

## European Space University for Earth and Humanity

*UNIVERSEH is an alliance of five European universities established to develop a new way of collaboration in the field of Space, within the "European Universities" initiative.*

*The alliance aims to create new higher education interactive experiences for the university community, teachers and students, and for the benefit of society as a whole. Such initiatives will enable broadminded, informed and conscientious European citizens to capture and create new knowledge and become smart actors of European innovation, valorisation and societal dissemination within the Space sector, from science, engineering, liberal arts to culture.*

Grant agreement number: 101004066

Funding Scheme: Erasmus+ / European Universities

### D5.12: Monitoring report on the development of cooperation between the Alliance and external stakeholders

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Due date of deliverable: 11/2022  
Actual Submission date: 27/02/2023

Start date of the project: 01/11/2020

Duration: 36 months

Organisation responsible for this deliverable: University of Luxembourg

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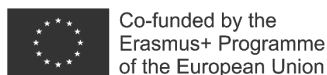
## Introduction

At the application stage, the UNIVERSEH project was supported by more than 60 stakeholders: businesses, agencies, local and regional stakeholders...

The challenge in the implementation stage was to keep our stakeholders engaged, directly in the activities of the project, as well as more strategically through the continuous functioning of the Advisory Board in 2022.

UNIVERSEH contributed to various events to showcase its outputs and plans in different countries.

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## GOVERNANCE

### Advisory Board

The advisory board is now complete and has the following composition:

#### **Agata Kołodziejczyk, President of the Advisory Board**

Director of Scientific Projects  
Analog Astronaut Training Center

#### **Michel Bosco**

Member of the Board at RHEA Group  
President at RHEA Groupe France SAS & RHEA Cybersécurité France SAS

#### **Denis Bousquet**

Global Chief Technical Officer  
AXA XL

#### **Ferdinand Kayser**

Strategic Advisor to the CEO  
SES Satellites

#### **Géraldine Naja**

Director, Commercialisation, Industry and Procurement  
European Space Agency – ESA

#### **Tomasz Kozlowski**

Mandate and Product Development at European Investment Fund  
European Investment Fund

#### **Kevin Ramirez**

Space/Earth Observation Manager  
Climate-KIC

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**Alexandre Tisserant**  
Chief Executive Officer (CEO)  
Kinéis

**Philippe Trillat**  
VP Head of Avionics Systems  
Airbus Defence and Space

**Mathias Van Den Bossche**  
Director, research, development and product policy  
Thales Alenia Space

**Emil Vinterhav**  
Chief Executive Officer (CEO)  
PASQ AB

**Christophe Grudler**  
Member of the European Parliament  
Committee on Industry, Research and Energy  
Delegation for Northern cooperation and for relations with Switzerland and Norway and to the EU-Iceland Joint Parliamentary Committee and the European Economic Area (EEA) Joint Parliamentary Committee

**Rolf-Dieter Fischer**  
Head of DLR Technology Marketing  
Deutsches Zentrum für Luft- und Raumfahrt (DLR)

We believe that the current composition of the Advisory Board is a unique combination of experienced persons, capable considering its wide range of expertise and already acquired extensive contacts with the space industry and European Space Institutes. This will allow us to rapidly adapt to propose the most relevant courses and student experiences to cover European needs in the Space domain. Interactions are maintained with the members of the

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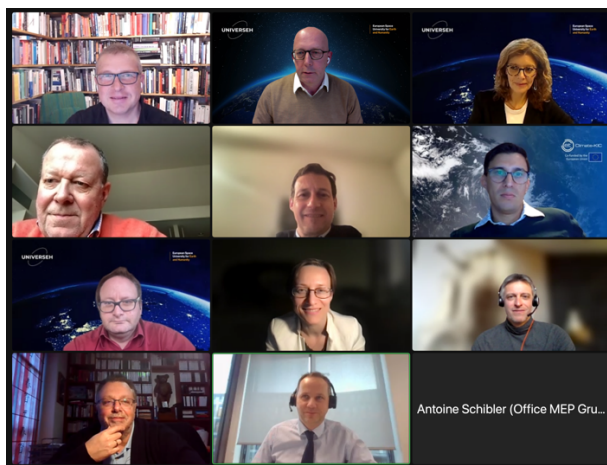




Advisory Board on specific topic at *ad hoc* moments. For example, off-the-record exchanges have been intense on the question of “Space & defence” with members from industrial companies.

### Advisory board Meetings

Online Ordinary meeting (online): 04 March 2022 from 16:00 to 17:30 (agenda & minutes attached)



Krakow Alliance meeting (hybrid): 31<sup>st</sup> May 2022

- Ordinary Meeting, from 8:30 to 10:00 in Krakow (agenda & minutes attached)
- Strategic Meeting, from 10:30 to 12:00 in Krakow (agenda & minutes attached)
- Advisory Board & Governing Board – joint session from 12:30 to 13:00 in Krakow (agenda & minutes attached)

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## INTERACTION WITH STAKEHOLDERS

### The Universities for the Future of Europe Forum

The Universities for the Future of Europe Forum took place remotely 26 January 2022, within the French Presidency of the Council of the European Union. This forum provided an opportunity to discuss the role of European universities in the construction of the future of Europe. This event is meant at being an incubator of new proposals for the universities of tomorrow. Emmanuel Zenou, UNIVERSEH European University coordinator, moderated one of the roundtables of the session 2 «Recovery and Universities of Europe» on the topic of “Green and Digital Transition for UNIVERSEH”.



### NewSpace Ventures Talks

UNIVERSEH supported and participated in the NewSpace Ventures Talks on 28 April in Luxembourg. This edition was co-organised by SNT – Interdisciplinary Centre for Security, Reliability and Trust, Technoport SA and InTech, hosted by Spuerkeess (Luxembourg): <https://universeh.eu/events/newspace-ventures-talks/>.

The event was a meeting point for professionals in Finance, Legal, Business, Engineering, Arts & Humanities, Healthcare, with an interest in commercial space ventures in terms of technological research, business investigations, and networking opportunities. During this event, Eric Tschirhart gave a presentation entitled “UNIVERSEH: New Space education and experiential learning”. The NewSpace Ventures Talks are a series of in-person events in

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Düsseldorf

Luxembourg aimed at gathering professionals interested in discovering the current developments of the commercial space sector and exchanging on the related opportunities.

The live stream is available here: <https://www.youtube.com/watch?v=vaD-w54B5xw&feature=youtu.be>

### **Fascination Space – Talks about space science**

The UNIVERSEH team from Heinrich Heine University Düsseldorf participated in the European University Week of the DAAD (German Exchange Service) from 9 to 13 May 2022. Heinrich Heine University Düsseldorf hosted a “space day” in cooperation with the CEDUS (Center for Entrepreneurship Düsseldorf) and their Campus of Ideas featuring a range of events on 11 May. The event was reported here: <https://universeh.eu/events/fascination-space-talks-about-space-science/>.

### **Astronaut visit in Luxembourg**

In the framework of ‘UNIVERSEH European University’ student activities, University of Luxembourg organised a visit of a Romanian cosmonaut Dumitru Dorin Prunariu on Friday 13 May 2022. On 14 May 1981 Dorin Prunariu flew in space aboard the Soyuz 40 spacecraft and the Salyut 6 space laboratory and stayed eight days on Salyut 6 space station. Mr Prunariu gave a presentation on his experience and on the future space programmes focused on the Moon. Students had the opportunity to interact directly with the astronaut. The event is reported here: <https://universeh.eu/events/astronaut-visit-in-luxembourg/>.

### **Unicareers 2022 edition in Luxembourg**

*Cit.:* “The Unicareers fair is the official career fair of the University of Luxembourg, organised in collaboration with your job board Moovijob.com that allows you to meet the main Luxembourg companies in one day! This fair is open to everyone (regardless of the participant's university, country, or course of studies) and is dedicated to students looking for

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an internship, a first job, PhD & Postdoc candidates looking for an R&D collaboration, as well as experienced profiles with up to five years of professional experience.”

Training opportunities are unique at such a level of commitment and support letters clearly delineate the formal interest of the contacted companies to our integrative teaching and learning curricula. We are convinced that such internships are key to nurture collaboration between the members of the Alliance and companies that operate in the space sector, in helping them describing tomorrow’s jobs and training the youngest for. It is also envisioned to install a UNIVERSEH-led “space” booth at a major career fair such as [Unicareers.lu](http://Unicareers.lu), by inviting space corporations to publish and present their open positions. The full report from our partner in this event is available [here](#).

Historically, Unicareers is organised in Luxembourg since 2014 with 4000+ students when physical. The 2022 edition was organized at Luxembourg Kirchberg ‘LuxExpo The Box’ on Friday 29 September 2022. All public aspects of Unicareers are described on this [page](#). Figures for 2022 are the following:

## Statistics

Great diversity of candidates

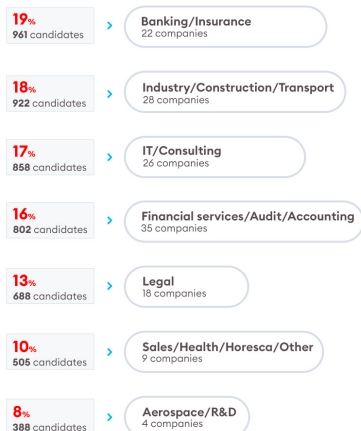
### Participants

**5,124** registered candidates  
including **4,502** invited candidates

### Country of residence



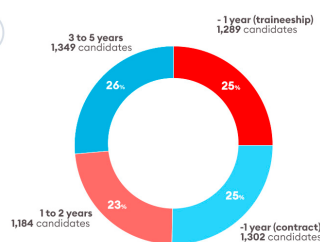
### Business sectors



### Education level



### Level of experience



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Interviews of students with space companies were confidential. A model will be developed to ensure monitoring of the interaction between attendees and companies for the next edition, pending the agreement of our partner MOOVIJOB.

UNIVERSEH booth 44 was located just next to our partners **SES Satellites** and **Thales Alenia Space**. During the fair, a lot of students had the chance to hear about UNIVERSEH opportunities and its 16 new courses related to the topic of space and new space offered by the UNIVERSEH partner universities.



*UNIVERSEH booth*

## UNIVERSEH at the International Astronautical Congress (IAC 2022)

The International Astronautical Congress 2022 took place from September 18 to 22 2022, at the Paris Convention Centre, France. The IAC is a major meeting place for global space actors. The event attracts more than 6,000 participants each year. This year's IAC theme 'Space for @ll' covered all space sectors offering everyone the latest space information and developments in academia and industry, as well as great opportunities for networking and forging new contacts and potential partnerships. UNIVERSEH representatives had the opportunity to meet in person with some of our international partners and UNIVERSEH

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Heinrich Heine  
Universität  
Düsseldorf



students. Moreover, UNIVERSEH organised a coffee meeting for UNIVERSEH stakeholders to present our achievements and future.



*Meeting with stakeholders at Paris IAC 2022*

### **Asteroid Day 2022 in Luxembourg**

The big comeback of in-person Asteroid Day LIVE finally happened after a long 2-year hiatus. More than 40 experts, astronauts and scientists flew from all over the world to the Broadcasting Centre Europe's state of the art studio in Luxembourg to bring a 4-hour program packed with one sensational topic: asteroids. UNIVERSEH was associated to the event.



*Danica Remy, Asteroid Day Co-Founder, President and Chief Executive of B612 Foundation and Eric Tschirhart, Special Advisor to the Rector at UNIVERSEH European University.*

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The [Asteroid Foundation](#) is now an official partner of UNIVERSEH.

## 11<sup>th</sup> International SES Workshop: Towards Space Sustainability

UNIVERSEH was welcomed by one of its major stakeholders, SES. This international workshop took place on Thursday, 20 October 2022 from 10:00 am - 06:00 pm, at SES – Head Office Château de Betzdorf, Betzdorf, Luxembourg.

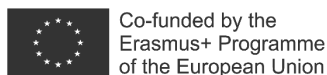
*Abstract: Few contest that sustainability is the challenge of our times. For future generations to continue to benefit from space activities we need dedicated rules to ensure their sustainable conduct. In 2019, the United Nations Committee on the Peaceful Uses of Outer Space enacted the “Long Term Sustainability Guidelines for Outer Space Affairs”, a foundational document guiding the development and implementation of sustainable practices for space activities. During this 11<sup>th</sup> International SES Workshop, we shall discuss the Life Cycle Assessments (LCA), the Space Situational Awareness (SSA), and Space Traffic Management (STM) under the aspect of their regulatory implications.*

Full information is available here: <https://universeh.eu/events/11th-international-ses-workshop-towards-space-sustainability/>

Professional and students were present for the workshop.



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Nota Bene: Annexes follow

Version: final

### Dissemination level

<b>PU</b>	Public	X
<b>CO</b>	Confidential, only for members of the consortium	

### Document History

Version	Date	Author	Partner	Summary of main changes
<b>1.0</b>	27/02/2022	Eric Tschirhart	Uni.lu	-

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## Advisory Board Meeting

### AGENDA


**Friday, 4 March 2022 from 16:00 to 17:30**  
by video conference **via Zoom** (connection details below)

Under the Chairmanship of UNIVERSEH & Beyond UNIVERSEH project coordinators:

1. Welcome and introduction
2. Brief update on UNIVERSEH and Beyond UNIVERSEH
3. Why an advisory board?
  - Objectives
  - Activities
  - Functioning
  - Members' perspective
4.  General obligation of confidentiality (NDA)
5. Election of a Chairperson

Under the Chairmanship of the new elected Chair:

6. Election of a Secretary General
7. Next meeting (in Krakow?)
8. AOB

 Item with document



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Beyond UNIVERSEH has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 101035795.

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### Connection details to access the video conference

Meeting link:

<https://zoom.us/j/93085214861?pwd=b3F2bFBFQzJpTE9JdkVYYng0bUdQdz09>

Meeting ID: 930 8521 4861

Password: 651029



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# UNIVERSEH

European Space University for Earth and Humanity

ADVISORY BOARD Meeting  
March 4<sup>th</sup>, 2022





# 01 | Welcome and introduction

# Welcome and Introduction

## The project people



**Emmanuel Zenou**

**Université Fédérale de Toulouse Midi-Pyrénées**

Deputy Director for International Affairs ISAE-SUPAERO

UNIVERSEH Coordinator, Steering Committee member

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**Hélène Gentils**

**Université Fédérale de Toulouse Midi-Pyrénées**

UNIVERSEH Project Manager

[helene.gentils@univ-toulouse.fr](mailto:helene.gentils@univ-toulouse.fr)



**Eric Tschirhart**

**University of Luxembourg**

Special Advisor to the rector – UniGR & UNIVERSEH

Steering Committee member

[eric.tschirhart@uni.lu](mailto:eric.tschirhart@uni.lu)



**Nathalie Klopfenstein**

**University of Luxembourg**

UNIVERSEH & UniGR Project Officer

University Council Administrator

[nathalie.klopfenstein@uni.lu](mailto:nathalie.klopfenstein@uni.lu)

# Welcome and Introduction

## Advisory Board members



**Michel Bosco**

**RHEA Group**

Member of the Board, RHEA Group

President at RHEA Groupe France SAS &  
RHEA Cybersécurité France SAS



**Christophe Grudler**

**European Parliament**

Member of the European Parliament



**Agata Kołodziejczyk**

**Analog Astronaut Training Center**

Director of Scientific Projects



**Denis Bousquet**

**AXAXL**

Global Chief Technical Officer



**Ferdinand Kayser**

**SES Satellites**

Strategic Advisor to the CEO



**Tomasz Kozlowski**

**European Investment Fund – EIF**

Certified Investment Fund Director  
Fund Governance | Alternative Investments  
Innovation Finance | Business Development

# Welcome and Introduction

## Advisory Board members



**Géraldine Naja**

**European Space Agency – ESA**

Director, Commercialisation, Industry and Procurement



**Alexandre Tisserant**

**Kinéis**

Chief Executive Officer (CEO)



**Mathias Van Den Bossche**

**Thales Alenia Space**

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Space/Earth Observation Manager



**Philippe Trillat**

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VP Head of Avionics Systems



**Emil Vinterhav**

**PASQ AB**

Chief Executive Officer (CEO)



02

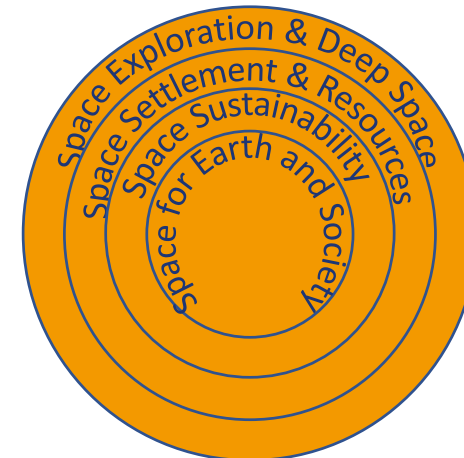
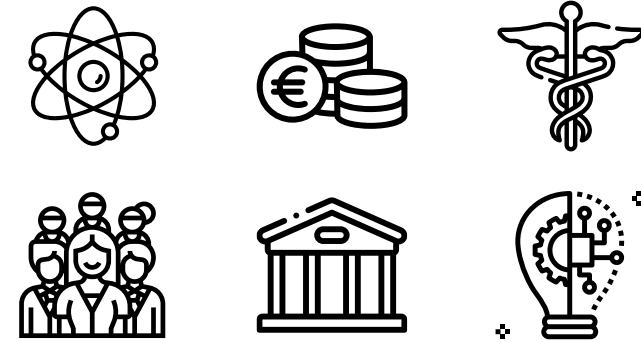
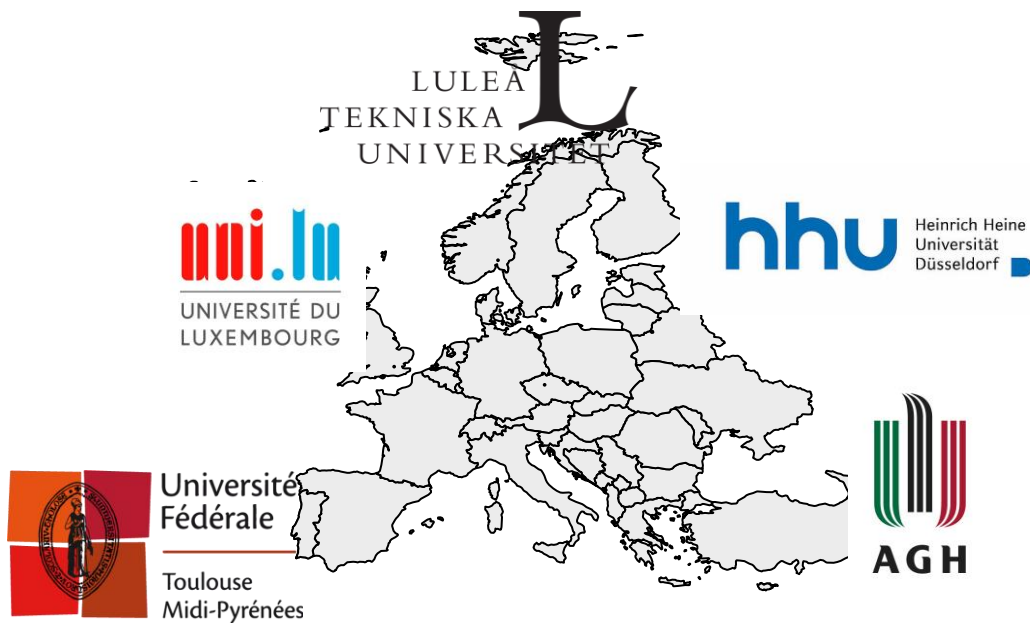
## Brief update

UNIVERSEH and Beyond UNIVERSEH



# UNIVERSEH, a European Project...

A comprehensive University in the space sector,  
Education & Research



# UNIVERSEH & Beyond UNIVERSEH

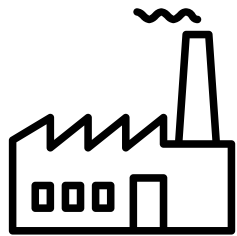
## Timeline



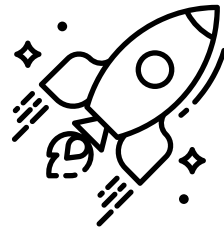
<b>Nov. 2020</b>	Start of the UNIVERSEH project
<b>Dec. 14<sup>th</sup> &amp; 15<sup>th</sup> 2020</b>	Kick-Off Meeting of UNIVERSEH
<b>Oct. 4<sup>th</sup>, 2021</b>	Kick-Off Meeting of Beyond UNIVERSEH
<b>2020 – 2023</b>	Launch of the UNIVERSEH Programmes in partnership with all academic, institutional, associative, political, social, cultural, economic and industrial stakeholders
<b>2023 – 2027</b>	Second phase of the UNIVERSEH Project
<b>2027</b>	A comprehensive University in Teaching & Learning, Research & Innovation

# Stakeholders...

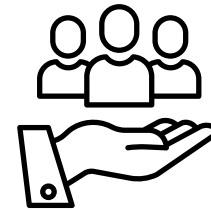
In 5 countries, and more !



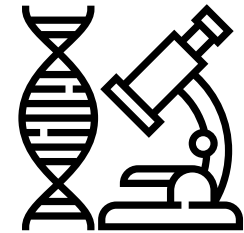
Industrials



Space  
Agencies



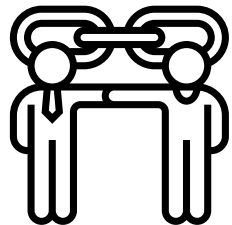
Public  
Authorities



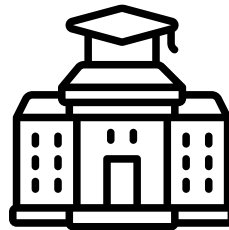
Labs



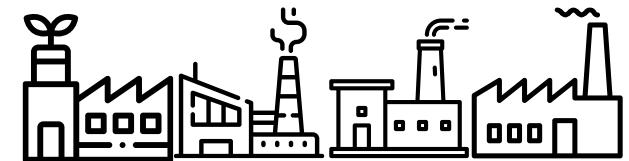
Students



Associations



Academics



SMEs

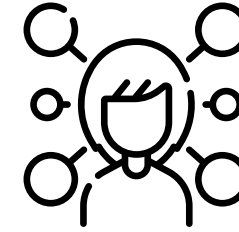


# UNIVERSEH & Beyond UNIVERSEH

## Education

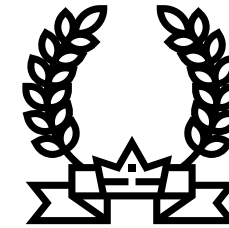


Summer /  
Winter schools

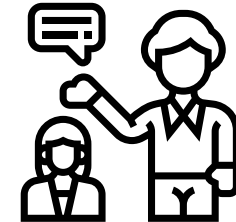


Future skills &  
competencies

- WP1: General Management & Coordination
- WP2: Mobility & Multilingualism
- WP3: Interdisciplinary & Cross-Sectorial Curricula
- WP4: Innovative Pedagogical Models
- WP5: Entrepreneurship & Innovation
- WP6: Equity, Inclusion & Diversity
- WP7: Sustainability & Dissemination



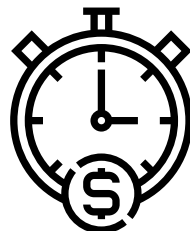
Hackathons



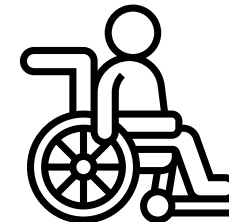
Mentoring



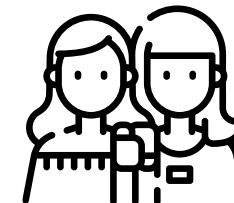
Cooperation



Sustainability



Students with  
specific needs



Women in  
Space

# UNIVERSEH & Beyond UNIVERSEH

Research



# UNIVERSEH & Beyond UNIVERSEH

Main achievements **2021**



## Courses and innovative pedagogical models:

- **Existing** courses: mapping related to space
- **First conclusions on the survey for** future space-related activities
- **12 new courses:** validated by the academic council

## Mobility & Multilingualism:

- **Mobility platform (MOPLAT)** for student and staff
- **Arctic Winter School**, 50 students in Kiruna (Sweden) - **postponed**
- **Multilateral Inter-Institutional Agreement (MIIA):** staff and students exchange

## Equity, Diversity & Inclusion

- Student conferences on **diversity** and **inclusion** in the Space, Toulouse (France)

# UNIVERSEH & Beyond UNIVERSEH

Main achievements **2021**



## Entrepreneurship & Innovation:

- **Existing** courses mapping, new courses design launched
- **Startech** programme (F): Earth observation data-driven apps
- **SpaceHack2021** (L): “**design the future lunar settlement foundations**”
- Connection with the **Stakeholders**

## Dissemination:

- **UNIVERSEH website**, communication collateral (flyers...)
- **Videos**: promotional video and inaugural conference of Oct. 2021
- **Asteroid Foundation (L)**: promote worldwide awareness on asteroids, and the emerging space economy



# UNIVERSEH & Beyond UNIVERSEH

Key actions for 2022



## Courses and innovative pedagogical models:

- Shared **Learning Management System** (Moodle)
- Roll-out of UNIVERSEH's educational and research programme, incl. virtual classroom

## Mobility & Multilingualism:

- **May 2022: Summer school** on Space Resources and Mining in **Krakow (Poland)** – with 50 students
- **May 2022: Next student conference** in Krakow
- First version of the **Dictionary of Space Concepts**

## Entrepreneurship & Innovation:

- Finalization of the plan for a full curriculum in Entrepreneurship & Innovation on Space field

## 2035 Space Research Roadmap:

- Mapping of Space Technology oriented use cases/pilots and end-user driven needs

# UNIVERSEH & Beyond UNIVERSEH

## Main challenges



### 1) Alliance enlargement: conditions

- **Two new** partners: Cyprus, Greece, Italy, Malta, Portugal, Spain, Turkey
- **Strong activity** in the space sector
- **Humanities** and **Social Science** activities

### 2) Legal entity for UNIVERSEH

- European Grouping of Territorial Cooperation - EGTC: contractualisation

### 3) Second phase of the project (2023-2027)

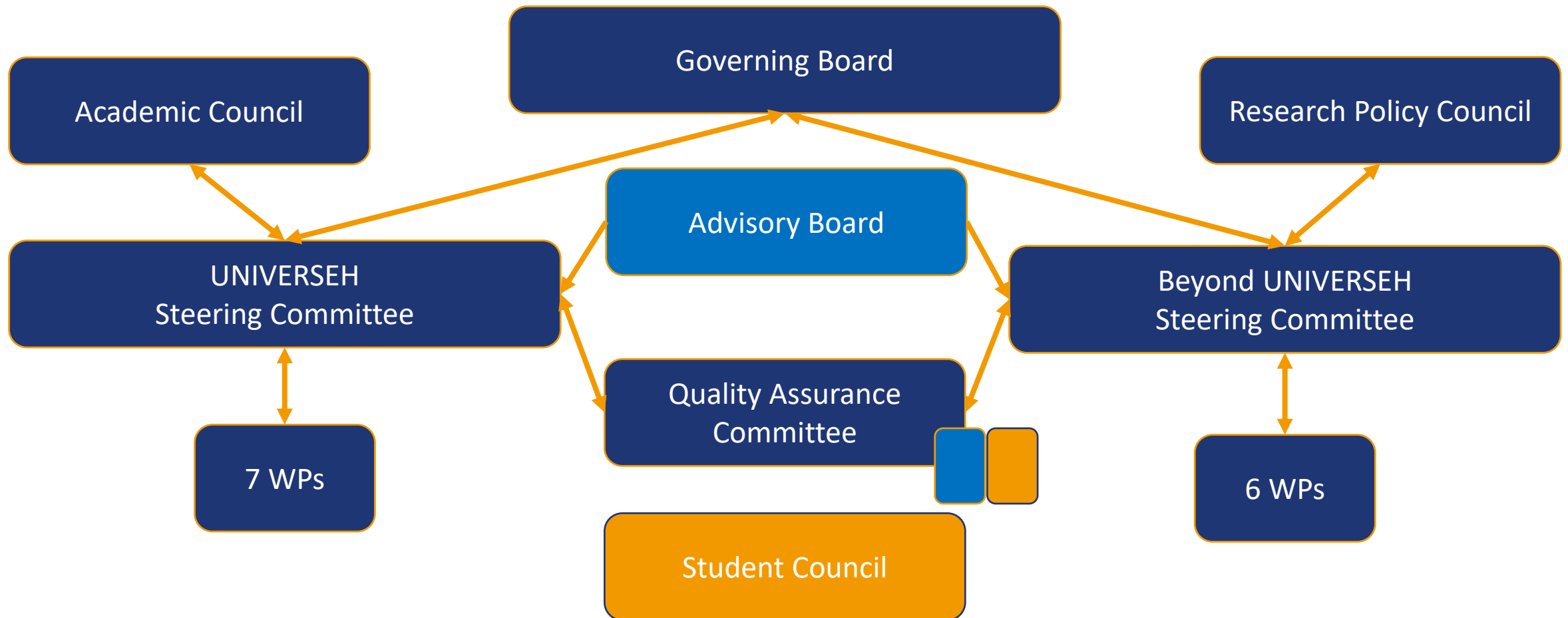
- **New Erasmus+ call** in November 2022 for post 2023 funding
- **Objective:** further deepen, intensify and expand UNIVERSEH towards a fully fledged 'European University'

# 03

## Why an Advisory Board?

Objectives-Activities-Functioning-  
Members' perspective

# The governance



# Stakeholders

## Stakeholders' Committee & Advisory Board



“ In addition of the governing bodies, an ***Advisory Board*** is established to **coordinate stakeholders’ involvement** in the project ”:

The ***Stakeholders Committee*** regroups **all interested stakeholders** in the UNIVERSEH project at **local, regional, national** and **European scales**. All societal sectors are concerned: economic, industrial, social, cultural, political, associative, educational sectors...

The ***Advisory Board*** is a **representative subgroup** of the advisory committee. It reflects, as much as possible, a good geographical distribution and a distribution of different types of stakeholders.



# Stakeholders Committee

## Role



- **Entails** in the project, through participation to the project's work-packages and activities
- **Helps** the Alliance with new partners, new stakeholders...
- **Support student engagement** (traineeship, internship, mentoring, networking)
- **Collect and consolidate ideas** for the maturation of UNIVERSEH for 2023-2027

# Advisory Board

## Composition

- Christophe Grudler, **European Parliament**
- Géraldine Naja, **European Space Agency**
- Tomasz Kozłowski, **European Investment Fund**
- Kevin Ramirez, **EIT Climate-KIC**
- Mathias Van Den Bossche, **Thales-Alenia-Space**
- Philippe Trillat, **Airbus Defence & Space**
- Denis Bousquet, **AXA XL**
- Ferdinand Kayser, **SES Satellites**
- Agata Kołodziejczyk, **Analog Astronaut Training Center**
- Alexandre Tisserant, **Kinéïs**
- Michel Bosco, **RHEA Group**
- Emil Vinterhav, **Pasq Space**



# Advisory Board

## Your role



- **Represent** the Stakeholders' Committee
- **Advise** the Governing Board **on objectives, strategies and means** for 2023-2027
- **Assist** the construction of **the project of tomorrow**
- **Act as an Ambassador** of the Project



# Advisory Board

## Objectives



- **Facilitate** the **implementation** of the project
- **Support** the UNIVERSEH projects through **proposals** and **inputs** from the Stakeholders' Committee
- **Maximise** the **impact** of its results, **liaise** with relevant stakeholders and **engage** them in project activities
- **Catalyse** the **sustainability** of the UNIVERSEH project

# Advisory Board

Functioning (discussion)



- Meetings at least twice a year. One annual meeting with the Governing Board.
- Administrative support (N. Klopfenstein)

## Open questions

- Internal meetings (with Steering Committee representatives?)
- Role of the Chairperson (mandate, etc.)
- Role of the Secretary General
- Evolution of the Advisory Board

# Advisory Board

Members' perspective (discussion)




- **Alliance enlargement:** position and support from the Board?
- The **project for 2023-2027:** how to work together?
- Connection with **stakeholders?**

# 04 | General condition of confidentiality

# Confidentiality Agreement



- **EU obligation:** grant agreement
- Any amendments?



### CONFIDENTIALITY AGREEMENT

I hereby acknowledge that as an Advisory Board Member for UNIVERSEH – the European Space University for Earth and Humanity, I shall have access to confidential information concerning the projects UNIVERSEH and Beyond UNIVERSEH, including but not limited to board discussions and initiatives, information on UNIVERSEH and Beyond UNIVERSEH community, teachers, students, employees, donors, and contract, legal, financial, and other proprietary information about the projects.

I agree that I will not at any time — during my tenure on the Board or in the four years following that tenure — divulge any duly marked confidential information, nor transfer any such confidential information to any third party, nor use any such confidential information for my own purpose or for any purpose other than in connection with my authorised role as an Advisory Board Member of UNIVERSEH, unless such disclosure shall have been approved in writing in advance by UNIVERSEH Alliance representative.

I understand that for purposes of this agreement, “confidential information” shall not include information that I can establish was (i) in my possession as of this date, or (ii) was generally available to the public at the time of the disclosure.

I agree that upon completion of my participation as an Advisory Board Member of UNIVERSEH I will return to the UNIVERSEH Alliance representative all confidential information on the organisation in my possession or under my control.

\_\_\_\_\_


Advisory Board Member Name

\_\_\_\_\_


Advisory Board Member Signature                      Date

\_\_\_\_\_

UNIVERSEH Alliance representative                      Date








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# 05

## Election of a Chairperson

# 06

## Election of a Secretary General

07

Next meeting

In Krakow?



# Next meeting

In Krakow?



- Governance **meetings** foreseen **in Krakow** from May 30<sup>th</sup> to the June 3<sup>rd</sup>, 2022:
  - official meetings **on May 30<sup>th</sup> and 31<sup>st</sup>**
  - optional WP meetings later in the week
- Opportunity for the Advisory Board to meet:
  - in-person
  - with the Governing Board (Presidents & Rectors)
  - with the Steering Committee



# THANK YOU



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## Advisory Board Meeting

### MINUTES

4 March 2022, 16:00 to 17:30 (videoconference)

#### Attendees

**Michel Bosco** (RHEA Group), **Denis Bousquet** (AXA XL), **Christophe Grudler** (European Parliament), **Ferdinand Kayser** (SES Satellites), **Agata Kołodziejczyk** (Analog Astronaut Training Center), **Tomasz Kozłowski** (European Investment Fund), **Kevin Ramirez** (European Institute of Innovation & Technology Climate-KIC), **Eric Tschirhart** (University of Luxembourg), **Philippe Trillat** (Airbus Space & Defence), **Emil Vinterhav** (Pasq Space), **Emmanuel Zenou** (UFTMiP / ISAE-SUPAERO).

**Alvina Ammoun** (European Parliament), **Antoine Schibler** (European Parliament)

#### Excused

**Géraldine Naja** (European Space Agency), **Alexandre Tisserant** (Kinéis/Club Galaxie), **Mathias Van Den Bossche** (Thales-Alenia-Space).

#### Minutes

**Nathalie Klopfenstein** (University of Luxembourg)

#### Discussions/Decisions

##### 1. Welcome and Introduction

The composition of the board can be consulted on [UNIVERSEH website/Governance/Advisory Board](#), with the members' information received so far.



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## 2. Brief update on UNIVERSEH and Beyond UNIVERSEH

### What is UNIVERSEH?

UNIVERSEH is an alliance of five European Universities including Université Fédérale Toulouse Midi-Pyrénées (France), University of Luxembourg (Luxembourg), Lulea University of Technology (Sweden), Heinrich-Heine-Universität Düsseldorf (Germany) and AGH University of Science and Technology (Poland).

Created in 2020 as part of the European Commission's "European Universities" initiative, and co-funded by Erasmus+, UNIVERSEH's purpose is to provide comprehensive higher education programmes in space technology, data and science and to develop new ways of European collaboration in the field of Space.

### UNIVERSEH objective

UNIVERSEH goal is to offer interdisciplinary study programmes across four pillars: Space for societal challenges, space sustainability, space exploration, space resources and settlement, in a range of key areas, such as: Science, Engineering, Economy, Social and Human Sciences, Entrepreneurship & Innovation, Medicine and Culture.

UNIVERSEH four main objectives are to:

- develop **new innovative approaches** to shape teaching and learning experience,
- become an **entrepreneurial university**,
- facilitate **mobility and multilingualism**,
- promote **inclusion and diversity**.

### Beyond UNIVERSEH

"Beyond UNIVERSEH", co-funded by the Horizon 2020 "Science with and for Society (SwafS) programme of the European Commission complements and supports the Research and Innovation dimension of UNIVERSEH.

Its ambition is to:

- develop and propose a **research policy roadmap for 2035 and a vision for 2050 within the space sector**,
- create a **shared and collaborative virtual single lab and a research community**, spearheading **new collaborative and interdisciplinary methodologies**, to further enhance Space research and innovation outputs.

### Stakeholders

A wide range of partners joined UNIVERSEH in this endeavour, such as students' associations, space agencies, industrial and private partners as well as public bodies.

### Timeline

**Nov. 2020:** Official launch of UNIVERSEH (Teaching) for 3 years

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**Sept. 2021:** Official launch of Beyond UNIVERSEH (Research) for 3 years  
**2023:** Activation of the UNIVERSEH teaching and learning programmes  
**2023-2027:** Second phase of UNIVERSEH project  
**2027:** Comprehensive University in Teaching & Learning, Research & Innovation

### Main Achievements in 2021

#### *Courses and innovative pedagogical models:*

- Mapping of existing courses related to Space
- **12 new courses** created and validated by the Academic Council
- First conclusions on the **stakeholder questionnaires** identifying key competences to be acquired by students in **future space-related activities**

#### *Mobility & Multilingualism:*

- Creation of a [mobility platform \(MOPLAT\) for students and staff](#)
- Arctic Winter School, 50 students in Kiruna (Sweden) - **postponed**
- Signature of a multilateral Inter-Institutional Agreement (MIIA) for staff and student exchange within the consortium

#### *Equity, Diversity & Inclusion:*

- [Organisation of a Students' conference on Diversity and Inclusion in the Space sector, Toulouse \(France\) and additional events at partners universities](#)

#### *Entrepreneurship & Innovation:*

- Existing courses mapping, new courses design launched
- Startech programme (France): Earth observation data-driven apps
- SpaceHack2021 (Luxembourg): "design the future lunar settlement foundations", a 72-hour entrepreneurial journey
- Connection with the Stakeholders
- Establishment of the Advisory Board

#### *Dissemination:*

- UNIVERSEH website, communication collateral (flyers...)
- Videos: promotional video and inaugural conference of Oct. 2021
- Asteroid Foundation (Luxembourg): promote worldwide awareness on asteroids, and the emerging space economy

### Key actions for 2022

#### *Courses and innovative pedagogical models:*

- Shared Learning Management System (Moodle)
- Roll-out of UNIVERSEH's educational and research programme, incl. virtual classroom

#### *Mobility & Multilingualism:*

- May 2022: [Summer school on Space Resources and Mining in Krakow \(Poland\)](#) – with 50 students
- May 2022: [Next students' conference on Diversity and Inclusion in the Space sector, Krakow \(Poland\)](#)
- Launch of [multilingualism programme](#)
- First version of the Dictionary of Space Concepts



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### Entrepreneurship & Innovation:

- Finalization of the plan for a full curriculum in Entrepreneurship & Innovation for Space and New Space

### 2035 Space Research Roadmap:

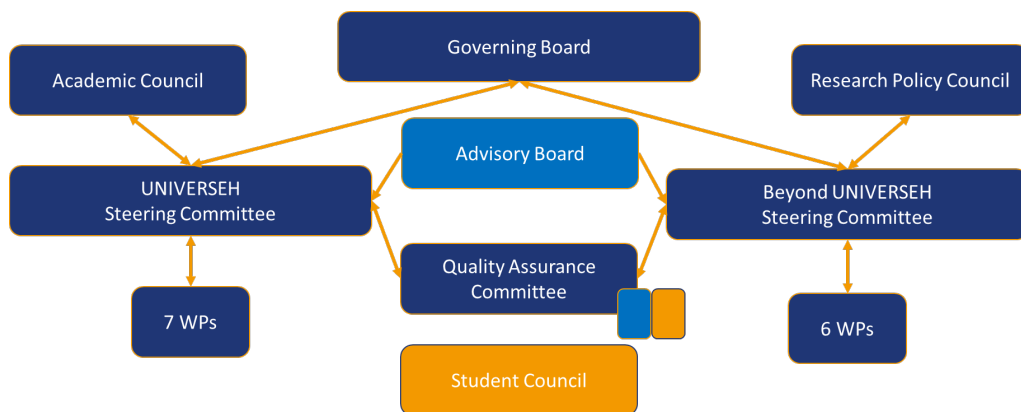
- Mapping of Space Technology oriented use cases/pilots and end-user driven needs

### Future key challenges

- **Alliance enlargement** - conditions:
  - Two new partners
  - At least one from Southern Europe (Cyprus, Greece, Italy, Malta, Portugal, Spain, Turkey)
  - Strong activity in the space sector
  - Humanities and Social Science activities
- **Legal entity for UNIVERSEH**
  - European Grouping of Territorial Cooperation (EGTC): contractualisation possibilities
- **Second phase of UNIVERSEH project (2023-2027)**
  - New Erasmus+ call in November 2022 for post 2023 funding
  - Objective: further deepen, intensify, and expand UNIVERSEH towards a fully-fledged 'European University'

## 3. Why an advisory board?

### UNIVERSEH Governance



The project foresees that “In addition of the governing bodies, an Advisory Board is established to coordinate stakeholders’ involvement in the project”:

- the **Stakeholders Committee** regroups all interested stakeholders in the UNIVERSEH project at local, regional, national, and European scales. All societal sectors are concerned: economic, industrial, social, cultural, political, associative, educational sectors...



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- the **Advisory Board (AB)** is a representative subgroup of the advisory committee. It reflects, as much as possible, a good geographical distribution and a distribution of different types of stakeholders.

The **role of the Stakeholders Committee** shall be to:

- **Entail** in the project, through participation to the project's work-packages and activities
- **Help** the Alliance with new partners, new stakeholders...
- **Support student engagement** (traineeship, internship, mentoring, networking)
- **Collect and consolidate ideas** for the maturation of UNIVERSEH for 2023-2027

The **Advisory Board's role** shall consist in:

- **Representing** the Stakeholders' Committee
- **Advising** the Governing Board **on objectives, strategies and means for 2023-2027**
- **Assisting** the construction of **the project of tomorrow**
- **Acting as an Ambassador** of the Project

Its **objectives** shall be to:

- **Facilitate** the implementation of the project
- **Support** the **UNIVERSEH projects** through proposals and inputs from the Stakeholders' Committee
- **Maximise the impact** of its results, **liaise** with relevant stakeholders and **engage** them in project activities
- **Catalyse** the **sustainability** of the UNIVERSEH project

**Board functioning:**

- The Advisory Board shall **meet at least twice a year**. An annual meeting should also be planned with the Governing Board.
- An **administrator** will be provided to the Board in the person of **Nathalie Klopfenstein** ([nathalie.klopfenstein@uni.lu](mailto:nathalie.klopfenstein@uni.lu)).
- Other aspects of functioning such as meetings with steering committee representatives, the definition of the role of the Chair or the evolution of the Advisory Board might still be considered and discussed.

**Members' perspective** [open discussion on how the members see the advisory board operating and the contributions they hope it can make to UNIVERSEH]

Stakeholders' input is essential to UNIVERSEH at all levels: technological, financial, venture capital solutions, specific areas *i.e.*, innovation, job quality, academic/policy engagement.

More specifically, this engagement could take multiple forms, such as:

- A more operational role in the overall development and/or in the ongoing work of the project by nominating one stakeholders' representative on the existing work packages of interest for his/her company and/or by



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creating specific stakeholder working groups including collaborators from his/her company/institution/organisation.

In this context, input would be particularly needed for the second phase of UNIVERSEH (2023-2027) to help guide future actions and missions.

- A further role of the Advisory Board would be to assist UNIVERSEH in approaching Higher Education Institutions in the South of Europe in order to catalyse the alliance enlargement prerequisite for the second part of the project.

Considering that stakeholders might impact UNIVERSEH development in different ways, members agree that UNIVERSEH needs should be expressed in a document to allocate a clear task to the Advisory Board; this will allow members to mobilise on the different priorities. The role of the Board may evolve over time and according to the needs of the alliance.

- ➔ UNIVERSEH to send the call for expression of interest to join the Alliance (consortium enlargement).
- ➔ UNIVERSEH & Advisory Board Chair to propose an organisational scheme to ensure collection and selection of priorities and tasks
- ➔ UNIVERSEH & Advisory Board Chair to prepare a document on identified priorities and tasks for the Advisory Board to work on.

#### 4. General obligation of confidentiality (NDA)

The terms of the grant agreement signed between the European Commission and UNIVERSEH alliance provide for a non-disclosure agreement to be signed between all parties and each member of the Advisory Board.

The members request that the proposed Confidentiality Agreement, sent in preparation of the present meeting, be amended as follows:

- The Advisory Board members should be clearly identified as a representative of his/her company/institution/organisation in UNIVERSEH and not as a member in his/her personal capacity;
- "Confidential information" should be defined as information marked or designated as 'confidential' or otherwise clearly indicated as confidential at the time of disclosure;
- The Board member shall limit the use of and access to UNIVERSEH confidential information to his/her company/institution/organisation's employees who have a need to know and have been notified that such information is Confidential Information to be used solely for the business purpose.

- ➔ UNIVERSEH to send an amended Confidentiality Agreement.



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## 5. Election of a Chairperson

After discussion, the members unanimously agree to appoint **Mrs Agata Kołodziejczyk** as Chair of the Advisory Board for a one-year renewable term.

## 6. Election of a Secretary General

*This item is postponed.*

## 7. Next meeting (in Krakow?)

Meetings are foreseen in Krakow from 30 May to 2 June 2022 with:

- Governance meetings (incl. Advisory Board) on 30 and 31 May;
- Optional WP meetings later in the week

Board members are willing to go to Krakow on this occasion to meet each other for the first time (which will facilitate future interactions at a distance) and to meet the Governing Board (presidents and rectors) as well as, all participants of UNIVERSEH.

➔ UNIVERSEH to send a draft programme as soon as possible.

## 8. AOB

*No items were added.*

### Summary of next steps:

- UNIVERSEH to send the call for expression of interest to join the Alliance (consortium enlargement).
- UNIVERSEH & Advisory Board Chair to propose an organisational scheme to ensure collection and selection of priorities and tasks.
- UNIVERSEH & Advisory Board Chair to prepare a document on identified priorities and tasks for the Advisory Board to work on.
- UNIVERSEH to send an amended Confidentiality Agreement.
- UNIVERSEH to send details on the schedule and programme of the meetings planned in Krakow.



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## Advisory Board

**Venue:** AGH University of Science and Technology  
al. Mickiewicza 30, Krakow - A-0 building





### Agenda

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#### Ordinary Meeting

**Tuesday, 31 May 2022 from 8:30 to 10:00 – Room 106**

**For remote participation:** [Microsoft Teams meeting](#)


- O1.**  Approval of the minutes of the 4 March 2022 meeting
- O2.** Confidentiality agreement – status & signing
- O3.**  Advisory Board Tasks & Priorities: a proposal
- O4.**  Legal entity for UNIVERSEH: status
- O5.**  IAC Paris: UNIVERSEH stand, information, meetings

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#### Strategic Meeting

**Tuesday, 31 May 2022 from 10:30 to 12:00 – Room 106**

**For remote participation:** [Microsoft Teams meeting](#)

- S1.** New call in 2023:
  - a)** Feedback on present project
  - b)** Developments for the future call
  - c)**  Consortium enlargement: list of contacted HEIs and response

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 Item with document



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# UNIVERSEH

European Space University for Earth and Humanity

ADVISORY BOARD Tasks & Priorities  
Krakow, May 31<sup>st</sup>, 2022



# 01 | Context

# Context

## Reminder



- The Advisory Board (AB) is a **representative subgroup** of the Stakeholders Committee (SHC). It reflects, as much as possible, a suitable geographical distribution and a distribution of different types of stakeholders (SH).
- The role of the Stakeholders Committee (SHC) shall be to:
  - Entail in the project**, through participation to the project's work-packages and activities
  - Help** the Alliance with new partners, new stakeholders...
  - Support student engagement** (traineeship, internship, mentoring, networking)
  - Collect and consolidate** ideas for the maturation of UNIVERSEH for 2023-2027



# Context

## Reminder



- The Advisory Board's role shall consist in:
  - Representing** the Stakeholders' Committee
  - Advising the Governing Board** on objectives, strategies and means for 2023-2027
  - Assisting the construction** of the project of tomorrow
  - Acting as an **Ambassador** of the Project
- Its objectives shall be to:
  - Facilitate the implementation of the project
  - Support the UNIVERSEH projects** through proposals and inputs from the Stakeholders' Committee
  - Maximize** the impact of its results, **liaise** with relevant stakeholders, and **engage** them in project activities
  - Catalyze** the sustainability of the UNIVERSEH project

# 02 | Tasks & Priorities



# AB Tasks & Priorities

## Network Tasks 1.1



### [Task 1.1] Role of the Advisory Board as stakeholders' representatives

- **Context:** The AB is a **representative subgroup of the SHC**. What does “representative” mean concretely?
- **Task:** AB will delineate its role as stakeholders' representatives.
- **Target:** Dec. 2022

# AB Tasks & Priorities

## Network Tasks 1.2



### [Task 1.2] Respective roles of stakeholders and academic partners

- **Context:** The corresponding role of stakeholders and UNIVERSEH academic members must be clarified. We aim at a win-win collaboration, where each party is aware of what is expected from the other, what may benefit from the other party, what could be given to the other party.

The AB is a representative subgroup of the SHC and may handle this task for the SHC.

A preliminary work identified mutual benefits from each party (see appendix 1)

- **Task:** AB will describe the relationship between stakeholders and academics partners, precise the respective expectations, and articulate the mutual benefits.
- **Target:** Dec. 2022

# AB Tasks & Priorities

## Political Tasks 1



### [Task 2.1] Renewal of the project

- **Context:** the present UNIVERSEH project is a 3-year project finishing in October 2023. The next step is a 4-year project with a call expected next September. Working groups will be set up to work on this call and the future project, in relation with all stakeholders. The objective is to identify missing major topics, new areas to prospect, new directions of interest. Further, a strategic analysis will identify the point of interest for the future of Europe, of European institutions, and all European stakeholders in the space domain.
- **Task:** AB will organise the participation of representative stakeholders within these working groups.
- **Target:** Dec. 2022

# AB Tasks & Priorities

## Political Tasks 2



### [Task 2.2] Role of the Advisory Board within UNIVERSEH

- **Context:** As the AB is an “advisory” entity, how concretely will the AB advise the project? As the AB is composed of high-level representatives, how can the AB support the project at high level?
- **Task:** AB will define its role and interactions with UNIVERSEH.
- **Target:** Dec. 2022

# AB Tasks & Priorities

## Political Tasks 3



### [Task 2.3] Stakeholders Committee and Advisory Board Enlargement

- **Context:** the SHC is composed of around 70 partners in the 5 countries of the alliance, plus Belgium (Brussels) and Portugal. Still, an equilibrium has not been found between country representation: 50% of stakeholders are from France, very few from Germany. A German representative would also be welcomed to the AB. Further, the AB may be enlarged, especially with the President of [Nereus](#) (Thierry Cotelte) and a representative of [ESRE](#).
- **Task:** AB will promote UNIVERSEH to new stakeholders to become official partners in all countries of the EU. AB will propose a second wave of high-level representatives to participate to the AB.
- **Target:** Dec. 2022

# 03 | Organisational schemes

# Organisational Schemes

## Proposals



- Five tasks are proposed in this document. New ones will probably appear all along the project.
- **Five WGs will be set up** with AB members, stakeholder members, academic members, and potentially external members to fulfil the tasks. The AB President is responsible for proposing the WGs.
- At every AB meeting, **the AB President will propose the list of new potential tasks and associated priorities**. The AB selects the tasks to be adopted. A consensus will be sought but in the event of disagreement, a vote may be held to decide *in fine*.
- **New proposal** should be sent to the UNIVERSEH organisation ([hello@universeh.eu](mailto:hello@universeh.eu)) who will forward to the President.

# 04 | Appendices



# Academics may benefits from Stakeholders

## Appendix 1



- **Internship** positions in companies
- A vision of the **future needs** in term of competences in the space sector (see deliverable 3.2: Identification of future needs for student competences)
- **Financial support** for academic activities (student mobility, new programmes, summer/winter programmes, hackathons, etc.)
- Participation to the UNIVERSEH **project WPs**
- **Building microcontents**: ADN (Aerospace Digital Nuggets) (WP1.3)
- **Stimulate entrepreneurial mindset and creativity** for all members of the universities' communities (WP1.5)
- **Networking and mentoring program** (WP1.5)
- Promotion of **women participation** in the space sector (WP1.5)
- Support **mobility for students with specific needs** / Integration of students from a disadvantaged socio-economic background (WP1.5)
- Programme with public and industrial partners to **sustain UNIVERSEH** (WP1.7)
- Strategies to **induce or upscale cooperation** between academia and the private sector: The Virtual Centre for Space Technologies (WP2.4)

# Stakeholders may benefits from Academics

## Appendix 1



- **Access to a population of students** motivated by the space sectors in all disciplines
- Developing **visibility** among students and academic staff
- Developing access to **high-level expertise**
- UNIVERSEH being a political project, it will benefit of a **strong support from public authorities** (national and European)
- **Influence some decisions** of the project such as future programmes and future competences
- The UNIVERSEH project as **a canal of dissemination** toward legal entities (WP2.6)
- Influence the **2035 Road mapping** with long-term goals, impact and space technology opportunities and the **Vision 2050** for Space Sector (WP2.2)
- Influence the **future WPs** of the renewal of the project

# Mutual benefits

## Appendix 1



- Answering **together** to European calls for projects
- Sharing **research activities** and **platforms** (WP2.3)
- Identification of a **Major programme** (WP2.3)

# THANK YOU



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## Advisory Board Meeting

### MINUTES

4 March 2022, 16:00 to 17:30 (videoconference)

#### Attendees

**Alvina Ammoun** (European Parliament), **Michel Bosco** (RHEA Group), **Denis Bousquet** (AXA XL), **Christophe Grudler** (European Parliament), **Ferdinand Kayser** (SES Satellites), **Nathalie Klopfenstein** (UNI.LU), **Agata Kołodziejczyk** (Analog Astronaut Training Center), **Tomasz Kozłowski** (EIF), **Kevin Ramirez** (EIT Climate-KIC), **Antoine Schibler** (European Parliament), **Philippe Trillat** (Airbus Space & Defence), **Eric Tschirhart** (UNI.LU), **Emil Vinterhav** (Pasq Space), **Emmanuel Zenou** (UT/ISAE SupAero).

#### Excused

**Géraldine Naja** (ESA), **Alexandre Tisserant** (Kinéis/Club Galaxie), **Mathias Van Den Bossche** (Thales-Alenia-Space).

#### Minutes

**Nathalie Klopfenstein** (UNI.LU)

#### Discussions/Decisions

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The composition of the board can be consulted on [UNIVERSEH website/Governance/Advisory Board](#), with the members' information received so far.

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(Luxembourg), Lulea University of Technology (Sweden), Heinrich-Heine-Universität Düsseldorf (Germany) and AGH University of Science and Technology (Poland).

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### UNIVERSEH objectives

UNIVERSEH aims to offer interdisciplinary study programmes across four pillars of activity: Space for societal challenges, space sustainability, space exploration, space resources and settlement, in a range of key areas, such as: Science, Engineering, Economy, Social and Human Sciences, Entrepreneurship and Innovation, Medicine and Culture.

Its main objectives are to:

- develop **new innovative approaches** to shape teaching and learning experience,
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- facilitate **mobility and multilingualism**,
- promote **inclusion and diversity**.

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Its main ambition is to:

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- create **a shared and collaborative virtual single lab and a research community**, spearheading **new collaborative and interdisciplinary methodologies**, to further enhance Space research and innovation outputs.

### Stakeholders

A wide range of partners joined UNIVERSEH in this endeavour, such as students' associations, space agencies, industrial and private partners as well as public bodies.

### Timeline:

**Nov. 2020:** Official launch of UNIVERSEH (Teaching) for 3 years

**Sept. 2021:** Official launch of Beyond UNIVERSEH (Research) for 3 years

**2023:** Activation of the UNIVERSEH teaching and learning programmes

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**2023-2027:** Second phase of UNIVERSEH project

**2027:** Comprehensive University in Teaching & Learning, Research & Innovation

### Main Achievements in 2021

#### *Courses and innovative pedagogical models:*

- Mapping of existing courses related to Space
- **12 new courses** created and validated by the Academic Council;
- First conclusions on the **stakeholder questionnaires** identifying key competences to be acquired by students in **future space-related activities**;

#### *Mobility & Multilingualism:*

- Creation of a [mobility platform \(MOPLAT\) for students and staff](#)
- Arctic Winter School, 50 students in Kiruna (Sweden) - **postponed**
- Signature of a multilateral Inter-Institutional Agreement (MIIA) for staff and student exchange within the consortium

#### *Equity, Diversity & Inclusion:*

- [Organisation of a Students' conference on Diversity and Inclusion in the Space sector, Toulouse \(France\) and additional events at partners universities](#)

#### *Entrepreneurship & Innovation:*

- Existing courses mapping, new courses design launched
- Startech programme (France): Earth observation data-driven apps
- SpaceHack2021 (Luxembourg): "design the future lunar settlement foundations"
- Connection with the Stakeholders

#### *Dissemination:*

- UNIVERSEH website, communication collateral (flyers...)
- Videos: promotional video and inaugural conference of Oct. 2021
- Asteroid Foundation (Luxembourg): promote worldwide awareness on asteroids, and the emerging space economy

### Key actions for 2022

#### *Courses and innovative pedagogical models:*

- Shared Learning Management System (Moodle)
- Roll-out of UNIVERSEH's educational and research programme, incl. virtual classroom

#### *Mobility & Multilingualism:*

- May 2022: [Summer school on Space Resources and Mining in Krakow \(Poland\)](#) – with 50 students
- May 2022: [Next students' conference on Diversity and Inclusion in the Space sector, Krakow \(Poland\)](#)
- Launch of [multilingualism programme](#)
- First version of the Dictionary of Space Concepts

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*Entrepreneurship & Innovation:*

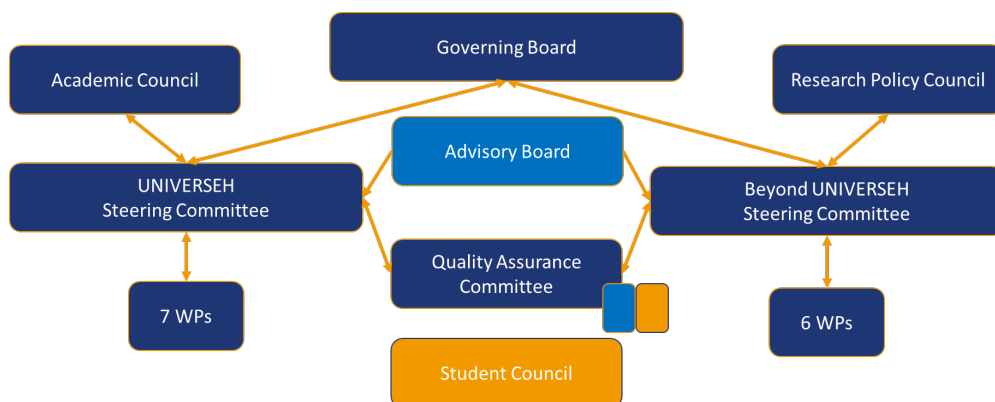
- Finalization of the plan for a full curriculum in Entrepreneurship & Innovation on Space field

*2035 Space Research Roadmap:*

- Mapping of Space Technology oriented use cases/pilots and end-user driven needs

**Future key challenges:**

- **Alliance enlargement** - conditions:
  - Two new partners: Cyprus, Greece, Italy, Malta, Portugal, Spain, Turkey
  - Strong activity in the space sector
  - Humanities and Social Science activities
- **Legal entity for UNIVERSEH**
  - European Grouping of Territorial Cooperation (EGTC): contractualisation
- **Second phase of UNIVERSEH project (2023-2027)**
  - New Erasmus+ call in November 2022 for post 2023 funding
  - Objective: further deepen, intensify and expand UNIVERSEH towards a fully-fledged 'European University'

**3. Why an advisory board?****UNIVERSEH Governance**

The project foresees that “In addition of the governing bodies, an Advisory Board is established to coordinate stakeholders’ involvement in the project”:

- the **Stakeholders Committee** regroups all interested stakeholders in the UNIVERSEH project at local, regional, national and European scales. All societal sectors are concerned: economic, industrial, social, cultural, political, associative, educational sectors...

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- the **Advisory Board (AB)** is a representative subgroup of the advisory committee. It reflects, as much as possible, a good geographical distribution and a distribution of different types of stakeholders.

The **role of the Stakeholders Committee** shall be to:

- **Entail** in the project, through participation to the project's work-packages and activities
- **Help** the Alliance with new partners, new stakeholders...
- **Support student engagement** (traineeship, internship, mentoring, networking)
- **Collect and consolidate ideas** for the maturation of UNIVERSEH for 2023-2027

The **Advisory Board's role** shall consist in:

- **Representing** the Stakeholders' Committee
- **Advising** the Governing Board **on objectives, strategies and means for 2023-2027**
- **Assisting** the construction of **the project of tomorrow**
- **Acting as an Ambassador** of the Project

Its **objectives** shall be to:

- **Facilitate** the implementation of the project
- **Support** the **UNIVERSEH projects** through proposals and inputs from the Stakeholders' Committee
- **Maximise the impact** of its results, **liaise** with relevant stakeholders and **engage** them in project activities
- **Catalyse** the **sustainability** of the UNIVERSEH project

**Board functioning:**

- The Advisory Board shall **meet at least twice a year**. Yearly meetings should also be planned with the Governing Board.
- An **administrator** will be provided to the Board in the person of **Nathalie Klopfenstein** ([nathalie.klopfenstein@uni.lu](mailto:nathalie.klopfenstein@uni.lu))
- Other aspects of functioning such as meetings with steering committee representatives, the definition of the role of the Chair or the evolution of the Advisory Board might still be considered and discussed.

**Members' perspective** [open discussion on how the members see the advisory board operating and the contributions they hope it can make to UNIVERSEH]

Stakeholders' input is essential to UNIVERSEH at all levels: technological, financial, venture capital solutions, specific areas *i.e.* innovation, job quality, academic/policy engagement.

More specifically, this engagement could take multiple forms, for example:

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- A more operational role in the overall development and/or in the ongoing work of the project by nominating one stakeholders' representative on the existing work packages of interest for his/her company and/or by creating specific stakeholder working groups including collaborators from his/her company/institution/organisation.

In this context, input would be particularly needed for the second phase of UNIVERSEH (2023-2027) to help guide future actions and missions.

- A further role of the Advisory Board would be to assist UNIVERSEH in approaching Higher Education Institutions in the South of Europe in order to allow the alliance enlargement required for the second part of the project.

Considering that stakeholders might impact UNIVERSEH in different ways, members agree that UNIVERSEH needs should be clearly expressed in a document in order to give a clear task to the Advisory Board; this will allow members to mobilise on the different priorities.

UNIVERSEH to prepare a document on priorities and tasks for the Advisory Board to work on.

#### 4. General obligation of confidentiality (NDA)

The terms of the grant agreement signed between the European Commission and UNIVERSEH alliance provide for a non-disclosure agreement to be signed between all parties and each member of the Advisory Board.

The members request that the proposed Confidentiality Agreement, and sent in preparation of the present meeting, be amended as follows:

- The Advisory Board members should be clearly identified as a representative of his/her company/institution/organisation in UNIVERSEH and not as a member in his/her personal capacity;
- "Confidential information" should be defined as information marked or designated as 'confidential' or otherwise clearly indicated as confidential at the time of disclosure;
- The Board member shall limit the use of and access to UNIVERSEH confidential information to his/her company/institution/organisation's employees who have a need to know and have been notified that such information is Confidential Information to be used solely for the Business Purpose.

UNIVERSEH to send an amended Confidentiality Agreement.

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## 5. Election of a Chairperson

After discussion, the members unanimously agree to appoint **Mrs Agata Kołodziejczyk** as Chair of the Advisory Board for a one-year renewable term.

## 6. Election of a Secretary General

*This item is postponed.*

## 7. Next meeting (in Krakow?)

Meetings are foreseen in Krakow from 30 May to 2 June 2022 with:

- Governance meetings (incl. Advisory Board) on 30 and 31 May;
- Optional WP meetings later in the week

Board members are willing to go to Krakow on this occasion to meet each other for the first time (which will facilitate future interactions at a distance) and to meet the Governing Board (presidents and rectors) as well as, all participants of UNIVERSEH.

UNIVERSEH to send a draft programme as soon as possible.

## 8. AOB

*No items were added.*

### Summary of next steps:

- UNIVERSEH to send an amended Confidentiality Agreement.
- UNIVERSEH to send the call for expression of interest to join the Alliance (consortium enlargement).
- UNIVERSEH to prepare a document on priorities and tasks for the Advisory Board to work on.
- UNIVERSEH to send details on the schedule and programme of the meetings planned in Krakow.

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# UNIVERSEH

## Priorities & Tasks of the Advisory Board (Proposal)

### 1. Context

During the first meeting held online on March 4, 2022, essential information was provided regarding the Advisory Board (AB).

1. The **Advisory Board** (AB) is a representative subgroup of the **Stakeholders Committee** (SHC). It reflects, as much as possible, a suitable geographical distribution and a distribution of different types of stakeholders (SH).
2. The role of the Stakeholders Committee (SHC) shall be to:
  - **Entail in the project**, through participation to the project's work-packages and activities
  - Help the Alliance with **new partners, new stakeholders...**
  - Support **student engagement** (traineeship, internship, mentoring, networking)
  - **Collect and consolidate ideas** for the maturation of UNIVERSEH for 2023-2027
3. The Advisory Board's **role** shall consist in:
  - **Representing** the Stakeholders' Committee
  - **Advising** the Governing Board **on objectives, strategies and means for 2023-2027**
  - **Assisting** the construction of **the project of tomorrow**
  - **Acting as an Ambassador** of the Project
4. Its **objectives** shall be to:
  - a. **Facilitate** the implementation of the project
  - b. **Support** the **UNIVERSEH projects** through proposals and inputs from the Stakeholders' Committee
  - c. **Maximize the impact** of its results, **liaise** with relevant stakeholders, and **engage** them in project activities
  - d. **Catalyze** the **sustainability** of the UNIVERSEH project

Stakeholders are of different kinds: industrials, SMEs, start-ups, associations, other labs, public authorities, space agencies...

The conclusion of the meeting was to draft:

- An organizational scheme to ensure collection and selection of tasks and priorities.



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- A short-, medium- and long-term list of tasks and priorities.

## 2. Organizational scheme

An organizational scheme is needed to ensure collection and selection of tasks and priorities.

Five tasks are proposed in this document. New ones will probably appear all along the project.

Five working groups (WGs) will be set up with AB members, stakeholder members, academic members, and potentially external members to fulfil the tasks. The AB President is responsible for proposing the WGs.

At every AB meeting, the AB President will propose the list of new potential tasks and associated priorities. The AB selects the tasks to be adopted. A consensus will be sought but in the event of disagreement, a vote may be held to decide *in fine*.

New proposal should be sent to the UNIVERSEH organisation ([hello@universeh.eu](mailto:hello@universeh.eu)) who will forward to the President.

## 3. AB Tasks & Priorities

AB tasks are to be divided into two categories: network tasks [Tasks 1.1; 1.2] and political tasks [Tasks 2.1, 2.2, 2.3].

**Network tasks** are directly related to the stakeholders committee.

**Political tasks** are related to political & strategic questions, and other potential stakeholders.

### 3.1 Network tasks

#### [Task 1.1] Role of the Advisory Board as stakeholders' representatives

**Context:** The AB is a representative subgroup of the SHC. What does "representative" mean concretely?

**Target:** Dec. 2022

**Task:** AB will delineate its role as stakeholders' representatives.



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### [Task 1.2] Respective roles of stakeholders and academic partners

**Context:** The corresponding role of stakeholders and UNIVERSEH academic members must be clarified. We aim at a win-win collaboration, where each party is aware of what is expected from the other, what may benefit from the other party, what could be given to the other party.

The AB is a representative subgroup of the SHC and may handle this task for the SHC.

A preliminary work identified mutual benefits from each party (see appendix 1)

**Target:** Dec. 2022

**Task:** AB will describe the relationship between stakeholders and academics partners, precise the respective expectations, and articulate the mutual benefits.

## 3.2 Political tasks

### [Task 2.1] Renewal of the project

**Context:** The present UNIVERSEH project is a 3-year project finishing in October 2023. The next step is a 4-year project with a call expected next September. Working groups will be set up to work on this call and the future project, in relation with all stakeholders.

The objective is to identify missing major topics, new areas to prospect, new directions of interest. Further, a strategic analysis will identify the point of interest for the future of Europe, of European institutions, and all European stakeholders in the space domain.

**Target:** June 2023

**Task:** AB will organise the participation of representative stakeholders within these working groups.

### [Task 2.2] Role of the Advisory Board within UNIVERSEH

**Context:** As the AB is an “advisory” entity, how concretely will the AB advise the project? As the AB is composed of high-level representatives, how can the AB support the project at high level?

**Target:** Dec. 2022

**Task:** AB will define its role and interactions with UNIVERSEH.

### [Task 2.3] Stakeholders Committee and Advisory Board enlargement

**Context:** The SHC is composed of around 70 partners in the 5 countries of the alliance, plus Belgium (Brussels) and Portugal. Still, an equilibrium has not been found between country representation: 50% of stakeholders are from France, very few from Germany.



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A German representative would also be welcomed to the AB. Further, the AB may be enlarged, especially with the President of [Nereus](#) (Thierry Cotelte) and a representative of [ESRE](#).

**Target:** Dec. 2022

**Task:** AB will promote UNIVERSEH to new stakeholders to become official partners in all countries of the EU. AB will propose a second wave of high-level representatives to participate to the AB.

## 4. Appendixes

### 4.1 Appendix 1: mutual benefits

#### Academics may benefit from stakeholders

- Internship positions in companies
- A vision of the future needs in term of competences in the space sector (see deliverable 3.2: Identification of future needs for student competences)
- Financial support for academic activities (student mobility, new programmes, summer/winter programmes, hackathons, etc.)
- Participation to the UNIVERSEH project WPs
- Building microcontents: ADN (Aerospace Digital Nuggets) (WP1.3)
- Stimulate entrepreneurial mindset and creativity for all members of the universities' communities (WP1.5)
- Networking and mentoring program (WP1.5)
- Promotion of women participation in the space sector (WP1.5)
- Support mobility for students with specific needs / Integration of students from a disadvantaged socio-economic background (WP1.5)
- Programme with public and industrial partners to sustain UNIVERSEH (WP1.7)
- Strategies to induce or upscale cooperation between academia and the private sector: The Virtual Centre for Space Technologies (WP2.4)

#### Stakeholders may benefit from academics

- Access to a population of students motivated by the space sectors in all disciplines
- Developing visibility among students and academic staff
- Developing access to high-level expertise
- UNIVERSEH being a political project, it will benefit of a strong support from public authorities (national and European)
- Influence some decisions of the project such as future programmes and future competences
- The UNIVERSEH project as a canal of dissemination toward legal entities (WP2.6)



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- Influence the 2035 Road mapping with long-term goals, impact and space technology opportunities and the Vision 2050 for Space Sector (WP2.2)
- Influence the future WPs of the renewal of the project

### Mutual benefits

- Answering together to European calls for projects
- Sharing research activities and platforms (WP2.3)
- Identification of a Major programme (WP2.3)



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## The European Grouping of Territorial Cooperation (EGTC) as a legal entity for ‘European Universities’ Alliances

### Preamble

*European Universities are transnational alliances that will become the universities of the future, promoting European values and identity, and revolutionising the quality and competitiveness of European higher education<sup>1</sup>.*

The actual 41 alliances serve a pioneering role in establishing new models of interaction to transform higher education in Europe. Two topics have been isolated by the European Commission to support the full rollout of ‘European universities’:

- Topic 1: intensification of prior deep institutional transnational cooperation
- Topic 2: development of new deep institutional transnational cooperation

*The second call topic will provide support for applicants wishing to establish new deep institutional transnational cooperation in a new ‘European Universities’ alliance. Inherently, such a deepening implies novel models of governance and operations.*

For now, there seems to be a European consensus at favouring the European Groupings of Territorial Cooperation as a potential legal entity for ‘European Universities’<sup>2</sup>. This document sheds light on some governance, legal, financial, and organisational aspects of an EGTC solution for ‘European Universities’.

### Context & Definition

European Groupings of Territorial Cooperation ([EGTCs](#)) were set up to facilitate cross-border, transnational and interregional cooperation between Member States or their regional and local authorities. EGTCs enable these partners to implement joint projects, share expertise and improve coordination of their activities.

The EGTC scheme proposes a single framework for the legal structuring of territorial cooperation activities throughout the EU. It is often defined as a European cooperation structure by nature since:

- It is structured by a European Regulation (EC No 1082/2006 amended by EC No 1302/2013).

<sup>1</sup> <https://education.ec.europa.eu/education-levels/higher-education/european-universities-initiative>

<sup>2</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_365](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_365)



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- It must include members from at least two-member states of the EU (and possibly also partner countries).

The objectives and tasks of EGTCs are very diverse and may include the implementation of territorial cooperation programmes which may comprise INTERREG, regional projects or even territorial strategies.

The EGTC is a permanent and autonomous structure, with legal personality under public or private law. It has the capacity to conclude contracts, employ staff, manage a budget, participate in tenders, acquire, and dispose of movable and immovable assets property.

At the end of 2019, most of the 75 EGTCs were active in cross-border regions (80%), and also registered by the [Committee of the Regions](#); 25 were in the process of being established<sup>3</sup>. To date, it seems that [EUCOR](#), "The European Campus", formerly "Universities of the Upper Rhine" created in 1989, is apparently the only EGTC active in the field of Higher Education and Research.

## EGTCs and European Universities alliances

It is now recurrently communicated through different channels that an EGTC would be a valid option for the organisational structuring of "European universities" alliances. Interestingly enough, the legal form of EGTC is intended to perpetuate the "European universities" alliances. Actually, it is probably true that a *deeper transnational cooperation, with the support of a legal statute for alliances of higher education institutions (HEIs) willing to join forces, can help to:*

- *build capacity,*
- *facilitate access to sustainable modern infrastructure and shared common resources (financial, human, digital and physical resources) and services*
- *develop joint educational and research activities*<sup>4</sup>.

As public institutions, it is relatively difficult to HEIs to establish legal structures, and even national regulations can erect significant legal barriers. European Grouping of Territorial Cooperation (EGTC), as a legal entity, has a number of operational and financial advantages since it was originally designed to facilitate and promote cross-border, transnational, and interregional cooperation. It is currently already used in Europe within the higher education sector such as EUCOR (see above). The [University of the Greater Region](#) is also considering such a move, which was precluded at its creation since German regulations forbid some aspects of transfer of responsibilities; the local regulations were amended since.

Besides EGTCs, European Research Infrastructure Consortia (ERIC) are also of interest by facilitating the establishment and the operation of research infrastructures with European interest among several EU and associated countries. This possibility would reinforce the future of the

<sup>3</sup> see EGTC monitoring report: <https://portal.cor.europa.eu/egtc/ressources/Documents/CoR-EGTC-monitoring-report-final-study-2019.pdf>

<sup>4</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European strategy for universities and the Commission Proposal for a Council Recommendation on building bridges for effective European higher education cooperation (COM(2022) 16 final)



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alliances in the context of Horizon Europe, the EU's key funding programme for research and innovation.

## Establishment and operations

From an operational point of view, even if an EGTC is a well-established model of a cooperative legal entity, the following must be considered:

- **Establishment:** experts agree that the procedure for establishing EGTCs may last one to two years, as the convention and the statutes require validation of all member states where the partners are located.
- **Applicable law:** as a cross-border structure, a choice must be made on the connecting law *i.e.*, where the structure is legally registered. Currently, member states have introduced the EGTC into their respective legislation and conferred a specific legal entity form linked to their national legislation (e.g. in France: régime des syndicats mixtes de droit public, for ex.); most of the time, however, the legal form of the EGTC is not fixed by national law; this allows for a certain flexibility in its management modalities (in Luxembourg for example, EGTCs can have a hybrid statute of public and private law, comparable to a.s.b.l. in Belgium).
- **Administration and management:** the EGTC shall be governed by a convention concluded by its members and by statutes that complement it; only two bodies are required by the regulations: a general assembly and a director.
- **Liability:** as a basic principle, the EU Regulation considers the EGTC as an organisation with unlimited liability but if one member (due to its national provisions) takes part in the cooperation with limited liability, further members may easily limit their liability.
- **Place of registration:** very importantly, the 2013 regulation eases the management rules and allows the creation of an EGTC whose registered office is in a member state, whereas its operational headquarters may be in another state; this is a very critical advantage for many EGTCs.

## European commission proposal

FOREU2 group had a few meetings with the Directorate-General for Education, Youth, Sport, and Culture (DG EAC). It is very clear that the current opinion of DG EAC is to support an EGTC-related solution, pending potential amendments (see below: legal limits on European funding).

Further, legal consultants consulted Eric Tschirhart here times on the possibilities of such a legal evolution, in parallel to the work already done and communicated within the University of the Greater Region. In the latter case, the process is on course to switch from a no-for-profit association to a full-fledged EGTC, legally located in Luxembourg, and with an operational office in Germany.

After the summer, the DG EAC will launch a call for application to examine, structure and propose a legal framework for European Universities, in the context of a EGTC or another possibility. This call will be limited to supported 3-4 actions, with a potential budget contribution of 1-2 million.



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## Known limits

Legal limits to the EGTC's powers must be considered:

1. **Funding:** for now, a 'European University' EGTC cannot be considered as an HEI, having no Erasmus+ Charta. This cancels future 'European University' proposals; however, there is consideration at the highest level of EC of having a consolidated approach where each HEI may transmit its capacity to the EGTC. In some cases (F & D for ex.) for now, EGTC cannot apply for national funding. Nevertheless, things are evolving, and Germany is considering legal modification to allow financial support.
2. **Political limit:** the 'European Universities' initiative supports consolidation of actions and results. If research funding is an indicator of success, partner institutions may be reluctant at consolidating this funding with the alliance, losing some aspects of research performance useful for international ranking.
3. **Financial limits:** an EGTC is fully responsible for its revenues and debts, according to the distribution key fixed annually by the assembly. The accounting and budgetary rules are set by the legal location of the EGTC.

## Further considerations

Governing and managing strategic alliances is a complex business, particularly when such alliances bring together a variety of partners which may themselves be decentralised higher education institutions. Crucial challenges (education, research, organization, budget) can be acknowledged and probably no blue-print solutions are directly available.

Still, some aspects of governance can be considered for the future within an EGTC:

1. **Build on the existing governance**, avoiding over-centralized processes and actions, preserving all partners' autonomy (freedom of operation), with a 2-year rotating presidency like the one observed at EUCOR.
2. **Envisage an agile strategy**, experimenting innovative projects, initially on a small scale, learn from such pilot projects, and then scale-up to a fully-fledged systemic implementation.
3. **Financial sustainability** is key in ensuring a long-term success for UNIVERSEH. Partner commitment must be considered, with a recurrent and stable funding, bridge also by substantial national funding.
4. **Creating a legal entity** can be a catalyser to provision UNIVERSEH alliance's long-term strategic development, but it must be stressed that a legal entity, whatever it is, must not be an end.

Further, and as explained by the "European Consortium of Innovative Universities"<sup>5</sup>, *a Legal Statute for European Universities is needed to fulfil the high ambitions for European co-operation in education and beyond. We cannot realise European Universities, a European Degree, and a*

<sup>5</sup> [https://assets-global.website-](https://assets-global.website-files.com/562fb917aa38ca2e349b422e/62039b72043877bdb912be2a_Why%20ECIU%20University%20needs%20a%20European%20Legal%20Statute.pdf)

[files.com/562fb917aa38ca2e349b422e/62039b72043877bdb912be2a\\_Why%20ECIU%20University%20needs%20a%20European%20Legal%20Statute.pdf](https://assets-global.website-files.com/562fb917aa38ca2e349b422e/62039b72043877bdb912be2a_Why%20ECIU%20University%20needs%20a%20European%20Legal%20Statute.pdf)



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*European Education Area without such a Legal Statute. Moreover, a Legal Statute is crucial for (international) recognition of trustworthy partnership. To enable such partnerships and visibility towards society in a broader perspective, the Statute must be recognized beyond the domain of education.*

## Conclusion

The key factor for the alliances, as HEIs *per se*, is the establishment of a deeper cooperation in education and research, with asset sharing allowing to maximise access to and the utilisation of available resources and infrastructure, as well as to increase efficiency and effectiveness.

The establishment of a legal statute may be considered symbolic, even if it images a governance integration, but it definitely builds capacity, and support access to shared common resources such as financial, human, digital and physical resources.

The inevitable output is the development of joint educational and research activities which will empower the HEIs to work collectively on a long-term vision of their respective alliances, with the support of EU, transnational, and national financial instruments to achieve real sustainability.

## OPINION

The Advisory Board:

- Indicates that by no mean any funding from the core Erasmus+ contribution of UNIVERSEH should be used to investigate the potentialities of an EGTC.
- Considers the examination of the EGTC status as a key solution for a legal entity for UNIVERSEH, as a fundamental point of evolution of the alliance, which requires further investigation.
- Supports the application of UNIVERSEH to the future call envisaged by the DG EAC meant at evaluating a legal entity solution for European Universities alliances.



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## International Astronautical Congress 2022

### How to participate?

#### What is the purpose of our participation?

*To put UNIVERSEH on the map with well-targeted contacts, i.e.:*

- present the 'European University' alliance, its ambition, its aims, its USP
- present what we can do for them
- evaluate what we could possibly do together (also for Beyond UNIVERSEH)
- listen to them on what we should offer them
- explore potential partnerships, collaborations, mutual interests
- find new focal partners in the framework of the enlargement of the alliance

In short: foresight and business development

#### Which approach to select?

*Identify the companies and institutions we would like to talk to and set up meetings*

- Identify their CEO or Head of business development
- Find their contacts, contact them
- Arrange meetings with them in the framework of the IAC (if they are present)
- Aim for meetings of 15 mins max (these people are super busy); organize an additional meeting if there is an interest

This is a huge job that needs to be done well in advance of the conference. If not done, we risk finding yourself in Paris completely lost among a few thousand participants.

*How to target space companies?*

- Work by geographical segment and focus on:
  - o Companies in the alliance member countries that we have already spoken to give them a brief update
  - o Companies in the alliance member countries that we have not yet managed to talk to in the past
  - o Identify the second or third circle of related companies
    - priority alliance extension countries (Spain, Italy, Greece)
    - others, like Denmark, Norway, UK...



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### *How to target space institutions?*

- ESA, DLR, CNES, LSA, Polish Space Agency, Swedish National Space Agency
- Spanish Space Agency (brand new, creation announced early this year); ASI - Italian Space Agency
- Danish National Space Centre; Norwegian Space Agency; UK Space Agency

## **Communication tools and materials**

### *For meetings:*

- Slide-deck / ppt presentation; max 5 slides, 2'/slide; central message: "what we will do for you, what we can do together"
- Documentation to be given to the interlocutors
- UNIVERSEH brochure (updated)
- Give-aways

### *For the stand:*

- Video in continuous display on screen
- UNIVERSEH brochure
- BEYOND UNIVERSEH brochure
- Course list on the web and in video
- Give-aways

## **Complementary approach for delegates**

### *For teachers and students, a complementary approach is recommended:*

- This programme will be circulated among the WPs
- Obligation to circulate the programme internally to potential delegates
- Drafting and communication of a single, common programme for all delegates: 10 minutes of slide-deck, 5 minutes of discussion, follow-up discussion for a second meeting if there is interest



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## UNIVERSEH Alliance enlargement

### Preamble

*European Universities are transnational alliances that will become the universities of the future, promoting European values and identity, and revolutionising the quality and competitiveness of European higher education<sup>1</sup>.*

The actual 41 alliances serve a pioneering role in establishing new models of interaction to transform higher education in Europe, with an Erasmus+ future indicative budget totalling EUR 1.1 billion for 2021-2027.

A set of important actions, to support Europe's universities towards achieving four objectives have been selected (see note 2):

- *Strengthen the European dimension of higher education and research.*
- *Consolidate universities as lighthouses of our European way of life with supporting actions focusing on academic and research careers, quality and relevance for future-proof skills, diversity, inclusion, democratic practices, fundamental rights, and academic values.*
- *Empower universities as key actors of change in the twin green and digital transition.*
- *Reinforce universities as drivers of EU's global role and leadership.*

Two topics have been isolated by the European Commission to support the full rollout of 'European universities':

- Topic 1: intensification of prior deep institutional transnational cooperation
- Topic 2: development of new deep institutional transnational cooperation

*The second call topic will provide support for applicants wishing to establish new deep institutional transnational cooperation in a new 'European Universities' alliance<sup>2</sup>. Inherently, such a deepening implies novel models of governance and operations, which has not been fully appreciated for now by the Governing board of UNIVERSEH.*

### EU contribution within an expansion strategy of the alliance

The DG EAC provided detailed information from the European Universities call in 2021<sup>3</sup>.

<sup>1</sup> <https://education.ec.europa.eu/education-levels/higher-education/european-universities-initiative>

<sup>2</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_365](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_365)

<sup>3</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/erasmus/wp-call/2022/call-fiche\\_erasmus-edu-2022-eur-univ\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/erasmus/wp-call/2022/call-fiche_erasmus-edu-2022-eur-univ_en.pdf)



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Number of partners	Total budget for the Alliance
5	5.40 M€
7	11.20 M€
8	12.8 M€
9+	14.4M€

The figures are valid for an expansion strategy. In our configuration, an expansion to 7 or 8 partners seems the most cost-effective solution, pending an allocation key which will be necessary to agree on (coordination, partner size, involvement, overall HR cost...). It also limits management constraints

### SWOT analysis for an enlargement the alliance

	Helpful to achieving the objective	Harmful to achieving the objective
<b>Internal origin</b>	<b>Strengths</b> <ul style="list-style-type: none"> <li>- Boosted creativity: more activities, more programs &amp; courses</li> <li>- Solid student &amp; staff exchanges</li> <li>- Reinforced network?</li> <li>- Improved network stability</li> <li>- Augmented diversity</li> <li>- Genuine European image</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>- Demanding organisation</li> <li>- Arduous and slower decision-making</li> <li>- Reduced visibility of individual current member?</li> <li>- Potential narrow institutional engagement combined to a limited interest in Space: heftier workload</li> <li>- Call for renewal: restricted capacity (final report to be delivered simultaneously)</li> </ul>
<b>External origin</b>	<b>Opportunities</b> <ul style="list-style-type: none"> <li>- Funding x2</li> <li>- Gain in influence &amp; visibility</li> <li>- Possibly increased lobbying wrt</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>- Risk of ineligibility for the next call (no southern country today)</li> <li>- Be second in class as a 'E-U'</li> </ul>



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	<p>EU, ESA, politics, etc</p> <ul style="list-style-type: none"> <li>- Grasp southern countries such as Italy, Greece, Malta...</li> <li>- More participation to EU discussions</li> <li>- Legal entity needed: GEC/EGTC, A(I)SBL...</li> </ul>	<ul style="list-style-type: none"> <li>- Partner search can be laborious</li> <li>- Loss in Space &amp; New Space policy contribution</li> <li>- Loss of students' interest</li> <li>- Loss of stakeholders' attention</li> <li>- Missing the call for renewal</li> </ul>
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### Applications received to join the alliance: status

UNIVERSEH launched a call for application end of march, and the following expression of interest were received:

- [University of La Laguna – ULL](#) (ES, Canaries Islands)
- [University of Alcalá](#) (ES, near Madrid): application file pending
- [Tor Vergata University of Rome](#) (IT)
- [National and Kapodistrian University of Athens](#) (GR): application file pending
- [Université de Namur](#) (B)
- [Technical University of Liberec](#) (CZ)

The first three have a spatial history and long-term interest:

- ULL: [Instituto de Astrofísica de Canarias](#) (IAC) with the second largest telescope worldwide, Master in Astrophysics, also including established blended learning for human sciences.
- Tor Vergata: it has 40 years of experience in the Space sector; internationally renowned in space medicine, astroparticle physics, deep cosmic rays, earth observation, remote sensing, numerous projects and collaborations with ISA, ESA, NASA, CNES and EU in general.
- National and Kapodistrian University of Athens: [Department of Aerospace Science & Technology](#), with the post graduate program "Space Technologies, Applications and Services" ([STAR](#)).

### Timing of application to UNIVERSEH alliance

Three arguments should be considered:

- Delay in applying to UNIVERSEH: the call for application is set within a period where HEIs compete for the second call of DG EAC for a prolongation of their alliances; some who may be interested in UNIVERSEH may wait late July to contact us.



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- Change of alliances: certain HEIs may leave their original alliance and apply to UNIVERSEH, like Tor Vergata.
- Multiple applications: for example, ULL has applied for the first time in a newly constituted alliance and awaits July results.

## Opinion

The Advisory Board proposes to:

- Delay the decision of integration of new partners until late July, to allow an adequate selection of 2-3 new partners in the alliance.
- Generate a provisional selection list with HEIs which have a demonstrated activity in space; for now, the list includes:
  - o Tor Vergata
  - o ULL
  - o Athens



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## Advisory Board Meetings

### MINUTES

31 May 2022

(in hybrid mode: AGH University of Science and Technology, Krakow / MS Teams)

#### Ordinary Meeting, from 8:30 to 10:00

**Attendees:** Michel Bosco (RHEA Group), Denis Bousquet (AXA XL), Ferdinand Kayser (SES Satellites), Agata Kołodziejczyk (Analog Astronaut Training Center), Tomasz Kozłowski (EIF), Pascal Maussion (UT/INP), Kevin Ramirez (EIT Climate-KIC), Alexandre Tisserant (Kinéis/Club Galaxie), Philippe Trillat (Airbus Space & Defence), Eric Tschirhart (UNI.LU), Emil Vinterhav (Pasq Space), Emmanuel Zenou (UT/ISAE SupAero).

**Excused:** Christophe Grudler (European Parliament)

**Absent:** Géraldine Naja (ESA), Mathias Van Den Bossche (Thales-Alenia-Space)

#### Strategic Meeting, from 10:30 to 12:00

**Attendees:** Michel Bosco (RHEA Group), Denis Bousquet (AXA XL), Ferdinand Kayser (SES Satellites), Agata Kołodziejczyk (Analog Astronaut Training Center), Tomasz Kozłowski (EIF), Pascal Maussion (UT/INP) substituting Emmanuel Zenou, Kevin Ramirez (EIT Climate-KIC), Alexandre Tisserant (Kinéis/Club Galaxie), Philippe Trillat (Airbus Space & Defence), Eric Tschirhart (UNI.LU), Emil Vinterhav (Pasq Space).

**Excused:** Christophe Grudler (European Parliament), Emmanuel Zenou (UT/ISAE SupAero).

**Absent:** Géraldine Naja (ESA), Mathias Van Den Bossche (Thales-Alenia-Space)

#### Minutes:

Nathalie Klopfenstein (UNI.LU)



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O3. Advisory Board Tasks & Priorities: a proposal .....	3
O4. Legal entity for UNIVERSEH: status .....	4
O5. IAC Paris: UNIVERSEH stand, information, meetings .....	5
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a) Feedback on present project .....	6
b) Developments for the future call .....	6
c) Consortium enlargement: list of contacted Higher Education Institutions (HEIs) and response.....	7
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## Discussions/Decisions of ordinary meeting, from 8:30 to 10:00

### O1. Approval of minutes

The Advisory Board (AB) approves the minutes of the 4 March 2022 meeting.

In general, the minutes of the governance and coordination bodies are submitted to the European Commission as part of the deliverables of the Erasmus+ project.

### O2. Confidentiality agreement – status & signing

The latest version of the Confidentiality Agreement was sent to the members on 27 May 2022. To simplify and fast-track the signing process, the University of Toulouse will be using electronic signatures through the application [yousign](#). The Administrator of the Advisory Board is currently collecting the necessary information from the members, *i.e.*:

- The **exact name of the company(ies)** each members wishes to include in the Agreement.
- A **mobile phone number**.

### O3. Advisory Board Tasks & Priorities: a proposal

The conclusion of the last AB meeting was to draft a proposal of (1) an organizational scheme to ensure collection and selection of tasks and priorities and, (2) a short-, medium- and long-term list of tasks and priorities.

A proposal was sent to the AB members in preparation of the present meeting.

The organisation scheme suggests the set-up of five (5) working groups (WGs) composed of AB members, stakeholder members, academic members, and potentially external members to fulfil the tasks. The AB President is responsible for proposing the WGs as well as the list of new potential tasks and associated priorities to be selected and adopted by the AB members.

Five tasks are projected in the document, divided into two categories:

- **network tasks**, directly related to the Stakeholders' Committee.
- **political tasks**, related to political & strategic questions, and other potential stakeholders.

70+ stakeholders are involved in UNIVERSEH and information must be regularly sent to them. In this line, the International Aeronautical Congress will be a unique moment to meet them (see below item O4) and present the status of UNIVERSEH.

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### Opinion:

In terms of **prioritization**, three (3) action points are proposed by the AB:

1. Mapping of the stakeholders.
2. Elaboration of three (3) principal tasks to be carried out by the stakeholders and the AB for the next two years.
3. Consult stakeholders for inputs regarding:
  - The vision of the European space environment and its future.
  - The mapping of ideas of the stakeholders, with tangible aspects, established through a swot analysis.
  - The identification of shared or mutual outcomes of the consultation, with a narrow down within two years to qualify the advantages and benefits for the stakeholders.
  - The identification of the relevant skills and competences which are needed by the stakeholders, and for what time; adapt course content to market needs (skills and competences).
  - The consideration of a job/internship board to enhance the relationship with stakeholders.

To reach the goals of stakeholders' interest, material should also be developed to be used by the AB members:

- Toolbox:
  - A 5-slide presentation which describes UNIVERSEH, high level, low level, what brings UNIVERSEH to Europe, one achievement slide.
  - A website gateway for having UNIVERSEH link incorporated in corporate website of AB members when possible; the corporate link will point to the website gateway
- A Value proposition/Unique selling point: one sentence that describes the benefit of UNIVERSEH offer to Space and NewSpace education in Europe and beyond

## **O4. Legal entity for UNIVERSEH: status**

The European Commission is currently considering the possibility for transnational alliances (European universities) to become legal entities.

Such a status would make it easier to sign contracts, raise funds, communicate, award a European degree and, more generally, ensure the sustainability of European universities. However, some also consider it as a threat, as it strengthens alliances.

It should also be mentioned that the UNIVERSEH Board refused to consider this possibility at its last meeting, considering it was too early.

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**Opinion:**

According to the AB, UNIVERSEH alliance should rapidly evolve into a legal entity in order to become more operational, efficient and to facilitate communication. UNIVERSEH needs to build a brand/an identity, to clearly identify its activity dedicated to transform education in Space and NewSpace. This initiative should be considered as a joint venture between universities for a specific activity and in no way as a merger.

In this respect, the AB recommends establishing a preliminary SWOT analysis, which would assess the strengths and weaknesses of a few different management scenarios in order to provide clarity and to help establish a link with the business models envisaged for the alliance. This analysis could focus on two different models to help choose the best option for the legal entity.

**O5. IAC Paris: UNIVERSEH stand, information, meetings**

The International Astronautical Congress (IAC) 2022 will take place in Paris on 18-22 September 2022. It is the major event of the year where all global space actors come together.

UNIVERSEH plans to participate and have a booth at this event. AB is being consulted today on the approach to be taken and on whether and how members will support this initiative.

**Opinion:**

The AB suggests the possibility for UNIVERSEH to request a plenary slot on a given topic, which could focus on future stakeholders. However, this requires:

- A clear strategy and target audience as well as, the identification of concrete options and pathways for stakeholder engagement to avoid fail of connection;
- A relevant message on what measures could be applied by UNIVERSEH to provide the right skills at the right time. Some observatories have developed systems that constantly map the skill needs and skill offers.

Pending IAC organization acceptance, a breakfast or lunch will be scheduled near the UNIVERSEH booth to allow communication with stakeholders and present the status of the project.

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## Discussions/Decisions of strategic meeting, from 10:30 to 12:00

### S1. New call in 2023

#### a) Feedback on present project

UNIVERSEH has been running well for 18 months now, including 12 months under Covid restrictions. Still, some results are missing, such as student and staff mobility as well as interaction with stakeholders in general.

#### b) Developments for the future call

The European Commission (EC) has modified the objectives and requirements of the next call to support the full rollout of 'European universities'. Two topics have been isolated: topic 1 dedicated to deepening of current collaboration, including new models of governance and operation, and topic 2 aimed at developing new collaborations.

One of the EC's general objectives is to build European universities in order to make it possible to compete with some of the big universities in the Anglo-Saxon world.

UNIVERSEH may be considered as a joint venture in a sectorial domain, Space and NewSpace, in stark contrast to other European Universities which are *de facto* reproducing their classic model.

#### Opinion:

##### *Skills and competences for new program/course definition*

Space and NewSpace demand intertwining of skills and competences from different fields of knowledge, such as IT, Artificial Intelligence, Law, Business, and many others. A mapping of the space industry appears opportune to apprehend the key skills and competences which Space and NewSpace need.

A first survey in contacting the stakeholders of UNIVERSEH was carried out by WP3 to collect the essentials of HR needs from major industrial but also SMEs partners.

AB recommends to:

- Install curriculum with 70% foundation courses.
- Complement the foundation courses by awareness/technical/managerial courses to acquire skills which will ease recruitment and integration of students in companies.

Further, the question of having an entrepreneurial teaching & learning track appears fundamental for the future of NewSpace industry in Europe. It should include:

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- Scientific and engineering content.
- A “monetizing” content, with invited professionals as teachers from the venture capital industry; it is a key element to stimulate socio-economic output for Europe.
- An Exposure of students to financial vehicles of interest, such as ETFs linked to green investments, renewable energies, climate change; for ex., summer schools of 4-5 weeks may be a design of crash course of these subjects.
- Case studies: industry-derived case studies should be used to enhance exposure of the students to real socio-economic endeavours.
- Innovative educational methods: Canvas has been mentioned as a course managements system to facilitate online learning and teaching; UNIVERSEH currently implements Moodle as a fully integrated learning management system allowing blended learning; the opening is schedule for July 2022, with all existing courses onboarded.

To further address this topic, UNIVERSEH (E. Tschirhart) will provide members with an overview of current and future activities in Entrepreneurship, Finance and Law within UNIVERSEH, as well as the electronic resources available.

#### *Key areas of development for UNIVERSEH 2.0*

The key areas in Space and New Space sector appear to be:

- Artificial intelligence.
- (Cyber) Security: cloud operations, data transmission from ground and downstream segment.
- Sustainability of space and particularly New Space.

#### **c) Consortium enlargement: list of contacted Higher Education Institutions (HEIs) and response**

For the purpose of the new call, UNIVERSEH launched a call for applications to join the alliance end of March, and received 6 expressions of interest from the following institutions:

- [University of La Laguna – ULL](#) (ES, Canaries Islands)
- [University of Alcalá](#) (ES, near Madrid): application file pending
- [Tor Vergata University of Rome](#) (IT)
- [National and Kapodistrian University of Athens](#) (GR): application file pending
- [Université de Namur](#) (B)
- [Technical University of Liberec](#) (CZ)

The new partners are expected:

- not to be involved in another European University.
- to have a valid Erasmus Charter.

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- to have a significant activity in Space and/or a very strong strategic development of space activities.
- to have sustained clear activities in art and Humanities, social sciences, journalism, and information related to the space sector would be a plus, to reinforce the multidisciplinary activities of UNIVERSEH.

To ensure the geographical balance of the project, at least one of the new partners needs to be situated in Southern Europe (Cyprus, Greece, Italy, Malta, Portugal, Spain, Turkey).

Also, the Swiss government plans to release 1.2 billion Swiss francs to compensate their non-affiliation by helping their HEIs to join European Universities. Emphasis could be made on High Performance Computing, quantic electronics/activities, and Space related activities. Such applications could be considered as potential associated partners.

Given the current situation, it might also be politically important to consider a partnership with a Ukrainian University.

### **Opinion:**

The members express their hesitancy in advising for now on the current applications. Information is lacking for one application, which precludes a thorough evaluation.

Still, general comments were made:

- Italy and Spain applications: these are interesting partners, with valuable industrial components
- Greece: the application is limited in information; some concerns are expressed over security of Greek institutions working in space with third part countries.

Further to this:

- The AB expresses the opinion of having a Ukrainian University as an “associate” partner of UNIVERSEH; it is an important political move.
- The optimal number of partners appears to be 7 to 8 members.
- UNIVERSEH should follow its own procedure for the selection, which should be fully transparent.
- Thereafter, the AB may give an opinion on a short list.
- Additional integration could eventually be considered as associated partners.

### **Summary of next steps:**

- UNIVERSEH to provide an overview of current and future activities in Entrepreneurship, Finance and Law within UNIVERSEH, as well as the electronic resources available.

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## ANNEX: List of documents sent in preparation for the meetings

Ordinary Meeting, 8:30-10:00	
Item O1	Agenda of the 31 May 2022 of the Advisory Board's Ordinary and Strategic Meetings
Item O2	Provisional minutes of the 4 March 2022 Advisory Board Meeting
Item O3	Priorities & Tasks of the Advisory Board (Proposal)
Item O4	The European Grouping of Territorial Cooperation (EGTC) as a legal entity for 'European Universities' Alliances
Item O5	International Astronautical Congress 2022 - How to participate?
Strategic Meeting, 10:30-12:00	
Item S1	UNIVERSEH Alliance enlargement

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## Governing Board & Advisory Board

### Meeting




#### AGENDA

**Tuesday, 31 May 2022 from 12:00 to 13:00**

**Venue:** AGH University of Science and Technology  
al. Mickiewicza 30, Krakow - **Assembly Hall**

**For remote participation:** [Zoom meeting](#)

(Meeting ID: 989 4050 8362; Secret code: 417350)

1.  Legal entity for UNIVERSEH: status
2.  International Astronautical Congress 2022 (IAC) in Paris
  - a) Presidents/Rectors attending
  - b) Attendees: professors & students
  - c) Advisory Board members attending / Stakeholders' involvement
  - d) Cost – Budget distribution per partner
3.  Consortium enlargement

 Item with document



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# The European Grouping of Territorial Cooperation (EGTC) as a legal entity for 'European Universities' Alliances

## Preamble

*European Universities are transnational alliances that will become the universities of the future, promoting European values and identity, and revolutionising the quality and competitiveness of European higher education<sup>1</sup>.*

The actual 41 alliances serve a pioneering role in establishing new models of interaction to transform higher education in Europe. Two topics have been isolated by the European Commission to support the full rollout of 'European universities':

- Topic 1: intensification of prior deep institutional transnational cooperation
- Topic 2: development of new deep institutional transnational cooperation

*The second call topic will provide support for applicants wishing to establish new deep institutional transnational cooperation in a new 'European Universities' alliance. Inherently, such a deepening implies novel models of governance and operations.*

For now, there seems to be a European consensus at favouring the European Groupings of Territorial Cooperation as a potential legal entity for 'European Universities'<sup>2</sup>. This document sheds light on some governance, legal, financial, and organisational aspects of an EGTC solution for 'European Universities'.

## Context & Definition

European Groupings of Territorial Cooperation ([EGTCs](#)) were set up to facilitate cross-border, transnational and interregional cooperation between Member States or their regional and local authorities. EGTCs enable these partners to implement joint projects, share expertise and improve coordination of their activities.

The EGTC scheme proposes a single framework for the legal structuring of territorial cooperation activities throughout the EU. It is often defined as a European cooperation structure by nature since:

- It is structured by a European Regulation (EC No 1082/2006 amended by EC No 1302/2013).

<sup>1</sup> <https://education.ec.europa.eu/education-levels/higher-education/european-universities-initiative>

<sup>2</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_365](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_365)



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- It must include members from at least two-member states of the EU (and possibly also partner countries).

The objectives and tasks of EGTCs are very diverse and may include the implementation of territorial cooperation programmes which may comprise INTERREG, regional projects or even territorial strategies.

The EGTC is a permanent and autonomous structure, with legal personality under public or private law. It has the capacity to conclude contracts, employ staff, manage a budget, participate in tenders, acquire, and dispose of movable and immovable assets property.

At the end of 2019, most of the 75 EGTCs were active in cross-border regions (80%), and also registered by the [Committee of the Regions](#); 25 were in the process of being established<sup>3</sup>. To date, it seems that [EUCOR](#), "The European Campus", formerly "Universities of the Upper Rhine" created in 1989, is apparently the only EGTC active in the field of Higher Education and Research.

## EGTCs and European Universities alliances

It is now recurrently communicated through different channels that an EGTC would be a valid option for the organisational structuring of "European universities" alliances. Interestingly enough, the legal form of EGTC is intended to perpetuate the "European universities" alliances. Actually, it is probably true that a *deeper transnational cooperation, with the support of a legal statute for alliances of higher education institutions (HEIs) willing to join forces, can help to:*

- *build capacity,*
- *facilitate access to sustainable modern infrastructure and shared common resources (financial, human, digital and physical resources) and services*
- *develop joint educational and research activities*<sup>4</sup>.

As public institutions, it is relatively difficult to HEIs to establish legal structures, and even national regulations can erect significant legal barriers. European Grouping of Territorial Cooperation (EGTC), as a legal entity, has a number of operational and financial advantages since it was originally designed to facilitate and promote cross-border, transnational, and interregional cooperation. It is currently already used in Europe within the higher education sector such as EUCOR (see above). The [University of the Greater Region](#) is also considering such a move, which was precluded at its creation since German regulations forbid some aspects of transfer of responsibilities; the local regulations were amended since.

Besides EGTCs, European Research Infrastructure Consortia (ERIC) are also of interest by facilitating the establishment and the operation of research infrastructures with European interest among several EU and associated countries. This possibility would reinforce the future of the

<sup>3</sup> see EGTC monitoring report: <https://portal.cor.europa.eu/egtc/ressources/Documents/CoR-EGTC-monitoring-report-final-study-2019.pdf>

<sup>4</sup> Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European strategy for universities and the Commission Proposal for a Council Recommendation on building bridges for effective European higher education cooperation (COM(2022) 16 final)



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alliances in the context of Horizon Europe, the EU's key funding programme for research and innovation.

## Establishment and operations

From an operational point of view, even if an EGTC is a well-established model of a cooperative legal entity, the following must be considered:

- Establishment: experts agree that the procedure for establishing EGTCs may last one to two years, as the convention and the statutes require validation of all member states where the partners are located.
- Applicable law: as a cross-border structure, a choice must be made on the connecting law *i.e.*, where the structure is legally registered. Currently, member states have introduced the EGTC into their respective legislation and conferred a specific legal entity form linked to their national legislation (e.g. in France: régime des syndicats mixtes de droit public, for ex.); most of the time, however, the legal form of the EGTC is not fixed by national law; this allows for a certain flexibility in its management modalities (in Luxembourg for example, EGTCs can have a hybrid statute of public and private law, comparable to a.s.b.l. in Belgium).
- Administration and management: the EGTC shall be governed by a convention concluded by its members and by statutes that complement it; only two bodies are required by the regulations: a general assembly and a director.
- Liability: as a basic principle, the EU Regulation considers the EGTC as an organisation with unlimited liability but if one member (due to its national provisions) takes part in the cooperation with limited liability, further members may easily limit their liability.
- Place of registration: very importantly, the 2013 regulation eases the management rules and allows the creation of an EGTC whose registered office is in a member state, whereas its operational headquarters may be in another state; this is a very critical advantage for many EGTCs.

## European commission proposal

FOREU2 group had a few meetings with the Directorate-General for Education, Youth, Sport, and Culture (DG EAC). It is very clear that the current opinion of DG EAC is to support an EGTC-related solution, pending potential amendments (see below: legal limits on European funding).

Further, legal consultants consulted Eric Tschirhart here times on the possibilities of such a legal evolution, in parallel to the work already done and communicated within the University of the Greater Region. In the latter case, the process is on course to switch from a no-for-profit association to a full-fledged EGTC, legally located in Luxembourg, and with an operational office in Germany.

After the summer, the DG EAC will launch a call for application to examine, structure and propose a legal framework for European Universities, in the context of a EGTC or another possibility. This call will be limited to supported 3-4 actions, with a potential budget contribution of 1-2 million.



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## Known limits

Legal limits to the EGTC's powers must be considered:

1. **Funding:** for now, a 'European University' EGTC cannot be considered as an HEI, having no Erasmus+ Charta. This cancels future 'European University' proposals; however, there is consideration at the highest level of EC of having a consolidated approach where each HEI may transmit its capacity to the EGTC. In some cases (F & D for ex.) for now, EGTC cannot apply for national funding. Nevertheless, things are evolving, and Germany is considering legal modification to allow financial support.
2. **Political limit:** the 'European Universities' initiative supports consolidation of actions and results. If research funding is an indicator of success, partner institutions may be reluctant at consolidating this funding with the alliance, losing some aspects of research performance useful for international ranking.
3. **Financial limits:** an EGTC is fully responsible for its revenues and debts, according to the distribution key fixed annually by the assembly. The accounting and budgetary rules are set by the legal location of the EGTC.

## Further considerations

Governing and managing strategic alliances is a complex business, particularly when such alliances bring together a variety of partners which may themselves be decentralised higher education institutions. Crucial challenges (education, research, organization, budget) can be acknowledged and probably no blue-print solutions are directly available.

Still, some aspects of governance can be considered for the future within an EGTC:

1. **Build on the existing governance**, avoiding over-centralized processes and actions, preserving all partners' autonomy (freedom of operation), with a 2-year rotating presidency like the one observed at EUCOR.
2. **Envisage an agile strategy**, experimenting innovative projects, initially on a small scale, learn from such pilot projects, and then scale-up to a fully-fledged systemic implementation.
3. **Financial sustainability** is key in ensuring a long-term success for UNIVERSEH. Partner commitment must be considered, with a recurrent and stable funding, bridge also by substantial national funding.
4. **Creating a legal entity** can be a catalyser to provision UNIVERSEH alliance's long-term strategic development, but it must be stressed that a legal entity, whatever it is, must not be an end.

Further, and as explained by the "European Consortium of Innovative Universities"<sup>5</sup>, *a Legal Statute for European Universities is needed to fulfil the high ambitions for European co-operation in education and beyond. We cannot realise European Universities, a European Degree, and a*

<sup>5</sup> [https://assets-global.website-files.com/562fb917aa38ca2e349b422e/62039b72043877bdb912be2a\\_Why%20ECIU%20University%20needs%20a%20European%20Legal%20Statute.pdf](https://assets-global.website-files.com/562fb917aa38ca2e349b422e/62039b72043877bdb912be2a_Why%20ECIU%20University%20needs%20a%20European%20Legal%20Statute.pdf)

[files.com/562fb917aa38ca2e349b422e/62039b72043877bdb912be2a\\_Why%20ECIU%20University%20needs%20a%20European%20Legal%20Statute.pdf](https://assets-global.website-files.com/562fb917aa38ca2e349b422e/62039b72043877bdb912be2a_Why%20ECIU%20University%20needs%20a%20European%20Legal%20Statute.pdf)



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*European Education Area without such a Legal Statute. Moreover, a Legal Statute is crucial for (international) recognition of trustworthy partnership. To enable such partnerships and visibility towards society in a broader perspective, the Statute must be recognized beyond the domain of education.*

## Conclusion

The key factor for the alliances, as HEIs *per se*, is the establishment of a deeper cooperation in education and research, with asset sharing allowing to maximise access to and the utilisation of available resources and infrastructure, as well as to increase efficiency and effectiveness.

The establishment of a legal statute may be considered symbolic, even if it images a governance integration, but it definitely builds capacity, and support access to shared common resources such as financial, human, digital and physical resources.

The inevitable output is the development of joint educational and research activities which will empower the HEIs to work collectively on a long-term vision of their respective alliances, with the support of EU, transnational, and national financial instruments to achieve real sustainability.



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## International Astronautical Congress 2022

### How to participate?

#### What is the purpose of our participation?

*To put UNIVERSEH on the map with well-targeted contacts, i.e.:*

- present the 'European University' alliance, its ambition, its aims, its USP
- present what we can do for them
- evaluate what we could possibly do together (also for Beyond UNIVERSEH)
- listen to them on what we should offer them
- explore potential partnerships, collaborations, mutual interests
- find new focal partners in the framework of the enlargement of the alliance

In short: foresight and business development

#### Which approach to select?

*Identify the companies and institutions we would like to talk to and set up meetings*

- Identify their CEO or Head of business development
- Find their contacts, contact them
- Arrange meetings with them in the framework of the IAC (if they are present)
- Aim for meetings of 15 mins max (these people are super busy); organize an additional meeting if there is an interest

This is a huge job that needs to be done well in advance of the conference. If not done, we risk finding yourself in Paris completely lost among a few thousand participants.

*How to target space companies?*

- Work by geographical segment and focus on:
  - o Companies in the alliance member countries that we have already spoken to give them a brief update
  - o Companies in the alliance member countries that we have not yet managed to talk to in the past
  - o Identify the second or third circle of related companies
    - priority alliance extension countries (Spain, Italy, Greece)
    - others, like Denmark, Norway, UK...



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### *How to target space institutions?*

- ESA, DLR, CNES, LSA, Polish Space Agency, Swedish National Space Agency
- Spanish Space Agency (brand new, creation announced early this year); ASI - Italian Space Agency
- Danish National Space Centre; Norwegian Space Agency; UK Space Agency

## **Communication tools and materials**

### *For meetings:*

- Slide-deck / ppt presentation; max 5 slides, 2'/slide; central message: "what we will do for you, what we can do together"
- Documentation to be given to the interlocutors
- UNIVERSEH brochure (updated)
- Give-aways

### *For the stand:*

- Video in continuous display on screen
- UNIVERSEH brochure
- BEYOND UNIVERSEH brochure
- Course list on the web and in video
- Give-aways

## **Complementary approach for delegates**

### *For teachers and students, a complementary approach is recommended:*

- This programme will be circulated among the WPs
- Obligation to circulate the programme internally to potential delegates
- Drafting and communication of a single, common programme for all delegates: 10 minutes of slide-deck, 5 minutes of discussion, follow-up discussion for a second meeting if there is interest



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## UNIVERSEH Alliance enlargement

### Preamble

*European Universities are transnational alliances that will become the universities of the future, promoting European values and identity, and revolutionising the quality and competitiveness of European higher education<sup>1</sup>.*

The actual 41 alliances serve a pioneering role in establishing new models of interaction to transform higher education in Europe, with an Erasmus+ future indicative budget totalling EUR 1.1 billion for 2021-2027.

A set of important actions, to support Europe's universities towards achieving four objectives have been selected (see note 2):

- *Strengthen the European dimension of higher education and research.*
- *Consolidate universities as lighthouses of our European way of life with supporting actions focusing on academic and research careers, quality and relevance for future-proof skills, diversity, inclusion, democratic practices, fundamental rights, and academic values.*
- *Empower universities as key actors of change in the twin green and digital transition.*
- *Reinforce universities as drivers of EU's global role and leadership.*

Two topics have been isolated by the European Commission to support the full rollout of 'European universities':

- Topic 1: intensification of prior deep institutional transnational cooperation
- Topic 2: development of new deep institutional transnational cooperation

*The second call topic will provide support for applicants wishing to establish new deep institutional transnational cooperation in a new 'European Universities' alliance<sup>2</sup>. Inherently, such a deepening implies novel models of governance and operations, which has not been fully appreciated for now by the Governing board of UNIVERSEH.*

### EU contribution within an expansion strategy of the alliance

The DG EAC provided detailed information from the European Universities call in 2021<sup>3</sup>.

<sup>1</sup> <https://education.ec.europa.eu/education-levels/higher-education/european-universities-initiative>

<sup>2</sup> [https://ec.europa.eu/commission/presscorner/detail/en/IP\\_22\\_365](https://ec.europa.eu/commission/presscorner/detail/en/IP_22_365)

<sup>3</sup> [https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/erasmus/wp-call/2022/call-fiche\\_erasmus-edu-2022-eur-univ\\_en.pdf](https://ec.europa.eu/info/funding-tenders/opportunities/docs/2021-2027/erasmus/wp-call/2022/call-fiche_erasmus-edu-2022-eur-univ_en.pdf)



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Number of partners	Total budget for the Alliance
5	5.40 M€
7	11.20 M€
8	12.8 M€
9+	14.4M€

The figures are valid for an expansion strategy. In our configuration, an expansion to 7 or 8 partners seems the most cost-effective solution, pending an allocation key which will be necessary to agree on (coordination, partner size, involvement, overall HR cost...). It also limits management constraints

### SWOT analysis for an enlargement the alliance

	Helpful to achieving the objective	Harmful to achieving the objective
<b>Internal origin</b>	<b>Strengths</b> <ul style="list-style-type: none"> <li>- Boosted creativity: more activities, more programs &amp; courses</li> <li>- Solid student &amp; staff exchanges</li> <li>- Reinforced network?</li> <li>- Improved network stability</li> <li>- Augmented diversity</li> <li>- Genuine European image</li> </ul>	<b>Weaknesses</b> <ul style="list-style-type: none"> <li>- Demanding organisation</li> <li>- Arduous and slower decision-making</li> <li>- Reduced visibility of individual current member?</li> <li>- Potential narrow institutional engagement combined to a limited interest in Space: heftier workload</li> <li>- Call for renewal: restricted capacity (final report to be delivered simultaneously)</li> </ul>
<b>External origin</b>	<b>Opportunities</b> <ul style="list-style-type: none"> <li>- Funding x2</li> <li>- Gain in influence &amp; visibility</li> <li>- Possibly increased lobbying wrt</li> </ul>	<b>Threats</b> <ul style="list-style-type: none"> <li>- Risk of ineligibility for the next call (no southern country today)</li> <li>- Be second in class as a 'E-U'</li> </ul>



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	<p>EU, ESA, politics, etc</p> <ul style="list-style-type: none"> <li>- Grasp southern countries such as Italy, Greece, Malta...</li> <li>- More participation to EU discussions</li> <li>- Legal entity needed: GEC/EGTC, A(I)SBL...</li> </ul>	<ul style="list-style-type: none"> <li>- Partner search can be laborious</li> <li>- Loss in Space &amp; New Space policy contribution</li> <li>- Loss of students' interest</li> <li>- Loss of stakeholders' attention</li> <li>- Missing the call for renewal</li> </ul>
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### Applications received to join the alliance: status

UNIVERSEH launched a call for application end of march, and the following expression of interest were received:

- [University of La Laguna – ULL](#) (ES, Canaries Islands)
- [University of Alcalá](#) (ES, near Madrid): application file pending
- [Tor Vergata University of Rome](#) (IT)
- [National and Kapodistrian University of Athens](#) (GR): application file pending
- [Université de Namur](#) (B)
- [Technical University of Liberec](#) (CZ)

The first three have a spatial history and long-term interest:

- ULL: [Instituto de Astrofísica de Canarias](#) (IAC) with the second largest telescope worldwide, Master in Astrophysics, also including established blended learning for human sciences.
- Tor Vergata: it has 40 years of experience in the Space sector; internationally renowned in space medicine, astroparticle physics, deep cosmic rays, earth observation, remote sensing, numerous projects and collaborations with ISA, ESA, NASA, CNES and EU in general.
- National and Kapodistrian University of Athens: [Department of Aerospace Science & Technology](#), with the post graduate program "Space Technologies, Applications and Services" ([STAR](#)).

### Timing of application to UNIVERSEH alliance

Three arguments should be considered:

- Delay in applying to UNIVERSEH: the call for application is set within a period where HEIs compete for the second call of DG EAC for a prolongation of their alliances; some who may be interested in UNIVERSEH may wait late July to contact us.



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- Change of alliances: certain HEIs may leave their original alliance and apply to UNIVERSEH, like Tor Vergata.
- Multiple applications: for example, ULL has applied for the first time in a newly constituted alliance and awaits July results.



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## Governing Board & Advisory Board

### Joint session

### MINUTES

31 May 2022

(in hybrid mode: AGH University of Science and Technology, Krakow / Zoom)

#### Governing Board

**Attendees:** Prof. Birgitta Bergvall-Kåreborn (Vice-chancellor LTU), Prof. Jerzy Lis (Rector AGH), Prof. Stefan Marschall (Vice-president UDUS) substituting the President, Prof. Anja Steinbeck, Prof. Philippe Rimbault (President UT).

**Excused:** Prof. Stéphane Pallage (Rector UNI.LU)

#### Advisory Board

**Attendees:** Michel Bosco (RHEA Group), Denis Bousquet (AXA XL), Ferdinand Kayser (SES Satellites), Agata Kołodziejczyk (Analog Astronaut Training Center), Tomasz Kozłowski (EIF), Kevin Ramirez (EIT Climate-KIC), Alexandre Tisserant (Kinéis/Club Galaxie), Philippe Trillat (Airbus Space & Defence), Eric Tschirhart (UNI.LU), Emil Vinterhav (Pasq Space), Emmanuel Zenou (UT/ISAE SupAero)

**Excused:** Christophe Grudler (European Parliament)

**Absent:** Géraldine Naja (ESA), Mathias Van Den Bossche (Thales-Alenia-Space)

#### Minutes

Nathalie Klopfenstein (UNI.LU)



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## Agenda

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## Discussions

### 1. Legal entity for UNIVERSEH: status

The Commission's Directorate General for Education and Culture (DG EAC) is currently considering the option for transnational alliances (European universities) to become legal entities, as non-for-profit institutions. Still, the DG EAC clearly indicated that it was not a mandatory process.

For now, there seems to be a European consensus at favouring the European Groupings of Territorial Cooperation (EGTC) as a potential legal entity for 'European Universities'. EGTCs are more than 80 in Europe, but only one international network (EUCOR, formerly Universities of the Upper Rhine) is established as a higher education entity.

A document outlining governance, legal, financial, and organisational aspects of an EGTC solution for "European Universities" was sent to the members in preparation of this meeting and was also discussed in the Advisory Board (AB) meeting earlier in the day. The AB recommends to see the EGTC as a reasonable solution to consider, as it would facilitate branding, communication, and interaction with all stakeholders.

The Governing Board decided to formally include the option of EGTC as a legal entity for UNIVERSEH in the next post-funding call.

### 2. International Astronautical Congress 2022 (IAC) in Paris

The International Astronautical Congress (IAC) 2022 will take place in Paris on 18-22 September 2022. It is the major event of the year where all global space actors come together.

UNIVERSEH plans to participate and have a booth at this event in order to promote its activities within the space sector.

This opportunity was discussed with the Advisory Board, which advises the possibility for UNIVERSEH to request a plenary slot on a given topic, which could focus on future stakeholders. However, this requires:

- A clear strategy and target audience as well as, the identification of concrete options and pathways for stakeholder engagement to avoid fail of connection.
- A relevant message on what measures could be applied by UNIVERSEH to provide the right skills at the right time to stakeholders and beyond.

The Governing Board will consider this opportunity to organise a meeting in Paris to take a final decision on the enlargement of the consortium. Still, all rectors may not be able to attend IAC.

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### 3. Consortium enlargement

For the purpose of the new call, UNIVERSEH launched an official call for applications to join the alliance end of March, and received 5 expressions of interest from the following institutions:

- [University of La Laguna – ULL](#) (ES, Canaries Islands)
- [Tor Vergata University of Rome](#) (IT)
- [National and Kapodistrian University of Athens](#) (GR)
- [Université de Namur](#) (B)
- [Technical University of Liberec](#) (CZ)

UNIVERSEH must meet three criteria:

- A geographical requirement with at least one of the new partners from Southern Europe (Cyprus, Greece, Italy, Malta, Portugal, Spain, Turkey).
- A strengthening of space activities.
- The inclusion of activities in the field of art and humanities, social sciences, journalism, and information related to the space sector to enforce UNIVERSEH's multi- and transdisciplinary activities.

The Advisory Board considers that:

- It is politically important to consider a partnership with a Ukrainian University.
- The optimal number of partners appears to be 7 to 8 members.
- The selection process should be fully transparent.
- The Advisory Board may give an opinion on a short list.
- A decision should be taken at the earliest possible time.
- Additional applications may potentially be considered as associated partners.

The Governing Board decided the following:

- Priority will be given to the applications from Italy, Greece, and Spain.
- Interviews with the candidates will be conducted by the board, ideally in June followed by a decision in July or in September at the IAC.
- A 7 partners scheme is considered as an optimum number to maximise collaboration and ensure efficiency of the network.
- The board envisages the integration of one or two Ukrainian partners as associates to UNIVERSEH: University of Kyiv and Ivano-Frankivsk University. A meeting will be set to contemplate forms of collaborations.

The Governing Board also stresses that an extension of the network with several associated partners may impair the nature, the efficiency and dependability of the academic interactions and outputs.

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The president of the Governing Board, Prof. Philippe Rimbault, thanks the Advisory Board members for their contribution and inputs to UNIVERSEH activities and future.

Lastly, he thanks the president of AGH, Prof. Jerzy Lis for having hosted the UNIVERSEH governing meetings.

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### List of documents sent in preparation for the meeting

<b>Item 0.</b>	Agenda of the 31 May 2022 joint session between Governing Board and the Advisory Board
<b>Item 1.</b>	The European Grouping of Territorial Cooperation (EGTC) as a legal entity for 'European Universities' Alliances
<b>Item 2.</b>	International Astronautical Congress 2022 - How to participate?
<b>Item 3.</b>	UNIVERSEH Alliance enlargement

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