Erasmus+
Knowledge Alliances

Thematic Cluster Meeting 2018 - Key results
Brussels
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Introduction

The Thematic Cluster Meeting on Erasmus+ Knowledge Alliances (KA) projects was organized by the Education, Audiovisual and Culture Executive Agency (EACEA) and the Directorate General Education, Youth, Sport and Culture (DG EAC). It took place in Brussels at the Thon Hotel on 31st January and 1st February 2018.

While specifically targeting the 'Knowledge Alliances Projects' selected in 2014-2016, the seminar also involved 22 coordinators of the new projects of 2017 as observers. Overall, the Cluster meeting aimed at sharing the results and good practices of projects, identifying and supporting possible synergies between projects, facilitating networking and strengthening the KA Community as well as discussing topics that are of common interest.

The 2-days seminar brought together two participants per project representing both the higher education and business perspectives, in total reaching to 102 participants. 84% of survey participants found the event useful or very useful for networking.

On the first day of the meeting, EACEA and DG EAC staff started with informative presentations on the following areas:

1. Policy context (see annex 2.1)
2. Valorisation strategy for Knowledge Alliances (see annex 2.2)
3. Key facts and figures for KA 2014-2017 (see annex 2.3)
4. Overview of KA Community (see annex 2.4)

This informative session was followed by a presentation on the Outcome of University-Business cooperation study, by the external enterprise University Industry Innovation Network (UIIN), represented by the CEO Arno Meerman. (See annex 3)

The participants of 40 projects were then split into 4 Focus groups for delivering a short demo/presentation of their project and highlighting outcomes and good practices, through pitching on Knowledge share. The purpose was to create synergies and foster cooperation and networking among project coordinators working in similar areas.

The groups were thematically focussed on the following:

1. Sustainable economy and environment
2. CT/E-Learning/virtual platform/MOOC
3. Scenario/problem/project-based learning and competencies
4. Other sector-based entrepreneurship
During the afternoon session on Parallel Europe Cafés, the participants were engaged in knowledge sharing and building process in an interactive and participatory manner. They also identified key challenges with the purpose of generating new ideas and workable solutions. The Europe Cafés covered the following topics:

1. **KA synergies and challenges**
2. **Innovation and entrepreneurship**
3. **Impact**
4. **Sustainability**

The second day was marked with the wrap up presentations of the main findings of the 4 Europe Cafés delivered by the designated reporters. Afterwards, the floor was open for Q&A session, allowing participants to also give their feedback on the event. At the same time, participants had an opportunity to address their project specific questions during the bilateral meetings with EACEA project officers.

In section III, the report consolidates the tips and ideas from the Europe Café session.

This report can be used by running and future projects as guidance for an effective implementation.

Finally, the participants received and filled in an online survey after this event. 93% of participants were satisfied or mostly very satisfied by the event. 84% found the event very useful or useful.

**54 participants to the survey**

![Circle chart showing participant distribution and satisfaction levels]
Regarding networking, 84% were satisfied by the event.

97% of survey participants considered the practical organisation of the event as fulfilling or exceeding their expectations.
76% of survey participants considered the themes and format of the event as fulfilling or exceeding their expectations. Let's read some positive quotes from participants:

"Honestly, the best organised, most informative and energising event organised by the European Commission services that I've been to in over 10 years in Brussels. Huge congratulations to all the team involved! I hope you manage to keep the team spirit as the EACEA grows in project and personnel numbers."

"I really liked the idea of combining the KA Cluster Meeting with the UB Forum next year."

"It was the right place to learn more about the other projects' experiences, successful projects, criteria for evaluation of the project success."

"Wish more similar events in the future - very useful and congratulations!"

"World cafés were superbly coordinated."
Key results

The session on focus groups allowed for a quick overview of projects of similar area or type of output/outcome. Projects were able to exchange ideas and extend their networks. The use of the project dissemination sheets was very useful to identify other projects of common interest for participants and also for future dissemination.

How useful do you find the project dissemination sheets?

All

<table>
<thead>
<tr>
<th>2 - Quite useful</th>
<th>3 - Useful</th>
<th>4 - Very useful</th>
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<tbody>
<tr>
<td>6%</td>
<td>19%</td>
<td>76%</td>
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The four Europe Cafés were very fruitful and resulted in a series of tips for KA projects in terms of synergies, challenges to address, innovation, impact and sustainability.

The main ideas and tips are gathered per assessment criteria as follows:

1. **Relevance – innovation aspect**
   - Ensure innovative mindset: lecturers and students need to understand the innovation, Trainers/managers/professors must be innovators - Assess their innovative competences before hiring. Train the managers/teachers/professors, update them with new methodological tools. Work on new pedagogical models with the trainers/managers.
   - Manage Change (resistance of universities in changing the curricula, bureaucracy).
   - Create an open space for creativity and «match-making».
   - Refine/adjust to individual needs/regions. The global trends are adapted to local/regional needs.
   - Use Business-Academy Case Study – problem-based, reality-driven, needs driven projects - no fixed curricula.
   - Use new faculty & student assessment methods.
   - Radical idea: blockchain certified education on micro-competencies.
o Destroy rankings, graduations, degrees. Are rankings important when employing? Aside from executive education, they may not be that important.

o Radical crossovers: experiment with crossovers between industry and academia. Bring in the musicians to work with the engineers, the biotechnology people and the business people.

o Protective environments (flight simulator) - learning needs to happen in real-world, in real life, yet we need to accept, embrace and /learn from failure.

o Pedagogical experimentation, make them responsible, empower, given them choice. Teachers might start to become mentors/tutors/enablers.

✓ Tackle Wicked Challenge and Solve Complex Problems that cannot be solved only by Business or only by Universities – Major Global Challenges but also Regional Specific Problems, beyond the Multi-Disciplinary Approaches (Humanities – Engineering).

✓ Pedagogical innovations.

✓ New methods of hiring and training.

✓ Better professional identity and competence profiles – allocation of staff and tasks.

✓ New jobs leading to new industries.

✓ Create best practices that can lead to change to policies.

2. **Quality of project design and implementation**

✓ Develop tools for stakeholder engagement (Surveys, focus groups, protocols for implementation).

✓ Share the design process, cooperation events for coordinators, look for shared interest between the academy and business.

✓ Define-use guidelines for good practice. Provide tools for better work planning.

✓ Define an Advisory board.

✓ Be aware of the major responsibility of coordinators.

✓ Maintain interaction business-HEI in the daily activity.

✓ Define test/pilot/peer review planning in advance.

✓ Define Quality Assurance/evaluation Strategy

3. **Quality of project team and cooperation arrangements**

✓ Select partners with adequate soft skills (mix different countries, cultures & partners).

✓ Clearly define partners' involvement (based on actions more than on time, involve new stakeholders).

✓ Ensure active involvement (≠ time availability) especially for large companies, keep the companies committed for more than 1 year (eg use of optimal business time).
✓ Align HE-Business through culture share, language adaptation, common objectives, «Competences» framework.
✓ Collaborate, co-create with industry. Embedding best practices from HEIs and business with each other’s environments.
✓ Get all stakeholders together from the beginning.
✓ Build relationships, trust models to overcome cultural differences between HEIs/businesses, languages, ways of working, perspectives. Grounding is very important.
✓ Build a real learning community, face to face and virtually. Have a story as a fire to warm you, inspire, passionate now and later, to have a reason to join the community you built. Eg discuss about the value of your project and alliance, organise continuing professional development workshops, connect to existing networks, widespread use of social media, seek/gain acceptance of courses.
✓ Organise regular meetings, keep the spirit “having meetings everywhere”. Lobby meetings at local/international levels. Keep conversing with internal/external stakeholders. Follow-on projects/partners who are motivated to maintain the content afterwards. Sustainability Committee should be created where partners meet every 3 months to come up with ideas to keep the spirit of project alive.

4. Impact and dissemination

✓ Exploitation
  o Develop database for best practices on exploitation/use of outcomes.
  o Plan exploitation, organise joint events of similar projects. Define methods and resources to market and exploit results between universities and companies.
✓ Dissemination
  o Use common communication/dissemination tools (guidelines, common formats, boosting internal communication and gain mutual support from other consortiums).
  o Receive dissemination documents in advance.
  o Newsletters.
  o Connect to Social groups.
  o Link KA to H2020 & the European Regional Development Fund ERDF.
  o Additional support to scaling-up or demonstration projects (to allow continuity).
  o Use dissemination to foster sustainability (articles, white papers for academia & industry).
Impact

- Benchmarking at the beginning of the project → set up goals, measurable results for impact, but also do not neglect or ignore unexpected or unforeseen impact.
  - Indicators: specific to each project and highly contextualised.
  - Use quantitative and qualitative indicators:
    - Quantitative: related to “data” (# Individuals, organisations, jobs, income, etc).
    - Qualitative: related to “experience” (student learning, employability, engagement, motivation).
- Keep track and continue measuring, take stock in intervals (check points) and reflect / make adjustments – use data to reflect and improve within the lifetime of the project.
- Innovation projects require time to build notable results (2-3 years) with the potential of impact. There is a need to continue measuring impact after the end of the project (sustainability, scaling-up, wide acceptance, streamline, etc).
- Foresee internal, external, systematic, transparent long term evaluation of impact.

Open access

- Ensure open access into the companies/market and business plan respecting open access but commercialization with some targets.
- Clearly define copyright, IPR rules within the consortium. Commercialise training related to content, certify (in compliance with grant agreement rule on open access). Think about open source products/free workshops. Follow-on (EC)-funded successful projects; website (content/technical) by sector/partner organisation.

Sustainability

- Build and maintain sustainable partnerships.
- Focus on sustainable project design.
- Develop sustainability tools.
I. Key information on Focus groups

The participants of 40 projects selected in 2014-2016 were split in 4 Focus groups for delivering a short presentation of their project objectives, their core outputs/ outcomes and potential good practice.

1. Sustainable economy and environment
2. ICT/E-Learning/virtual platform/MOOC
3. Scenario/problem/project-based learning and competencies
4. Other sector-based entrepreneurship

80% of survey participants considered that the session on focus groups fulfilled or exceeded their expectations. 95% considered that the project dissemination sheets were (very) useful.
The table below indicates the distribution of projects and the EACEA facilitator of the group concerned. In addition, representatives of 2017 projects were present as observers (projects below the line).

<table>
<thead>
<tr>
<th>Focus Group 1</th>
<th>Focus Group 2</th>
<th>Focus Group 3</th>
<th>Focus Group 4</th>
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</thead>
<tbody>
<tr>
<td>Sustainable economy and environment</td>
<td>ICT/E-Learning/virtual platform/MOOC</td>
<td>Scenario/problem/project-based learning and competencies</td>
<td>Other sector-based entrepreneurship</td>
</tr>
<tr>
<td>Room Netherlands I</td>
<td>Room Netherlands II</td>
<td>Room Netherlands III</td>
<td>Room Belgium I</td>
</tr>
<tr>
<td>Annalisa Colosimo</td>
<td>Corinne Lévêque</td>
<td>Nihal Yildirim</td>
<td>Gilles Gervais</td>
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The annex 4 shows a table per focus group to give a consolidated overview of the projects' objectives, core outputs/outcomes and good/innovative practice, as presented by project representatives.
II. Ideas and tips from Europe Café sessions

1. Europe Café Key Synergies & Challenges

1) What are your KA synergies at different moments of your project cycle?
   What are your KA project cooperation good practices?

Brainstorming was developed based on two main factors:

- Time
- Inter-, intra-partner consortium/project

**Ideas for the Needs analysis/start phase**

- Select partners with adequate soft skills (mix different countries, cultures & partners).
- Develop protocols/guidelines (early involvement of all partners involved e.g writing the project proposal, kick-off meeting, virtual and face-to-face meetings).
- Share the design process, cooperation events for coordinators, look for shared interest between the academy and business.
- Develop common ground for new projects (when setting the team, focus on soft skills, competences, understanding each other).
- Create a Steering Group and/or Advisory board.

**Ideas for the Implementation phase**

- Develop tools for stakeholder engagement (Surveys, focus groups, protocols for implementation).
- Use common communication/dissemination tools (guidelines, common formats, boosting internal communication and gain mutual support from other consortiums).
- Set guidelines from completed or ongoing projects (learning from previous projects and capitalizing the results, making the point & being flexible).
- Develop database for best practices on exploitation/use of outcomes.
- Clearly define partners involvement (based on concrete actions, involve new stakeholders).
- Define test/pilot/peer review planning in advance.

**Ideas for the End of the project**

- Develop common tools for dissemination.
- Share planning and attend each other's conferences and final events.
- Set alumni community.
✓ Invite all KA coordinators for final KA project events.
✓ Share and promote results for others to use.

2) What are your KA common key challenges?
What are your good practices/ideas to address them?

Specific HE vs Business challenges and good practice

✓ Ensure attractiveness for business to invest on KA projects.
✓ Ensure active involvement (≠ time availability) especially of large companies; whenever possible keep the business partners involved in all phases of the project.
✓ Address administrative issues of business partners (eg data protection issues regarding internal accounting and supporting documents).
✓ Align HE-Business through culture share, language adaptation, common objectives, «Competences» framework.
✓ Manage Change (resistance of universities in changing the curricula, bureaucracy).
✓ Share best practices (tools, webinars and workshops to share models from others).

General challenges and good practice

- Objectives/needs/methods
  ✓ Set objectives-driven partner/consortium. Create a common vision of the project. Formulate the projects more positively, identifying with clear added-value for all stakeholders.
  ✓ Identify relevant topics and activities.
  ✓ Develop needs analysis to focus on what to offer, 'translation' of problem to solution.
  ✓ Consider using new case–based / problem-based learning.

- Partnership
  ✓ Organize large and trustworthy partnerships. Be flexible with your partnership (ability of partners to adopt the changes if needed. Using already existing networks to sustain the projects. Set networks or create (joint-) entities.
  ✓ Build effective teams with appropriate skills, using the Kick-off meeting to build the team/strategic visioning of the project.
  ✓ Meet the expectations of HEI & business industry equally (Integrate industry/business perspective in the courses, e.g practical examples, tools & implementation mechanisms).
  ✓ Be aware of major responsibility of project coordinators.
✓ Maintain interaction business-HEI in the daily activity eg through regular virtual meetings.

- **Project design**
  ✓ Define Quality Assurance/evaluation Strategy & Impact Indicators.
  ✓ Plan exploitation and final outcomes sustainability (events, surveys). Organise joint events of similar projects. Define methods and resources to market and exploit results between universities and companies.
  ✓ Consider Lifetime (eg ensure availability of students during the whole period of implementation).

- **Administrative issues**
  ✓ Ensure comprehensive management of the unit cost EU contribution and its reporting system with all consortium members. Eg use fixed tools/templates for reporting (timesheets).
  ✓ Define/use guidelines for good practice. Provide tools for better work planning.
  ✓ Clarify the double funding issue to justify costs while re-using content from previous projects.

- **Mobility**
  ✓ Consider differences in national regulations in mobility of students.
  ✓ Consider virtual internships.
  ✓ Ensure that the unit cost system is well understood by all consortium members for the use of learning mobility budget.

- Ensure open access into the companies/market and business plan.

3) **How could EACEA/DG EAC facilitate your synergies and support further your projects?**

**Positive aspects**

✓ Networking and Events (e.g.) Kick-off meeting + Cluster meeting.
✓ Building a community of practice.
✓ Communication with project officer, face to face meetings.
✓ Project dissemination sheets.
✓ Alumni/virtual KA community

**Negative aspects**

- Missing information on projects with similar topics.
- Need for more specific interaction between projects, need for matchmaking of projects.
• Need for more open space to discuss/share innovation/creativity.
• Shorten the delay between programming and implementation of joint activities.

Proposals

✓ Plan more time for sharing experiences/best practices/networking/interaction.

✓ Events
✓ Create a project Fair.
✓ Include KA projects on University-Business national events. National-based KA events (in collaboration with national contact points.
✓ Define more project content-focused thematically specific cluster events.
✓ Organise more virtual meetings.
✓ Alumni organization.
✓ Organise business to business meeting time at events.
✓ Organise Training (virtual) events or additional guidelines.

✓ Dissemination
✓ Receive dissemination documents in advance.
✓ Newsletters.
✓ Connect to online Social groups.
✓ Link KA to H2020 & ERDF.
✓ Additional support to scaling-up or demonstration projects (to allow continuity).

✓ Share information and common tools
✓ Share lessons learnt and mentoring.
✓ Create an Open space for creativity and «match-making» (preferably not in Yammer).
✓ Design and promote a common Coordinator Tool Box (management, finance, mentoring, communication, creation of common reality, dissemination, reporting).
✓ Create and share databases to find data to be used for need/analysis, project outcomes, best practices.
✓ Develop a virtual community alternative to Yammer.

✓ Insert travel and subsistence costs as a supplementary component to the unit costs system.
73 % of survey participants are of the opinion that the Europe Café 1 – KA Synergies and challenges fulfilled or exceeded their expectations.

2. Europe Café Innovation & Entrepreneurship

1) **What did you develop or are you developing in terms of innovation?**

- Even though there are big trends, they all refuse the one-size fits for all solution. They refine/adjust to their individual needs/regions. The global trends are made local in some way.
- New learning and teaching methods: eg problem-based learning, work-based learning, virtual educational scenarios...
- New methodology: eg innovative design, AGILE project management.
- New approaches: eg interdisciplinary, inclusion of industrial challenge, applied research, learning course targeting local governments and universities, Localising approach of EU Convention of Disability.
- Innovative curriculum, courses, skills & competences.
- Innovative networks of different stakeholders.
- Recognition-related outputs: different EQF, different degrees.
- Consultancy - stakeholder (Industry, SME's).
- New tools: platform (eg Stress test Tool), web tool.
- New forms of social planning (local learning of different stakeholders, processes).
2) How to ensure that innovation competencies are embedded into curricula?

- Ensure innovative mindset: lecturers and students need to understand the innovation, Trainers/managers/professors must be innovators - Assess their innovative competences before hiring. Train the managers/teachers/professors; update them with new methodological tools. Work on new pedagogical models with the trainers/managers.
- Use interdisciplinary teams of students tackling a business 'problem solving ' or real case. Use laboratory approach, modular approach, professor of practice. Get management buy-in, grassroots projects via students/departments to tackle management resistance.
- Use new faculty & student assessment methods.
- Create a multi-stakeholders steering committee.
- Collaborate, co-create with industry. Embed best practices from HEIs and business with each other’s environments.
- Follow an original idea that will have impact on the market.
- Develop existing tools/concepts for a new context (story telling for business).
- Make curricula flexible.
- Build competences focussing on results and then decide how to reach results.
- Enhance entrepreneurship commercial skills – how to sell, revival for 'selling' skills to complete hard skills.
- Address the regulation/accreditation issues to transmit from national to European level.

3) How to create new trends in entrepreneurship education for job creation and soft skills?

- Work on 2 aspects of entrepreneurship: start business & develop personal skills for job market.
- Better define entrepreneurship. It's already present in certain educational environments (Entrepreneurship education in business studies).
✓ Get all stakeholders together from the beginning.
✓ Mixing students from Technical & Business schools.
✓ Address the issue in academic curricula: being compliant with regulations vs. being in line with future needs.
✓ Use Business-Academy Case Study – problem-based, reality-driven, needs driven projects – flexible curricula.
✓ Develop competences and skills: social and multidisciplinary competences, informal social activities at earlier age aimed at entrepreneurship skills, entrepreneurial skills in primary market research, develop resilience and personal profile (risk taker/control/conservative).
✓ Encourage internships and practical experience, impacting on recruitment on business side.
✓ Focus on a sectoral approach – finding key people with the knowledge about sector specific trends. Increase awareness of trends in different domains of education & business.
✓ Radical idea: blockchain certified education on micro-competencies.
  o Destroy rankings, graduations, degrees. Are rankings important when employing? Aside from executive education, they may not be that important.
  o Radical crossovers: experiment with crossovers between industry and academia. Bring in the musicians to work with the engineers, the biotechnology people and the business people.
  o Protective environments (flight simulator) - learning needs to happen in real-world, in real life, yet we need to accept, embrace and learn from failure.
  o Pedagogical experimentation, make them responsible, empower, given them choice. Teachers might start to become mentors/tutors.
73 % of survey participants are of the opinion that the Europe Café 2 – Innovation & entrepreneurship fulfilled or exceeded their expectations.

3. Europe Café Impact  
1) Key Benefits from University Business Cooperation

- Enhance the Learning Experience of University Students with Authentic Teaching, Learning (including Feedback) and Assessment.
- Improve Employability Capacity, Development of Business Recognised Professional Identities for Graduates, Facilitate Selection of the best candidates for a job role, Attract Talent.
- Exchange, Share and Co-Create Knowledge.
- Push Beyond each other "Comfort Zone".
- Understand Differences: Roles, Perspectives, Methods of Work, Definition of Success (KPIs).
- Build trust and respect.
- Tackle Wicked Challenge and Solve Complex Problems that cannot be solved only by Business or only by Universities – Major Global Challenges but also Regional Specific Problems, beyond the Multi-Disciplinary Approaches (Humanities – Engineering).
- Generate Income for both University and Business. This is particularly important for SMEs (limited Research Resources), Start-Ups and Spin-Offs (“Innovative by Nature”).
2) How Will Your Project Make a Difference in terms of innovation?

The projects will...

✓ produce systemic shared vision leading to potential changes.
✓ apply new knowledge to new context.
✓ learn from failures and go the extra mile.

**Innovation @Higher Education Institutions**

Pedagogical innovations:

✓ Learning objectives (eg competence-based, new subjects/topics).
✓ Methods of teaching & learning (eg technology supported project-based, collaborative Learning, group project solving, mentoring).
✓ Authentic assessment (portfolios for evidences).
✓ Curricula reforms: adapt them for future jobs and market needs.

**Innovations @Business**

✓ Methods of hiring and training.
✓ Better professional identity and competence profiles – better allocation of jobs and tasks to staff.

**Innovations @Social-Economic Environment**

✓ New jobs leading to new industries.
✓ Networking beyond geographical boundaries (eg link a Business from one Member State to a University from a different Member State).
✓ Create best practices that can lead to change to policies.

3) Measure: Achievements - Impact?

**When?**

✓ Benchmarking at the beginning of the project \(\rightarrow\) set up goals, measurable results for impact, but also do not neglect or ignore unexpected or unforeseen impact.
✓ Keep track and continue measuring, take stock in intervals (check points) and reflect / make adjustments – use data to reflect and improve within the lifetime of the project.
Innovation projects require time to build notable results (2-3 years) with the potential of impact. There is a need to continue measuring impact after the end of the project (sustainability, scaling-up, wide acceptance, streamline...).

**How?**

- Internal, external, systematic, transparent long term evaluation of impact.
- Indicators
  - Specific to each project and highly contextualised.
  - Common indicators? Add final list as annex?.
- Use quantitative and qualitative indicators.
  - Quantitative: related to “data” (# Individuals, organisations, jobs, income, etc).
  - Qualitative: related to “experience” (student learning, employability, engagement, motivation)

### Europe Café 3 Impact

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<thead>
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<th>19%</th>
<th>48%</th>
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<td>Partially fulfilled my expectations</td>
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<tr>
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<tr>
<td>Exceeded my expectations</td>
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<td></td>
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<tr>
<td>No opinion / Did not attend</td>
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74% of survey participants are of the opinion that the Europe Café 3 – Impact fulfilled or exceeded their expectations.

### 4. Europe Café Sustainability

**Building and maintaining sustainable partnerships**

- Building relationships, trust models to overcome cultural differences between HEIs/businesses, languages, ways of working, perspectives. Grounding is very important.
- Build a real learning community, face-to-face and virtually. Have a story as a fire to warm you, inspire, passionate now and later, to have a reason to join the community you built. Eg discuss about the value of your project and alliance, organise *continuing professional*
development workshops CPD workshops, connect to existing networks, widespread use of social media, seek/gain acceptance of courses.

✓ Organise regular meetings, keep the spirit “having meetings everywhere”. Lobby meetings at local/international levels. Keep conversing with internal/external stakeholders. Follow-on projects_Partners who are motivated to maintain the content afterwards. Sustainability Committee should be created where partners meet every 3 months to come up with ideas to keep the spirit of project alive.

✓ Clearly identify and engage key stakeholders from the beginning. Involve everyone: eg National agencies, partners, coordinators, work package leaders, managers, policy persons/makers, Education & Training mentors, target groups, end-users, external experts, stakeholders.

Focus on sustainable project design

✓ Transform common goals into a common vision.
✓ Provide useful outcomes based on real needs. “It’s about outcomes, not the money.” Maintain non-stop awareness of your project amongst everyone. Use a "stress test".
✓ Detail and address the needs of your target groups.
✓ Design business model plans, remain flexible to new opportunities. Work on methods rather than content. Principles can be transferred to different context. Remain flexible by making unexpected opportunities springboards.
✓ Build sustainability into the proposal, grow it during the implementation and maintain it after the project. Eg local sustainability Action Plans, high-level sponsorship at partner organizations.

Develop sustainability tools

✓ Generate non-stop awareness about sustainability: before starting, from the beginning, during the project implementation: revisit kick-off meeting, project plan, etc.
✓ The previous cooperation among the partners and during the project is important for ensuring the sustainability after the project. Select the right persons and organizations (same passion & motivation).
✓ Let partners and others co-create ideas for continuing the life cycle of the project.
✓ Integrating the KA results in the core activity/business of the partners. Exploit the experiences of the Alliance process.
✓ Use dissemination to foster sustainability (articles, white papers for academia & industry).
✓ Connect to existing networks, use social media.
✓ Use open data, source and access. Share courses; master-programs; MOOCS, training; academic and popular writing; tools, pedagogical models and methods.
✓ Clearly define copyright, IPR rules within the consortium. Commercialise training related to content, certify (in compliance with grant agreement rule on open access). Think about open source products/free workshops. Follow-on (EC)-funded successful projects; website (content/technical) by sector/partner organisation.
✓ Ensure sustainable tools for the use of resources after the project.

**Europe Café 4: Sustainability**

76% of survey participants are of the opinion that the Europe Café 4 – Sustainability fulfilled or exceeded their expectations.

**Wrap up from the 4 Europa Cafes**

71% of survey participants are of the opinion that the wrap up from the 4 Europe Cafés fulfilled or exceeded their expectations.
III. Feedback from the Q&A session

Overall, the participants considered the event as a positive experience, very-well organized and useful for networking. It is worth repeating in the future.

Some participants launched discussion on Yammer, questioning whether it is the best tool to use. There was a suggestion to use the cloud-based collaborative platform Slack.

Participants were directed to explore HEInnovate - [https://heinnovate.eu/en](https://heinnovate.eu/en) where they can evaluate their institution. Links to European Institute for Technology (EIT) and Knowledge and Innovations Communities (KICs) for building bridges: interested participants should contact the Agency with ideas.

Some project coordinators of the Kick-off meeting highlighted the usefulness of combining the Kick-off and Cluster meetings together and learn from the experiences of older projects. There was also a proposal to have the KA cluster meeting for one day before a future University-Business Forum (UBForum) event.

There was a suggestion for more specific parallel sessions on project dealing with similar topics. The participants appreciated the idea of having project dissemination sheets, which gave them the possibility to know better the KA projects and fostered more synergies among the projects, opening new perspectives for further collaboration.

The use of #hashtags around specific themes was suggested to identify more quickly with each other (on Yammer and social media).

As incentive for academics, a database of all publications associated with KA projects was requested. Currently the Erasmus+ project results platform ([https://ec.europa.eu/programmes/erasmus-plus/projects/](https://ec.europa.eu/programmes/erasmus-plus/projects/)) contains the results of all KA projects but only after the end of the project. In the mean-time, project results should be uploaded in project websites for which the link is mentioned on the Erasmus+ project results platform.

Some further suggestions were also made and will be taken into account for the next cluster meeting.

- Provide participants with info in advance on ongoing projects related to the same area/cluster.
- Provide the project sheets also in digital format and well in advance, to give more time to the participants to look for interesting projects/partners to network with.
- More information on the concrete content of the conference and on the possibility of holding a meeting with the project coordinator. Give more time to the presentations of the projects and to the search of possible common points of collaboration.
- Pre-organized one-to-one speed dating sessions to allow for focused discussion on possible project synergies.
- Include e-mail addresses on the "List of participants"
- More balanced day work (too long/heavy on the 1st, too short/light on the 2nd).

### Open Q&A session and closing remarks

![Bar chart showing survey results for Q&A session and closing remarks]

- 4% Did not fulfill my expectations
- 24% Partially fulfilled my expectations
- 59% Fulfilled my expectations
- 13% Exceeded my expectations

### Please rate the following items in relation to your expectations: Support from EACEA staff

![Bar chart showing survey results for support from EACEA staff]

- 2% Did not fulfill my expectations
- 44% Partially fulfilled my expectations
- 54% Fulfilled my expectations
- 2% Exceeded my expectations

72% of survey participants are of the opinion that the Q&A session and closing remarks fulfilled or exceeded their expectations. 98% of survey participants are of the opinion that the support from EACEA staff fulfilled or exceeded their expectations.
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