
Podcasts (including a student podcast)	Every 4-6 weeks	Internal and External	Targeted external dissemination.
International Internship platform	May 2025	Internal audience – Una Europa staff and students External	Targeted internal and external dissemination.

Work Package 7 – Future Visions

- To transform the Future UniLab into the first joint unit of Una Europa – our European University's think tank
- To prepare a coherent and ambitious long-term strategy of the Lab
- To (a) identify problems and (b) envision solutions to them in the form of reports, concept notes, prototypes, and position papers
- To provide advice and support in the process of implementing the selected ideas of the Lab
- To disseminate the outputs of the Lab and, through this, take part in both internal and external discussions pertaining to the future of universities

Activity	Due	Audience	Delivery Channel
Reconceptualization of Future UniLab	May 2023	External	Targeted dissemination Knowledge Hub
Inauguration of the new Future UniLab	May 2023	External	Targeted dissemination Knowledge Hub
Development and adoption of the Future UniLab's long-term strategy	TBC	External	Targeted dissemination Knowledge Hub
Selection and appointment of fellows	TBC	Wider ecosystem	Targeted dissemination Knowledge Hub

Work Package 8 – Empowering Students

The objectives of this work package are:

- Creating a vision and action plan for the Una Europa Student Experience to support designing and building a student-centred European campus
- Defining structures for involving students as co-creators in Una Europa's decision-making, project design and implementation
- Developing Una Europa Student Paths as concepts for student opportunities
- Supporting student-led activities within Una Europa
- Engaging the broader student community, attracting students to participate in Una Europa activities and making their contributions visible

Activities are still in the planning process at the time of writing. However, a general outline of some key activities of this work package are outlined below.

Activity	Due	Audience	Delivery Channel
Vision and Action plan for the Una Europa student experience	May / June 2023	Una Europa community External	Internal meetings and SharePoint Knowledge Hub
Description of student engagement structures	Nov 2023	Una Europa community	Internal meetings and SharePoint
Conceptualisation and launch of Student Paths	Nov 2023	Una Europa community	Internal meetings, SharePoint and website
Student platform	Nov 2023	Una Europa students, wider ecosystem	External - broad dissemination
Student engagement toolkit	Nov 2025	Una Europa staff & students	Internal communication channels
Local student activities	ongoing	Una Europa students	Internal communication channels Institutional communications channels, defined and executed by Communications Leads
Student Congress	November each year	Una Europa students	nternal communication channels Institutional communications channels, defined and executed by Communications Leads
Student Award Launch and Promotion	TBC	Una Europa students	A communications plan will be developed

Work Package 9 – Empowering Staff

The objectives of this work package are:

- Coordination of Flexible Support Services in providing support to the project team
- Developing a long-term systemic cooperation framework
- Developing and implementing an overarching strategy on mobility and training of professional staff
- Working on opportunities to share resources: secondments scheme

Other activities may evolve over time which are not listed in the table below. WP11 will also work with WP9 to tell the story of some of the less visible aspects of their activities, such as developing the Clusters workflow.

Activity	Due	Audience	Delivery Channel
Online training and support material for project teams	Nov 2023	Una Europa internal community	Internal via SharePoint and meetings
Strategy on mobility and training for professional staff	Feb 2024	Wider ecosystem	External – broad dissemination
Clusters Workflow	May 2024	Una Europa internal community	Internal via SharePoint and meetings

Staff Week	Every October	Internal – specific audience to be selected	Targeted dissemination Follow-up with participants of Staff Week
Live My Life	Every Nov - March	Internal – specific audience to be selected	Targeted internal and external dissemination
Report on Mobility	Nov 2026	Internal and External	Internal via SharePoint and meetings Knowledge Hub

Work Package 10 – Building the Backbone

Work package 10 builds the backbone of the European Campus by ensuring the framework conditions for a smooth organisation of joint education and mobility in the alliance. This includes the development and implementation of protocols, work towards improving the interoperability of core IT systems at partner universities and the development of new blockchain-based technology to make administration in an inter-university context more efficient for academics, professionals and students.

The objectives of this work package are:

- Continuation of our work on the automatic recognition of qualifications
- Continue to build on our work regarding blockchain technology
- Development of a framework for micro credentials at the level of the alliance
- Continuation of collaboration and exchange regarding the European Student Card Initiative, including the Erasmus Without Paper initiative (EWP), European Student Card (ESC) and the Erasmus+ App
- Continue to identify and address administrative and legal barriers at institutional, national, and European level.
- Further develop our internal quality assurance for joint education

WP11 will work with WP10 to create a plan to increase the visibility of this fundamental structure which is supporting alliance activity. A mixture of visual stories such as interviews, written stories such as news features, and audio stories such as a podcast episode can increase the visibility and understanding of the activities of this work package. This is a good opportunity to showcase the unseen work which is being done by the Una.Futura project.

Activity	Due	Audience	Delivery Channel
Updated internal quality assurance process for joint education	Nov 2023	Internal External	Internal via SharePoint and meetings. Knowledge Hub
Implementation of micro credentials framework	Nov 2026	Internal External	Internal via SharePoint and meetings Knowledge Hub

Blockchain proof of concept	Nov 2026	Internal External	Internal via SharePoint and meetings Knowledge Hub

Work Package 11 – Community Building, Outreach and Dissemination

The objectives of this work package are:

- Create a thriving Una Europa community of informed and engaged staff and students
- Explain to our external audiences and wider ecosystems how the suite of project deliverables and activities echo Una Europa's ambitions and values
- Build on and enlarge the circle of Una Europa's 'champions'
- Convey enthusiasm and pride in our accomplishments to incentivise our community to further engage
- Harness the power to influence external partners
- Celebrate success and acknowledge the impact that Una Europa is making

WP11 is responsible for the overall community building, outreach and dissemination aspects of the Una.Futura project and will work with all work packages and Communications Leads throughout the duration of the project.

Specific activities of this work package include:

Activity	Due	Audience	Delivery Channel
Communication toolkits for students and staff	May 2024	Internal External	Internal meetings and SharePoint Knowledge Hub
Induction and onboarding pack for students and staff	May 2024	Internal External	Internal meetings and SharePoint Knowledge Hub
Communication strategy for students	Nov 2024	Internal	Internal meetings and SharePoint Knowledge Hub
Staff Ambassador Scheme	May 2023	Internal	Internal meetings and SharePoint Targeted dissemination

Work Package 12 - Sustainability of the European Campus

The main goal of this work package is to ensure the sustainability of the European campus. The Una Europa partner universities have invested in a joint legal entity under Belgian law: Una Europa vzw, which is key to the alliance's long-term sustainability. Una Europa vzw is tasked with pursuing integrated long-term collaboration between its university partners in high-quality education, research and services to society. It executes strategic joint actions in support of the alliance's long-term mission, including:

- Shaping European policy

    Una Europa vzw is leading on the alliance's engagement and representation with supranational, national, European and international policy makers, administrations and organisations. Led by the Secretary-General and supported by the Una Europa Senior Policy Officer, the alliance has been able to position itself as a leading European University Alliance and forge strong links with European policy makers,

actively contributing to the development of key European policies, such as the European Strategy for Universities and the European Degree.

- European funding

Una Europa vzw is currently developing an external funding strategy for the alliance. In combination with this strategy, Una Europa vzw provides expertise on European funding programmes and supports joint funding applications (e.g. COFUND call for proposals) and specific activities (e.g. matchmaking activities). This will result in higher participation and tighter collaborations in research projects among member universities. In this context, the Una Europa Senior External Funding Officer has been and will continue to collaborate closely with research advisors and academics in the Una Europa universities.

- External partnerships

Una Europa vzw plays a key role in ensuring the alliance's links to external stakeholders. Una Europa vzw has been acting as the main point of contact for the alliance's university-related members, which are organizations operating in the ecosystems of each of our university members. To ensure a more systemic involvement of university-related members in specific Una Europa activities across the areas of education, research and innovation and, crucially, societal outreach, the university-related members are actively supporting this project.

The main dissemination needs of this work package are as follows:

Activity	Due	Audience	Delivery Channel
Reflection paper on governance structure of European Universities and related dissemination event	Nov 2025	Internal & European University Alliances and higher education stakeholders	Sharepoint & targeted dissemination
First overview of Una Europa portfolio	Jul 2024	Internal	Sharepoint
Draft Una Europa integrated External Funding Strategy	Nov 2024	Internal	Sharepoint
Delivery of Una Europa community-building platform	Nov 2026	External and Internal	TBC

4.4. Communication channels

The Una.Futura project will use a variety of communication tools and channels to reach their audiences. These are outlined below under Internal Communication Channels and External and Internal Communication Channels (the latter involving some crossover).

4.4.1.   Internal communication channels

The below table outlines the channels which the internal Una.Futura community will use to share information.

	Audience	Frequency	Reach
WP Coordination meeting	Una.Futura Project Community (WP Leads, Senior Local Leads, Central Comms Manager)	Twice per month	Internal
Project Steering Committee meetings	Una.Futura Project Community	Every 6 weeks	Internal
Desk Monitoring meetings	Una.Futura Project Community	Bi-monthly	Internal
Board of Directors meetings	Una.Futura Project Community	Monthly	Internal
Working Group meetings	Una.Futura Project Community	As needed	Internal
Comms Leads meetings	Comms Leads & WP11	Monthly	Internal
Clusters meetings	Members of Clusters	Monthly	Internal
SSC meetings	Members of SSCs	Monthly / Variable	Internal
Una.Update newsletter	Una.Futura Project Community	Twice per month	Internal
Staff Ambassadors	Una.Futura Project Community	TBC	Internal
Trello	Comms Leads & WP11	As needed	Internal
SharePoint	Una.Futura Project Community	As needed	Internal
Other tools e.g. WordPress	Una.Futura Project Community	As needed	Internal

Internal communication channels

Work Package Coordination (WPC) meetings

WP Coordination meetings take place once every two weeks between selected WP Leads and colleagues working on the development of JIFs, and the Una.Futura Project Coordinator. The aim of the meetings is to supplement Project Steering Committee meetings by providing additional time to discuss more practical and operational matters relating to the JIFs, giving relevant colleagues the opportunity to pose more elaborate discussion points and give more comprehensive feedback. Meeting notes are shared on Sharepoint.

Project Steering Committee meetings

Project Steering Committee meetings occur every six weeks and include internal stakeholders from the WPs as well as Communication Leads. These two-hour meetings provide a space and time for the sharing of progress and for colleagues to ask questions about ongoing work across the alliance. They support the need for familiarity and continued conversation and are the primary channel for internal updates.

Desk Monitoring meetings

Desk Monitoring meetings take place monthly between the Work Package Leads / Self-Steering Committee Chairs and the Una.Futura Project Coordinator. They allow for an in-depth conversation around the progress and needs of the Work Packages/ Self-Steering Committees. They are specific to each WP / SSC outputs and are an efficient way to share information with the Project Coordinator to ensure their outputs are on track. Meeting notes are shared via email.

Board of Directors (BoD) meetings

Board of Directors meetings take place once a month between members of the Board, managers, Una Europa vzw and Senior Local Leads. Board of Directors meetings allow a forum for validation of principles and strategic approaches towards the finalization of activities (e.g. high-level commitments to pilots), depending on needs. Final validation of a deliverable also takes place at BoD meetings and in the case of a totally new format, validation of the new format. Meeting notes are shared on SharePoint.

Working Group meetings

A working group is a collection of people who collaborate to achieve specific goals, tasks or projects. Some working groups last for a few months, while others stay together for many years. The purpose of these groups is for stakeholders to collaborate and participate in individual and collective work. The terms of reference of the working group should be defined prior to its inception.

Clusters meetings

There are a number of Professional Service Clusters within Una Europa. These are: Mobility; Teaching and Learning; Legal; Student Administration; Quality Assurance; Research Coordination; Doctoral Training. The aim of the clusters is to meet, share ideas, innovate, and support the Self-Steering Committees. The members of the clusters are experts in their specific areas. WP11 will sit in on the Chair of Clusters monthly meeting and share relevant information or actions arising with the Communication Leads group.

Self-Steering Committee (SSC) meetings

Una.Futura has six focus areas, each of which is coordinated by a Self-Steering Committee. These core teams consist of up to three academics from each member university, and they drive Una Europa's education and research agenda. SSCs will be responsible for providing strategic guidance on the development of new, innovative instruments to incentivize academic collaboration. Each focus area is led by one Una Europa member, who provides administrative support for the work of that SSC.

Una.Update newsletter

The Una.Update newsletter is an internal Una Europa community bulletin that is published every two weeks by the central Una Europa Communication team. It provides news and updates on events and opportunities that are taking place in the alliance.

Staff Ambassadors

At home, ambassadors work with their local Una Europa team to proactively raise awareness of key alliance activities and opportunities, while amplifying central messaging among key stakeholder cohorts.

Una Europa SharePoint

The SharePoint is the main communication channel to disseminate documents and share files with the other internal Una Europa stakeholders. All stakeholders can see what the other Work Packages and Self-Steering Committees are working on; it is a channel for collaborating on shared documents and outputs. It is the central storage system for the Una Europa alliance.

Other communication tools

It is recognised that internal groups may have other means of communicating with each other such as WordPress, Google Drive or MS Teams.

4.4.2. External and internal communication channels

Below is a list of the communication channels that can reach both internal and external audiences. The wider ecosystem refers to all stakeholders, both internal and external, as listed in Chapter 3.

	Audience	Frequency	Reach
Una Europa website **(Features, news stories, press releases, Knowledge Hub, events & opportunities)**	Wider Ecosystem	Monthly	Wider Ecosystem
Social media (Twitter, LinkedIn, Instagram, Facebook, YouTube)	Wider Ecosystem	Daily/Weekly	Wider Ecosystem
Una Europa podcast	Wider Ecosystem	Every 4-6 weeks	Wider Ecosystem
Newsletters	Wider Ecosystem	Monthly	Wider Ecosystem
PR channels (newspapers, magazines)	Wider Ecosystem	As needed (key milestones)	Wider Ecosystem
Academic journals / Academic repositories	Wider Ecosystem	As needed	Wider Ecosystem
Associated partner platforms	Wider Ecosystem	As needed	Wider Ecosystem
Staff Ambassador Scheme	Wider Ecosystem	As needed	Wider Ecosystem

Building Una Europa's profile and influence via opinion published in high-quality publications, e.g. Times Higher Education, Research Europe, is a priority. Comms Leads should nurture relationships with media outlets to optimise:

- potential for coverage during milestone moments and
- perception of Una Europa as a leading player in the HEI landscape with an authoritative perspective

Examples of previously published articles include:

- Times Higher Education Opinion:

- Sari Lindblom (University of Helsinki): 'European cross-border collaboration must be more bottom-up'
  - https://www.timeshighereducation.com/blog/european-cross-border-collaboration-must-be-more-bottom

- Kurt Willems (KU Leuven): 'Transnational degrees will take European HE to the next level' –
  - https://www.timeshighereducation.com/opinion/transnational-degrees-will-take-european-he-next-level

External communication channels

Una Europa website

The Una Europa website serves as the core external dissemination channel and is the public "face" of the alliance. One of its core aims is to virtually manage and present both information and progress on the Una.Futura project in a user-friendly and engaging way. Visitors to the website can learn about the project, discover the Una.Futura initiatives, catch up on stories and updates, review a calendar of upcoming events, learn how to get involved, and find helpful resources. The website is the host of the Faces of Our CommUNAty, news stories / press releases, podcasts, the Knowledge Hub, and advertises any upcoming activities or events. It is the primary contact and home point for interested stakeholders.

Social media channels

Una Europa uses social media channels including Twitter, LinkedIn, Instagram, Facebook and YouTube to share ways for the external community to get involved, and to engage with local communities, universities, students and staff. Social media is a great way to disseminate news about events and outputs in an attention-grabbing and far-reaching way. This is one of the best ways to communicate with students, and due to data analytics, social media is an efficient way to determine the scope and scale of our audience. Social media is also effective for reaching out to and targeting specific audiences, for example, those interested in Cultural Heritage will follow pages and/ or belong to groups specifically for Cultural Heritage interests.

Una Europa podcast

The Una Europa podcast serves as a first-hand insight for stakeholders to get to know the people behind Una Europa and their stories. Podcasts are an effective way to communicate due to their flexibility, cost effectiveness, convenience for the user and variety of topics that can be discussed. Topics such as the Future UniLab, Una Student Congress, and Live My Life have all featured in podcast episodes developed under 1Europe.

External newsletter

Una Europa's external newsletter disseminates key information and progress with key external audiences every month. It is an engaging, long-term, and stable way to create awareness and give visibility and recognition to the outputs of the Una.Futura Project. Sending a newsletter is an effective way to disseminate key updates and helps to build the sense of an Una Europa community.

Associated partner platforms

Una Europa has 39 official associated partners, all of whose dissemination channels provide a greater scope to promote project activities and events to a wider range of stakeholders. These organisations act as multipliers to disseminate key information regarding the Una.Futura project to their target audiences and followers.

Academic journals / repositories

Academic journals and repositories are a key channel to share research findings, information regarding Joint Innovative Formats, and other project outputs with academic audiences. They are an effective channel to boost

the project's presence and reputation in the academic sphere and to disseminate outputs such as papers on new models for collaboration in higher education.

PR channels

PR channels such as podcasts, radio interviews, TV, newspapers, magazines, etc are an effective way to disseminate information, events and activities with local communities. They help boost the project's presence and reputation within the public sphere, but also within specific communities, for example student communities.

Staff Ambassador Scheme

Leveraging their existing intra-alliance networks, ambassadors will undertake partner visits to grow intercultural and interdisciplinary connections between alliance members by sharing their experiences and introducing audiences to new cultural narratives and perspectives. In addition, acting as ambassadors in the truest sense of the term, participants will engage with other European University Alliances as representatives of Una Europa vzw on strategic and policy-related topics.

4.5. Roles and Responsibilities

4.5.1. Work Package 11

The WP11 team will champion the rollout of the Community Building, Outreach and Dissemination plan among the Una.Futura community, and provide guidance and advice to SSCs, Clusters and other groups as the need arises.

Monthly meetings of the Local Communications Leads (see 4.5.2 below), chaired by WP11 representative(s), will ensure regular communication and information flow between key communications personnel at each partner institution. These meetings allow the group to share current and upcoming dissemination priorities for Una.Futura, define strategic communication priorities, develop consistent messaging, and share experiences and best practices.

WP11 representative(s) will attend the monthly Chairs of Cluster meetings to provide a communication link between the Local Comms Leads group and the Clusters.

The Dissemination Workflow plan (see 4.6 below) will be promoted among the community. Other innovative ways of working will be explored and continue to evolve over the lifetime of the project.

4.5.2. Local Communications Leads

Local Communications Leads from each partner institution will work closely with WP11 representatives and the Una Europa vzw central Communications team (Una Europa Communications Manager & Digital Communications Manager – see 4.5.3 below) to ensure that Una.Futura communication and dissemination activities are consistently rolled out at all universities within the alliance.

The Local Communications Leads will build visibility of the alliance and Una.Futura project through the strategic use of branding, which will be applied consistently across the alliance, as directed centrally. Local Communications Leads should develop a local communications plan that considers their needs in a local context, with appropriate channels for communication specific to local needs.

The Local Communications Lead is responsible for providing communications expertise at the local university to further Una Europa's objectives. The main responsibilities of the Local Communications Leads are:

- Leading on communications activities to build awareness of and engagement with Una Europa in the local university;
- Partnering with local project teams to provide communications guidance and hands-on support to enable the delivery and dissemination of project outputs and other initiatives;
- Embedding in the project team and taking a lead role in delivering communications for a pilot when the local university is leading said pilot;
- Building strong working relationships with colleagues in the local Una Europa ecosystem to understand, anticipate and plan for communications needs;
- Managing the creation and dissemination of materials in support of local project outputs and other initiatives, in line with Una Europa brand guidelines;
- Engaging and collaborating with the university's communications and marketing functions to further Una Europa's objectives;
- Acting as Una Europa brand champion, ensuring the Una Europa brand and tone of voice are upheld in activities delivered locally, in collaboration with marketing and communications colleagues from the local university;
- Collaborating with Una Europa vzw and other Communications Leads to plan and coordinate alliance-wide communications activities in support of a cohesive Una Europa communications strategy (e.g. university newsletters, university websites, university social media, local media).

WP11 will communicate with Local Communications Leads on a regular basis for updates on local activities and provide support as needed.

4.5.3. Una Europa Communications Manager & Digital Manager

The Una Europa Communications Manager and Una Europa Digital Communications Manager are based in General Secretariat. Working closely with the WP11 team, the Communications Manager and Digital Communications Manager are responsible for the alliance's overarching Una Europa brand strategy and mission, and coordinate Una Europa vzw communications in all its dimensions including strategy, policy, services, and external funding.

The Communications Manager coordinates the development and implementation of Una Europa's overarching communications strategy at central level, in support of the broad Una Europa 2030 Strategy, including:

- Managing the alliance's approach to brand and enabling effective cross-alliance implementation;
- In close collaboration with the Secretary-General, advising the alliance's editorial strategy and managing relationships with key stakeholders across the alliance to enable horizon-scanning, prioritization and resource allocation from a communication perspective;
- Developing a community building, outreach and dissemination strategy for the alliance;
- Developing and implementing processes to support effective ways of working on communications across the alliance;
- Collaboration with external agencies to deliver the Una Europa communications strategy;
- Providing advice on the development of the Una Europa online community building platform.
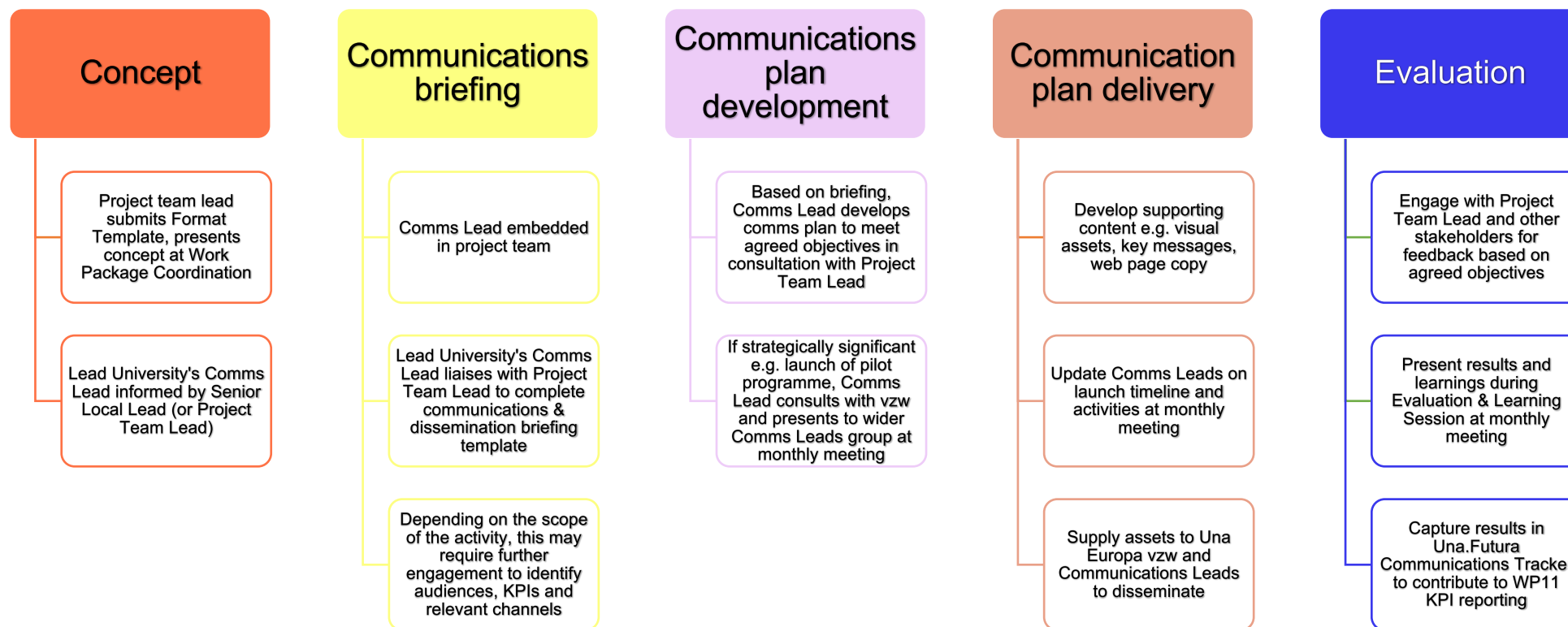
The Digital Communications Manager leads the delivery of the Una Europa communications strategy through centralised channels, including:

- In close collaboration with the Communications Manager, developing and implementing a coordinated digital communications plan and central website to nurture growth of the Una Europa community;
- Managing Una Europa social media channels and digital content to optimise followership, reach and engagement, including development of an editorial calendar and related assets;
- Developing a communications toolkit for the Una Europa community;

- Liaising with colleagues across the alliance on planning, development and promotion of outputs to inform the overarching strategy;
- Regularly evaluating communications activity to support continuous improvement.

4.6. Dissemination Workflow

The following workflow demonstrates the ideal dissemination for an activity. It is recommended that Local Communications Leads are embedded in a project from the early stages to ensure that there is sufficient planning time for communications and engagement. The Communications and Dissemination briefing template is found in Appendix 1.

Concept	Communications briefing	Communications plan development	Communication plan delivery	Evaluation
Project team lead submits Format Template, presents concept at Work Package Coordination	Comms Lead embedded in project team	Based on briefing, Comms Lead develops comms plan to meet agreed objectives in consultation with Project Team Lead	Develop supporting content e.g. visual assets, key messages, web page copy	Engage with Project Team Lead and other stakeholders for feedback based on agreed objectives
Lead University's Comms Lead informed by Senior Local Lead (or Project Team Lead)	Lead University's Comms Lead liaises with Project Team Lead to complete communications & dissemination briefing template	If strategically significant e.g. launch of pilot programme, Comms Lead consults with vzw and presents to wider Comms Leads group at monthly meeting	Update Comms Leads on launch timeline and activities at monthly meeting	Present results and learnings during Evaluation & Learning Session at monthly meeting
	Depending on the scope of the activity, this may require further engagement to identify audiences, KPIs and relevant channels		Supply assets to Una Europa vzw and Communications Leads to disseminate	Capture results in Una.Futura Communications Tracker to contribute to WP11 KPI reporting

4.7. Project Steering Committee & Work Package Coordination meetings

WP11 and Communications Leads will attend Project Steering Committee meetings to update the group on upcoming dissemination activities, as necessary.

WP11 will attend fortnightly Work Package Coordination meetings, to update the group on upcoming dissemination activities, as necessary, and to have an overview of upcoming activities that will have a dissemination need.

4.8. Digital Communications brief

The Una Europa Communications Manager and Digital Communications Manager centrally manage most of the alliance's external communications channels. Access to Una Europa social media channels and full website admin access is currently limited to the Una Europa Communications Manager, the Digital Communications Manager and the Una Europa Internal Partnerships Officer. All content must be reviewed by one of these colleagues before publication on Una Europa channels.

Social media activity in the name of the organisation (Facebook pages, LinkedIn groups etc) require prior authorisation from the Una Europa Digital Communications Manager. A strategic, clearly defined approach to branding and visual identity must be developed in collaboration with the Una Europa Digital Communications Manager and the colleague responsible for the new social media account before launch.

4.9. Media related protocols

Formal press releases require the approval of the Board of Directors.

Logo use in print media needs to be cross-checked by the Communications Lead at the relevant university partner and the Una Europa Communications Manager prior to publication.

5. Chapter 5 | A Success Story

5.1. Commitment to monitoring and evaluation

WP11 will work to ensure effective monitoring and evaluation strategies are developed to support continuous improvement.

Alongside centralised dissemination and communication, partners and associate partners will be supported in the development of local communication strategies, including setting SMART (specific, measurable, achievable, realistic and timely) communication objectives, choosing performance indicators, and measuring successes.

Learnings will be shared and used to improve the project on a rolling basis.

Consultation with WP3 will take place to embed strategies for quality assurance of communications and dissemination.

5.2. Measuring success

It is our aim that this community building, outreach and dissemination strategy will have both short-term and long-term impact. When looking at the success of the plan, we will return to the objectives and analyse if we have met them.

A range of evaluation strategies will be explored and selected based on usefulness, relevance and appropriateness. As outreach and communication activities vary in depth, scope and objectives, the evaluation tools and strategies – along with the indicators for success – should be defined and customised accordingly.

Some examples of quantitative and qualitative evaluation tools and methods include:

- Pre-and post-event surveys
- Counting numbers attending events
- Social media and website metrics
- Interviews
- Focus groups

Indicators of success will first be defined and developed as appropriate to objectives and activities.

In addition, the numbers outlined in the table below outline the quantitative targets contained in the Grant Agreement.

(*Reach: The number of people who have been exposed to the information or message. This can be measured through website analytics, social media metrics, or media coverage.)

Stakeholder	Channels	Reach*
Students at partner institutions	Student Association social media accounts, direct emails, website, videos, promo materials, newsletters	100,000

Student Board and Local Task Forces	Social media, conferences, website, meetings, direct emails	360
Staff at partner institutions	Staff Ambassador Scheme, staff email campaigns, HR news alerts, Staff Induction sessions	4,500
Una Europa alumni	Regular newsletter alerts, human interest features, webinars	5,000
Staff members that make up internal groupings (Work Packages, SSCs, Clusters, etc)	SharePoint, website sub-portal domains, newsletter and regular internal working group meetings, email campaigns	400
Higher Education Institutions	Press releases showcasing impact of project activities, newsletter alerts, sub-portal domain sites with searchable functionality, OERs that can be tracked for download numbers	200,000
University networks	Press releases showcasing impact of project deliverables, news alerts, OERs, presentation slots, conference/events speaking slots	50
National governments and Local Authorities	Direct targeting with policy briefings, webinars, newsletter alerts, OERs	90
Community and educational Bodies	Direct targeting with policy briefings, webinars, newsletter alerts, OERs	90
Civil society organisations (e.g. NGOs)	Showcase the project and shared resources through OERs on NGO websites	45
Youth organisations	Showcase the project and shared resources through OERs on youth organisations websites	45
Industry partners	Regular newsletter alerts making industry partners aware of opportunities for engagement, 'brokerage' events, invitation to pitching events	180
Policy makers	Direct targeting with policy briefings, webinars, newsletter alerts, OERs	45
Non-alliance European students and international students	Website promotion, using alliance members to push out messaging through their internal communication channels, attending international conferences/fora	450
Corporate sector organisations	Targeted direct email campaign, regular newsletter alerts making industry partners aware of opportunities for engagement, 'brokerage' events, invitation to mentoring opportunities, pitching events	900

6. Chapter 6 | The Academic Story

Background and context

- These key messages were produced in February 2023 as part of the Una Europa 2030 Strategy launch toolkit.
- These key messages are intended to equip partner universities with broad messaging encapsulating Una Europa's offering for academics and professional staff and to inform communications activities such as print collateral, presentations, and social media activity.
  - **Note:** This messaging should (i) be tailored by each Communications Lead to the local context and specific audience(s) and (ii) be mindful of developments that render updates to copy necessary, such as new events and opportunities made available by Una Europa for academics and professional staff.
- These key messages will continue to evolve in collaboration with the Una Europa Communications Leads Working Group and relevant project work packages.

Benefit/opportunity	Audience-centric messaging	CTA/links to supporting information
Una Europa provides academics with opportunities to grow their international, multi-disciplinary research networks.	**Grow your global research network.** • Find new collaborators from your field and beyond through our multi-disciplinary match-making events and networking opportunities.	• Explore the latest networking opportunities for researchers.

Academics can get involved in Una Europa Self-Steering Committees.	**Shape the University of the Future with us.**
	• Share your expertise to advance Una Europa's vision for education and research. Connect with our academic Self-Steering Committees.
	• The Self-Steering Committees are transnational, multi-disciplinary teams. Rather than relying on lines of traditional academic discipline, the Self-Steering Committees draw experts from partner universities together around Una Europa's six Focus Areas:
	    o Cultural Heritage
	    o Data Science and Artificial Intelligence
	    o Future Materials
	    o Europe and the World
	    o One Health
	    o Sustainability
		• Interested in collaborating with one our Self-Steering Committees? Reach out to the Una Europa Senior Local Lead at your university for an introduction. *[SLL/email differs per university]*

	• Una Europa Focus Areas were selected for their alignment with major global and societal challenges and are intended to foster academic collaboration across boundaries of country and discipline. • Our Self-Steering Committees are evolving into hubs for multi-disciplinary, challenge-based research and education with the aim of becoming Una Europa's launchpad for innovative approaches to societal challenges. • Speak with our Self-Steering Committees to learn more about their individual priorities and explore potential for collaborating on new pilot programmes, conferences and more.	

Una Europa facilitates access to funding and mobility opportunities for academics, provided either by the alliance or by partner universities.	**Access funding and mobility schemes.**
	• Pursue collaborative research and cross-alliance partnerships with the Una Europa Seed Funding scheme. Una Europa Seed Funding aims to kick-start long-term collaborations between our partner universities.
	  ○ Previous Una Europa Seed Funding-supported projects span everything from symbolism in medieval colours to using DNA nanostructures as targeted pharmaceuticals – take a look.
	• Explore Una Europa's mobility database to discover mobility opportunities to teach or train abroad. The database gives you an overview of all the grants available for mobility to any of the Una Europa partner universities.
	• Take advantage of doctoral training and summer/winter schools as a doctoral researcher.
	  ○ The Una Europa One Health Summer School 2023 Deep Dive, for example, aims to broaden doctoral researchers' knowledge of one health and develop their transdisciplinary mindset by learning the theory of systems thinking and its application.
		Discover the latest Una Europa opportunities for academics.

7. Chapter 7 | The Student Story

Background and context

- These key messages were produced in February 2023 as part of the Una Europa 2030 Strategy launch toolkit.
- These key messages are intended to equip partner universities with broad messaging encapsulating Una Europa's offering for students, to inform communications activities such as print collateral, presentations and social media activity.
  - **Note:** This messaging should (i) be tailored by each Communications Lead to the local context and specific audience(s) and (ii) be mindful of developments that render updates to copy necessary, such as new opportunities or events provided by Una Europa for students.
- These key messages will continue to evolve in collaboration with the Una Europa Communications Leads Working Group and relevant project work packages.

Benefit/opportunity	Audience-centric messaging	CTA/links to supporting information
Una Europa is an inclusive, international community of which students are a vital part. **Students can get involved with Una Europa through their Local Task Forces.**	**Join a vibrant international community.** - You might not know it yet, but as a *[partner university]* student you're a member of an international community of over half a million Una Europa students. - Una Europa opens up your university experience by giving you the chance to meet, work with and learn from students at 11 universities across Europe. - The easiest way to get involved in Una Europa is to connect with your university's student-run Local Task Force – your local Una Europa Student Board representatives or local Una Europa Student Engagement Representative can point you in the right direction. - More than 350 students are active in Local Task Forces across the alliance, organising social events and volunteering opportunities, and building awareness about Una Europa. - Students came up with the concept of Local Task Forces and it's students who shape what they focus on: each Task Force reflects what's important to students at that university.	- Explore Una Europa opportunities open for students right now. - To get involved with your university's Una Europa Student Task Force, contact your local Una Europa Student Board members, or reach out to the Una Europa Student Engagement Representative at your university. *[Contact info differs per university]* - No Local Task Force at your university yet? Think about setting one up! Reach out to the Una Europa Student Engagement Representative at your university.

	- At Uniwersytet Jagielloński in Poland, for example, the war in Ukraine is an important focus. The Task Force supports the local Una for Ukraine project, which celebrates Ukrainian culture, shares information about the war in Ukraine and provides integration support for Ukrainian students at Uniwersytet Jagielloński who have fled the war. "Students from Ukraine are the same students as we are, except that they are suffering because of the war… When they talk to students from all over Europe [through the project], they know that we support them, that they are not alone." – Roksolana Kharachko, co-founder, Una for Ukraine - Local Task Force members benefit from access to Una Europa's LTF Academy – an online community-building and training network that provides workshops in real-world skills like project management and communications.	*[Student Engagement Representative/email differs per university]*
The student experience is a priority for Una Europa. **Una Europa wants to work with students to shape the University of the Future.**	**The University of the Future is yours to make.** - As Europe's leaders and problem-solvers of tomorrow, Una Europa is committed to working with students like you as co-creators of a University of the Future. - To make this a reality, we've set up a dedicated programme – 'Empowering students' – that welcomes students to take a seat at the decision-making table. - We're collaborating with students to design what a student-centered European campus looks like – one that puts individual agency, wellbeing and future skills at the core. - One way we're making sure that students shape our vision for a University of the Future is by creating a dedicated space for a student representative to sit on our Diversity Council. The Council works to uphold a key tenet of Una Europa's Manifesto: "We believe in a university that is a mirror of humanity in all its diversity, reflecting cultures and languages, conventions and disruption."	

	o By playing an active, equal role in the Diversity Council alongside academics and practitioners, the student representative is contributing to building a university culture that promotes equity, social justice, and inclusion with students' perspectives at the fore.	

Una Europa gives students an opportunity to learn about and influence global issues.	**Shape the society of the future.**
	• Una Europa gives students from across Europe the opportunity to come together and tackle real-world problems.
	• Our annual Una Challenge brings students together virtually in international, interdisciplinary teams to address global issues with fresh perspectives.
	    o Una.Together – our Una Challenge in 2022 – gathered nine student teams to devise new ways to improve inclusion for diverse student bodies in our universities.
	    o The winning team tackled the challenges experienced by an international student trying to integrate into a new environment. The team shared their vision of an Una Europa Students Union, an open and inviting online community that provides international students with opportunities to make new friends and learn about the culture and traditions of their new environment.
	    o "I think if I could sum up the Una.Together experience in one word it would be companionship. I have learned to open my mind and identify new problems that affect my surroundings, and at the same time, I have made friends with whom, since the first workshop, I have felt a great closeness." – participant, Una.Together
		To find out when our next Student Challenge is open for applications, sign up to receive the Una Europa newsletter every month, or keep an eye on our Get involved as a student page.

Student representation is an integral feature of the Una Europa alliance.	• **Make your voice heard.** • Your opinion matters to us. The Una Europa Student Board makes sure it's heard. • The Student Board brings together the views of students across 11 universities as one powerful voice.	• Learn more about our Student Board and find your local representatives.

	• The Student Board is baked into our governance structure. They engage directly with our highest decision-making body, the Una Board of Directors, which is made up of vice-rectors from each of our 11 partner universities. • The Student Board is a vital link between students and staff working to deliver Una Europa projects. They bring the student perspective to all our work – from creating new courses and programmes to developing our organisational strategy. • "We want to make sure that the people who sit on the Student Board represent the voices of all students in the alliance – even those who don't know what Una Europa is yet." – Febe Piccinin, Co-chair, Una Europa Student Board, 2022–2023 • The Una Europa Student Congress gives students representing each of our partner universities the chance come together face-to-face to share their aspirations for a University of the Future – and identify concrete ways they can make this a reality. o What is the essence of the European University of the Future? How can universities become future-proof and resilient in an ever more rapidly changing world? Organised by Una Europa students for Una Europa students, the 2022 Student Congress in Kraków teamed up with the Future UniLab – Una Europa's Think Tank – to tackle some of fundamental questions like these with a student-centred lens.	• Learn more about our Student Board and find your local representatives. *[Student Board web page forthcoming]*
Una Europa offers students opportunities for academic achievement with real-world relevance.	• Una Europa has developed cutting-edge courses and programmes to give you the skills you need to embrace the opportunities of today – and the confidence to tackle the challenges of tomorrow. • With our flexible learning options, you can build your skills and expertise in rapidly evolving areas like sustainability and artificial intelligence. • You'll benefit from course content developed collaboratively by academics and practitioners from our leading partner universities. • Expand your perspectives by participating in an online classroom of students from across Europe.	• Explore our courses and programmes.

	o [The Una Europa Micro-credential in Sustainability](#) develops your understanding of global sustainability challenges and how to tackle them. Having completed this course, you'll understand sustainability from multiple perspectives: ecological, social, and economic. o Our [AI in Society MOOC](#) challenges you to engage critically with the ethical issues artificial intelligence triggers and the different facets of society it impacts – including justice, health care, and democratic participation.	

8. Chapter 8 | The Professional Staff Story

Background and context

- These key messages were produced in February 2023 as part of the Una Europa 2030 Strategy launch toolkit.
- These key messages are intended to equip partner universities with broad messaging encapsulating Una Europa's offering for professional staff, to inform communications activities such as print collateral, presentations, and social media activity.
  - **Note:** This messaging should (i) be tailored by each Communications Lead to the local context and specific audience(s) and (ii) be mindful of developments that render updates to copy necessary, such as new events and opportunities made available by Una Europa professional staff.
- These key messages will continue to evolve in collaboration with the Una Europa Communications Leads Working Group and relevant project work packages.

Benefit/opportunity	• Audience-centric messaging	CTA/links to supporting information
Professional staff benefit from access to Una Europa	**Broaden your horizons with Una Europa – professionally and geographically.**	[Discover the latest Una Europa opportunities for professional staff.](#)

| professional development and mobility opportunities. | • Take advantage of Una Europa's professional development and mobility opportunities for staff, like our Live My Life programme – a job-shadowing exchange with your counterpart at another Una Europa partner university.
   ○ The first edition of Live My Life gave 56 colleagues working in the areas of alumni relations, librarianship, press and communications, and staff development the opportunity to spend one week job-shadowing a colleague at a partner university, and one week hosting that colleague in their own university.
   ○ Not only does Live My Live give university professionals like you a unique insight into a similar role at another European university, but it also provides you with an opportunity to build your intercultural awareness, communication and language skills. Live My Life also builds cross-alliance connections (and friendships) that continue long after the two-week programme has ended.
• At least once a year, Una Europa Staff Week gathers staff from a selected professional area for a face-to-face meeting to exchange best practice, explore common challenges and build transnational connections.
   ○ In 2022, the University of Edinburgh hosted Una Europa Staff Week for communications professionals. Colleagues gathered from across the alliance to take part in workshops facilitated by external experts on themes such as developing intercultural competence, delivering impact-focused communications, and connecting effectively with European higher education stakeholders.
• Explore Una Europa's mobility database to discover mobility opportunities to train abroad. The database gives you an overview of all the grants available for mobility to any of the Una Europa partner universities. | Listen to the Una Europa podcast episode about Live My Life.

To discover when the next round of Live of My Life opens for application, subscribe to the Una Europa newsletter. |
| **Una Europa enables staff to build their professional network.** | **Build your network across borders.**
• Develop new connections with Una Europa colleagues across our 11 partner universities.
• Fundamental to Una Europa's success as an alliance is the involvement of our Flexible Support Services, which bring experienced staff from varied departments across the Una Europa institutions come together in thematic | Discover how our professional staff Clusters function as core element of our Project Team approach. |

	Clusters. They work together with an interdisciplinary ethos to advise the alliance on topics such as mobility, quality assurance and IT for education. • The Una Europa Clusters not only provide essential expertise and support to colleagues delivering Una Europa activities, but they also form dynamic, transnational communities of practice between our partner universities.	

Una Europa is a valuable source of high-quality, engaging news and information about the European Higher Education landscape.	**Join the conversation.**
	• Una Europa gives you a front-row seat at the leading edge of European Higher Education.
	• Take part in Una Europa Talks, events, and workshops to engage with the latest concepts and debates in European Higher Education and academic discourse.
	    o Our Una Europa Talks invite policy experts, academics, practitioners and members of our student community to probe the burning questions of the moment. Our most recent Una Europa Talks explored Rights of Nature as a legal tool to safeguard the environment in Europe and the promise blockchain technology holds for students of the future.
	    o The Una Europa Podcast provides a platform for individuals from all corners of our community to share their unique perspectives.
	• Interested in rolling up your sleeves and getting involved in building a University of the Future? Access the latest Una Europa formats, manuals, and toolkits as soon as they're published via the Una Europa Knowledge Hub.
		Stay up to date with Una Europa news and events. Subscribe to our newsletter.

9. Chapter 9 | Plot Twists: Risk Management

It is acknowledged that risks could occur throughout the duration of the project that may need to be communicated to stakeholders. The following steps should be taken promptly:

1. Identify the Issue / concern
2. Set SMART goals and objectives
3. Identify stakeholders
4. Craft messages to individual stakeholder groups
5. Select communication and engagement methods
6. Evaluate, debrief, and follow up

Risk	Probability	Impact	Mitigation
Student-led activities fail due to being based on students' voluntary contributions.	Low	High	All broad student activities will have staff support and necessary budget, thereby not making any project deliverables reliant on voluntary contribution. E.g. in the Student Project Incubator, individual failure or premature termination of a student project does not affect other student projects or the Incubator as a whole.
Students are not reached broadly enough, or activities do not appeal to them.	Medium	High	Students are involved as co-creators in the activities of the alliance via the Student Board, Local Task Forces and participatory methods in order to ensure added value to students through the activities. Developing student-focused communication is led by WP11 in close collaboration and consultation with students.
Low involvement of external actors and low interaction and engagement of the local and regional actors and wider society.	Medium	Low	The whole range of communication activities and appropriate communication channels and messaging have been planned to maximise engagement and participation. Una Europa vzw will play a key role in external and associated partners' engagement. Focus areas of Una Europa are in line with the regional priorities and RIS3 of the regions where partner universities are located.
There is a gap between communication and the rest of the activities: partners are too focused on the specific WP activities to get involved in communication, and tend to downplay	Low	Low	Each partner has a Comms Lead in charge of local communications.

obligations related to communications			
Project fails to meet the target KPI values (number of participants during the events, social media engagement, number of posts, website traffic, etc)	Medium	Medium	In case of underperformance for a specific indicator, WP11 will devise a tailored plan with additional activities and measures to overcome these difficulties.
Project events cannot take place in person due to external factors (global pandemic, etc)	Medium	High	Alternatives will be proposed by the WP11 team and other Work Packages involved to find suitable formats and agendas (e.g. online workshops, online conference, etc)
Project results are too complex to be communicated. Partners tend to focus on their own objectives and are not trained to identify effective messages to be communicated	Low	Medium	Comms Leads will be integrated into a project from the early stages and will work with project leaders to develop a comms strategy.
Lack of consistency of communications at different partner universities (layout, language, etc)	Low	Low	Clear branding guidelines have been developed by the central communications team in Brussels. Guidelines, quality control procedures and monthly Comms Leads meetings will allow this risk to be overcome.

10. Acknowledgements | EU Funding

All communication activities of the beneficiaries related to the action (including media relations, conferences, seminars, information material, such as brochures, leaflets, posters, presentations, etc., in electronic form, via traditional or social media, etc.), dissemination activities and any infrastructure, equipment, vehicles, supplies or major result funded by the grant must acknowledge the EU support and display the European flag (emblem) and funding statement (translated into local languages, where appropriate):

The emblem must remain distinct and separate and cannot be modified by adding other visual marks, brands, or text. Apart from the emblem, no other visual identity or logo may be used to highlight the EU support. When displayed in association with other logos (e.g. of beneficiaries or sponsors), the emblem must be displayed at least as prominently and visibly as the other logos.

For the purposes of their obligations under the Una.Futura project, the beneficiaries may use the emblem without first obtaining approval from the granting authority. This does not, however, give them the right to exclusive use. Moreover, they may not appropriate the emblem or any similar trademark or logo, either by registration or by any other means.

All outputs published to external channels including (but not limited to) the Una Europa website, university partner websites, and external databases and repositories also include a disclaimer exempting the European Commission from responsibility for any content published by Una Europa.

It is acknowledged that associated partners Universität Zürich and Edinburgh University are not in receipt of EU Funding.

Appendix
i.   Communications & Dissemination Brief

Brief	Version x	Author	Date

Output	
Lead contact and Work Package	
Date	

Background

Provide a brief summary of the project and any key points of context.

Objectives

What are the main objectives of this activity?
• To...
• **What are your measures of success?** How will you know the activity has achieved its objectives?
• X • Y • Z

Audiences

Who are your target audiences? Who do you want to know about this activity? If there are multiple audiences, please prioritise them under primary and secondary audiences. Please consider both internal audiences (within the Una Europa ecosystem) and external audiences (beyond the Una Europa ecosystem e.g., other alliances, policy makers).
Primary audiences • X

- Y
- Z

Secondary audiences

- X
- Y
- Z

Messaging

What are the key messages you want to communicate about this activity?
- X - Y - Z
What is useful or interesting about this project for your target audiences? Please segment by audience.
- X - Y - Z

Timeline

What timeline are you working to? Please specify any deadlines or key project milestones.
-

ii.   Recommended Further Reading

1. European Commission, Directorate-General for Education, Youth, Sport, and Culture, Strano, A., Mariani, J., Alhoud, A.et al. (2022) How to communicate your project – A step-by-step guide on communicating projects and their results. Publications Office of the European Union. https://data.europa.eu/doi/10.2766/328508

2. Una Europa, Karjalainen M (2022) Engaging with Diversity in European Universities. https://una-europa.imgix.net/documents/Engaging-with-Diversity-in-European-Universities-final.pdf

3. Council of the European Union, Inclusive communication in the GSC –, Publications Office, 2021, https://data.europa.eu/doi/10.2860/09975

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